

1 COMMONWEALTH OF MASSACHUSETTS
2 MASSACHUSETTS GAMING COMMISSION
3 PUBLIC MEETING #225
4
5

6 CHAIRMAN

7 Stephen P. Crosby
8

9 COMMISSIONERS

10 Lloyd Macdonald

11 Enrique Zuniga

12 Bruce Stebbins

13 Gayle Cameron
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17 MASSMUTUAL CENTER

18 1277 Main Street

19 Springfield, Massachusetts

20 September 28, 2017

21 9:30 a.m. - 2:33 p.m.
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P R O C E E D I N G S

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3 CHAIRMAN CROSBY: We are calling to
4 order the 225th meeting of the
5 Massachusetts Gaming Commission today at
6 the MassMutual Center in beautiful
7 Springfield on September 28th at 9:30.
8 First item on the agenda as usual is the
9 approval of the minutes, Commissioner
10 Macdonald.

11 COMMISSIONER MACDONALD: Thank you,
12 Mr. Chairman. I move that we approve the
13 minutes of the September 14, 2017 public
14 meeting subject to corrections for
15 typographical errors and for other
16 nonmaterial matters.

17 CHAIRMAN CROSBY: Second?

18 COMMISSIONER CAMERON: Second.

19 CHAIRMAN CROSBY: Further
20 discussion? All in favor? Aye.

21 COMMISSIONER MACDONALD: Aye.

22 COMMISSIONER CAMERON: Aye.

23 COMMISSIONER ZUNIGA: Aye.

24 COMMISSIONER STEBBINS: Aye.

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CHAIRMAN CROSBY: Opposed? The ayes have it unanimously. Item No. 3 is Ombudsman John Ziemba.

MR. ZIEMBA: Good morning, Mr. Chairman and Commissioners. Up first for consideration is a request by the City of Northampton to utilize the community mitigation fund reserve that the Commission established for Northampton and as well as other communities.

When the Commission established the reserves, the Commission determined that such reserves can be used to cover impacts that may arise over time and may also be used for planning either to determine how to achieve further benefits from a gaming facility or to avoid or minimize any adverse impacts.

The City of Northampton has submitted an application for the use of its \$100,000 Community Mitigation Fund reserve for the development and implementation of a marketing and advertising plan to attract MGM Springfield customers to visit

1 Northampton.

2 Northampton plans to utilize 20,000
3 to 35,000 to develop the plan, and then to
4 utilize the balance of its reserve to
5 implement the marketing and advertising
6 plan. We believe that the purpose of the
7 grant application is consistent with the
8 authorized purposes of the reserve funds to
9 determine how to achieve further benefits
10 from a facility or to avoid or minimize any
11 adverse impacts.

12 I welcome Mayor Narkewicz who will
13 provide the Commission with some further
14 detail regarding this request. Mayor
15 Narkewicz.

16 CHAIRMAN CROSBY: Welcome,
17 Mr. Mayor.

18 MAYOR NARKEWICZ: Thank you and
19 welcome to the Commission. Thank you for
20 having me here before you this morning. As
21 I've appeared before you before to discuss
22 the City of Northampton, we're a nationally
23 recognized destination for shopping, for
24 the arts, for entertainment. We've got

1 over 200 retail shops, five live music
2 venues. And if you come to our city on any
3 weekend, it's filled with people from
4 throughout the region.

5 So one of our concerns, as we
6 discussed with you before, is making sure
7 that visitors to the new MGM Springfield
8 facility know about Northampton as a
9 potential destination, one that's in the
10 region. So that is why we have put
11 together this application.

12 We'd like to be able to put
13 together -- you know, I'm going to pull
14 together a local group within the city of
15 stakeholders and hopefully work with a
16 consultant to developing a marketing and
17 advertising plan so that when those new
18 visitors to the Pioneer Valley who are
19 coming to visit MGM Springfield do arrive
20 that they know that Northampton is one of
21 the many regional attractions and regional
22 places that they can visit during their
23 stay in Springfield. So, that's the
24 purpose and respectfully request your

1 consideration and approval.

2 CHAIRMAN CROSBY: Thank you. Any
3 questions or discussion for the Mayor or
4 Ombudsman Ziemba?

5 COMMISSIONER CAMERON: I know that
6 there are two alternatives. One is to give
7 them the 35 for planning and have them come
8 back for the bulk or to give them the whole
9 100,000 and let them get the plan approved.

10 MR. ZIEMBA: So based on a very
11 similar request that we had for the Town of
12 Saugus, what we did is we authorized -- we
13 authorized \$35,000 for the development of
14 the plan and asked Saugus to come back to
15 us once that plan was developed so we could
16 approve the implementation of that plan.

17 So the two options that are provided
18 to the Commission is either to follow that
19 model or to direct staff to put in the
20 contract documents that the staff would
21 have to review and approve of the
22 implementation plan prior to disbursement
23 of any of the remainder of the funds. We
24 have spoken to the Mayor, and the Mayor is

1 okay with both of those recommendations.

2 CHAIRMAN CROSBY: Anybody else?

3 COMMISSIONER STEBBINS: I'm
4 comfortable with the second option, you
5 know, the chance to kind of move the
6 process along a little bit quicker and not
7 wait for one of our meetings. What struck
8 me was obviously, you know, we appreciate
9 your comments, Mr. Mayor, about talking
10 about kind of a regional approach to this,
11 a regional team, you know, working with --
12 is the Northampton Chamber your regional --
13 is your regional tourism council as well?

14 MAYOR NARKEWICZ: Yes, they are.
15 They are the RTA for Hampshire County.

16 COMMISSIONER STEBBINS: You know, I
17 would just express to you, John, as you
18 kind of look to the next step and, again, I
19 think we're all in agreement on this on
20 making sure the partnerships that are there
21 and the relationships, you know, all the
22 entities that have a role to play are at
23 the table and thinking of the next steps in
24 the plan and, obviously, our licensee out

1 here in Western Mass. I mean, this is
2 really designed to try to find a way to get
3 the MGM patron to visit Northampton. So,
4 you know, I'm certainly fine with trying to
5 wrap this all up in one step.

6 Mr. Mayor, just, you know, out of
7 curiosity in your thoughts, what's the kind
8 of economic health of Northampton right now
9 even before MGM opens its doors; how would
10 you characterize, you know, the HUB that is
11 Northampton?

12 MAYOR NARKEWICZ: Well, obviously,
13 it's the greatest city in America. Let's
14 start with that.

15 CHAIRMAN CROSBY: Got a hell of a
16 mayor.

17 MAYOR NARKEWICZ: Just start with
18 that, yes. No, I think we're doing quite
19 well. We've got a lot of economic activity
20 in our community. We've made some
21 significant public investments. For those
22 members of the commission who haven't been
23 up lately to see Northampton, we just did a
24 major renovation of our downtown park,

1 which has been majorly successful, Polaski
2 Park. There were people watching "Rouge
3 One" on it last night. It's really been a
4 new HUB.

5 We're having some major investment
6 on our Pleasant Street corridor, which is
7 our southern corridor. We have two major
8 housing developments going up. We just got
9 a Mass. works grant from the state to make
10 some infrastructure and street scape
11 improvements. And we've got a lot of new
12 businesses moving into our downtown.

13 That being said, one of the concerns
14 that I raised with the Commission and one
15 of the concerns that a study that the
16 commission found was that there is a set of
17 amount of recreational spending in this
18 region, and our concern obviously is that
19 we make sure that Northampton continues to
20 be part of that recreational spending
21 picture on entertainment, on shopping, on
22 restaurants, on arts and entertainments.

23 So that's why, you know, we really
24 feel it's important that we have a lot of

1 great stuff going on in Northampton. We're
2 really doing well economically. We just
3 want to make sure that we continue that,
4 and we make sure that visitors to the
5 region know that we're there and that it's,
6 you know, a 20-minute drive north and they
7 can stay there, eat there and sort of
8 working with MGM Springfield to provide
9 regional amenities.

10 COMMISSIONER STEBBINS: That's great
11 to hear. I won't bore my colleagues with
12 going hash tag my favorite restaurants and
13 ice cream places. But what I love about
14 Northampton is when you have a pedestrian
15 walkway, cars actually stop so you can use
16 the pedestrian crosswalk in Northampton.

17 CHAIRMAN CROSBY: Wow, what country
18 is this?

19 MAYOR NARKEWICZ: We have a rainbow
20 crosswalk, not just any old crosswalk.

21 COMMISSIONER ZUNIGA: Let me just
22 say that I'm also comfortable with the
23 second option just to, you know, get the
24 expediting nature of it. I mention this,

1 since you brought up Saugus and other
2 places where we've also funded similar
3 grants that would be encouraging you and as
4 I know you often do, to try to use or
5 disseminate the ideas from others that
6 might work in, you know, Northampton.
7 Saugus is already a little bit further
8 along in their planning.

9 I know there is many differences
10 between those two cities, and the
11 strategies have to be tailored relative to
12 your strengths and assets and things that
13 need to be looked at. But I would be very
14 interested in making and exploring the
15 notion that can be transferable, anything
16 that can be transferable in terms of
17 strategies, approach is something that can
18 make these monies go much further, so have
19 that discussion.

20 MR. ZIEMBA: I think that's a great
21 idea, Commissioner. We have provided the
22 contact information for the Saugus
23 representative to the City of Northampton,
24 and they've indicated that they want to

1 work with them to understand what they were
2 doing in Saugus.

3 CHAIRMAN CROSBY: And if I'm not
4 mistaken, Commissioner Stebbins, part of
5 the MGM proposal was talking about
6 synergies with other areas, parts of the
7 region, other entertainment venues and, you
8 know, and it needn't be just a standalone.
9 It's meant, and this is easier said than
10 done, I understand, but I think MGM is
11 sincere in trying to figure out a way to
12 lift all boats. And, so, the collaboration
13 with and bringing them into your planning
14 mix and trying to figure out how there are
15 marketing synergies and so forth is, I
16 hope, a part of your planning.

17 MAYOR NARKEWICZ: Most definitely,
18 yes.

19 CHAIRMAN CROSBY: Anybody else?

20 COMMISSIONER CAMERON: Yes. I just
21 agree with the entire amount is something
22 that makes sense. Time is getting short,
23 and maybe they can expedite.

24 COMMISSIONER MACDONALD: Well, Mr.

1 Mayor, I haven't been to Northampton since
2 I visited a girlfriend at Smith back in the
3 day and that day was a long, long time ago.
4 But I did have a number of colleagues in
5 the Superior Court who were from
6 Northampton and their accounts of the city
7 were really striking, and the change that
8 they described from the time that I was out
9 there, and I'm totally in favor of the
10 grant. And I don't know what's going to
11 come from my right side here.

12 COMMISSIONER CAMERON: I was just
13 wondering when that might have been.

14 COMMISSIONER MACDONALD: A long,
15 long time ago.

16 CHAIRMAN CROSBY: Before the Mayor
17 was born, I think.

18 MAYOR NARKEWICZ: I hear that story
19 a lot actually. I hear that story a lot.

20 COMMISSIONER MACDONALD: In any
21 event, I'm totally in favor of option two
22 is fine as far as I'm concerned.

23 COMMISSIONER STEBBINS: I'm happy to
24 make a motion. One of Katie and my first

1 dates was to Northampton. She got bored,
2 because I told her I wanted to find every
3 place that Calvin Coolidge lived as part of
4 our tour around Northampton.

5 Mr. Chairman, I move the Commission
6 authorize the use of the full \$100,000
7 reserve now and require staff to enter into
8 a grant contract and obviously review
9 recommendations and next steps as the study
10 process moves forward.

11 CHAIRMAN CROSBY: Second?

12 COMMISSIONER ZUNIGA: Second.

13 CHAIRMAN CROSBY: Further
14 discussion? All in favor? Aye.

15 COMMISSIONER MACDONALD: Aye.

16 COMMISSIONER CAMERON: Aye.

17 COMMISSIONER ZUNIGA: Aye.

18 COMMISSIONER STEBBINS: Aye.

19 CHAIRMAN CROSBY: Opposed? The ayes
20 have it unanimously.

21 MAYOR NARKEWICZ: Thank you very
22 much.

23 CHAIRMAN CROSBY: Congratulations.
24 I look forward to seeing the work product.

1 MAYOR NARKEWICZ: Definitely. Thank
2 you very much.

3 CHAIRMAN CROSBY: Okay. Next up?

4 MR. ZIEMBA: Commission, as you
5 recall, during MGM Springfield's last
6 presentation to the Commission on
7 August 10th, the Commission asked MGM to
8 come back to the Commission in September to
9 provide a more detailed status update,
10 including further detail regarding its
11 programming, budget, schedule and the
12 status of its commitments. MGM Springfield
13 is here today to provide this further
14 detail.

15 This update is timely given that the
16 Commission's approved date for the opening
17 of MGM Springfield facility is now less
18 than one year away. This update is also
19 timely given the City of Springfield's
20 approval yesterday of MGM Springfield's
21 95 percent design submission.

22 Before turning this over to MGM
23 Springfield president Mike Mathis, I would
24 like to put today's presentation in context

1 and provide a brief preview of further
2 commission review of MGM Springfield's
3 progress.

4 At our last meeting, Executive
5 Director Bedrosian explained that the
6 Commission is in the midst of a very
7 thorough and extensive process leading up
8 to the opening of MGM Springfield. We're
9 meeting regularly internally with MGM
10 Springfield and with the City of
11 Springfield to make sure that we have a
12 successful opening.

13 As part of this process, we continue
14 our review of the numerous regulatory and
15 programmatic requirements that MGM
16 Springfield is working to meet. Indeed,
17 the current process builds upon the review
18 of the design and construction of the
19 facility and its workforce that we have
20 been conducting in earnest over the last
21 two plus years.

22 In today's presentation, MGM
23 Springfield will describe how we are
24 jointly tracking MGM's progress and how we

1 will soon be at a stage where MGM
2 Springfield can document that has already
3 met many of its commitments. We will be
4 back to the Commission over the next couple
5 of months and indeed throughout this next
6 year to help track this progress.

7 Overall, as we mentioned during MGM
8 Springfield's last presentation, MGM enjoys
9 an international reputation for building
10 great projects. Our focus today and over
11 this next year will be on making sure that
12 MGM Springfield becomes one of these
13 signature projects. And with that, I turn
14 it over to Mike.

15 MR. MATHIS: Thank you, John.
16 Commissioners, welcome to Springfield.
17 Gorgeous, fall day. Sort of feels like
18 fall, which hasn't been the case the last
19 couple of weeks. It's been very warm out.
20 Welcome, we're really excited. You'll see
21 at the days here I'm joined by a number of
22 colleagues. One of the most exciting
23 things that's going on in our organization
24 right now as we're really growing.

1 You might recall when it was just a
2 team of one, which was myself, and I did a
3 thousand things and a thousand things done
4 poorly. Now we have a great team
5 assembled, and we grow larger every month.
6 We will be moving into our metro offices at
7 the end of the year thanks to the great
8 work of this gentleman to my right, Brian
9 Packer. We're growing at about 20 people
10 per month. So the dynamics of our team are
11 literally changing in a fun and fascinating
12 way almost on a daily basis. So, really
13 exciting time right now.

14 Before we jump into the
15 presentation, I just want to let you know
16 that, I think, Mayor Sarno will be joining
17 us shortly. He has a small window. I know
18 he wants to join us up here and give a
19 little bit of an update. So we may pause
20 the action to allow the Mayor to step in
21 and give his greetings to you all.

22 I want to give you a general project
23 update. I think for the benefit of those
24 that are watching or streaming in and for

1 the general public, I know you all know
2 this, but we're sort of entering into what
3 I call a little bit of a quiet period, and
4 I think that can be frustrating to the
5 public, because we've been so transparent
6 with the progress of our project.

7 But at this point in terms of the
8 physical building, obviously, much of it is
9 visible to the public, and we're happy to
10 provide updates about what we're doing
11 around the building. On the interiors
12 we'll share some of those details with your
13 staff but, generally, we're not in a
14 position to share those publically because
15 we have to maintain sort of our competitive
16 edge to keep that an exciting and launch it
17 as part of our brand campaign. Same goes
18 with some of our brands. We'll share some
19 of those updates generally, but we'll have
20 a lot more details and commitments
21 internally than we are able to share
22 publically as we get them, because it's
23 part of a strategic sort of rollout.

24 So, we're prepared to share some of

1 those today because, you know, we're about
2 a year out and we're not going to be
3 specific about our opening date, but it's
4 appropriate about a year out to start
5 sharing some of the information about the
6 project in a little bit more detail.

7 In terms of the update, there's a
8 few line items I'm going to share and go
9 through, and then I'm going to hand it off
10 to the rest of the team. But in terms of
11 the agenda, I wanted to walk around the
12 site and give you just a general sense of
13 where we are with our retail plan.

14 There's an update on our Starbucks
15 location, which is tied to our poker room.
16 I want to give you an update on our slot
17 mix and our table games, an exciting update
18 that one of my colleagues will share with
19 you shortly about the church and then
20 update on the cinema, Dave's furniture and
21 the Armory, so that's my piece of the
22 presentation. And as usual, feel free to
23 interrupt me if you have any questions that
24 I can address as I'm presenting.

1 This is the level one site plan.
2 This is slide six and, again, nothing has
3 changed, you know. What's nice is we're
4 long past the point of pencils down, as we
5 say. So some of the tweaking that we did
6 early on, Brian is building the building.
7 And when those walls go up, there is not
8 much you can do about it afterwards, and
9 I'm thankful for that. Because left to our
10 own devices, we would continue to tweak
11 this great resort, but it's in a very good
12 place.

13 In terms of the color legend, you've
14 got to, just to remind you, you've got the
15 blue, which is the casino about 125,000
16 square feet in the center of what we call
17 the podium building and surrounding it is a
18 combination of retail, restaurants, our
19 poker room and then of course our dynamic
20 outdoor plaza.

21 So, if I can, let me just talk
22 briefly about the retail plan. Again, this
23 is a little bit of that balance of I'll
24 give you some general information and not

1 specific brands. To the top left of the
2 slide is Main and State, and that is
3 opposite the MassMutual Center. That
4 corner for now we're leaving as the Focus
5 Springfield TV station.

6 Our thoughts around that are that
7 some of the tenants, one, they provide a
8 really valuable service, and I know they
9 are working hard on trying to figure out
10 their long-term plans for relocating. But
11 part of our thoughts there is we're in
12 conversations with the MCCA in Boston about
13 what the MassMutual Center entrances look
14 like.

15 Right now that's sort of the back
16 end of the building, that corner. And we
17 believe that should really be potentially
18 the front part of the building, and we are
19 in a bit of a design exercise about what
20 that looks like given our flows from the
21 resort. And because of that, as we talked
22 about -- as we talk to future tenants, you
23 know, naturally they want to understand
24 what does it look like across the street.

1 So, our thought is let's leave the
2 focus to Springfield television folks in
3 place as we develop those plans, and we're
4 in an opportunity when the design gets more
5 refined to be able go out and talk to
6 potential tenants. It's an important
7 corner for us, and we want to make sure we
8 get that one right.

9 Retail tenant B, that location
10 that's the old developed Springfield
11 location. We're in active conversations
12 with tenants. I think that will be
13 probably a local tenant is our sense,
14 because it's a pretty small space. And,
15 again, they'll be less sensitive to what
16 the other side of the corner looks like.
17 So, we're in active conversations with
18 potential tenants, and I think we will be
19 in a position to update you in the future
20 on that one.

21 Working my way down Main Street,
22 retail D, about 1,400 square feet. We are
23 looking at a salon operator there to
24 compliment our spa. Our spa is a boutique

1 spa up on the pool level. And because of
2 that, we believe we had to separate the
3 services and, plus, we like the idea of
4 sort of a pedestrian level salon. So we're
5 talking to a number of regional operators.
6 We think we found one that is the lead
7 candidate for that, and we plan to put a
8 salon in that retail D spot.

9 Again, sticking with the yellow,
10 working -- the next spot is yellow next to
11 our restaurant space there, and this is one
12 of those unique locations where our
13 designers and our food and beverage team
14 have come up with a concept that is a
15 combination food and beverage and retail
16 program.

17 We want that to be the entryway into
18 our restaurant space, and we'll make a
19 future announcement about what that
20 restaurant brand is. But it will be one of
21 these fun, sort of lobby areas. It's a
22 accommodation of retail so that you can
23 have your own retail experience in this
24 area not realizing that it's part of the

1 restaurant itself. So it's a combination
2 of retail and food and beverage. And when
3 you see the designs, I think some of those
4 we've shared confidentially with your
5 staff, you can see how we've done something
6 really dynamic there in integrating retail
7 and F & B into that whole restaurant
8 complex.

9 COMMISSIONER ZUNIGA: Michael.

10 MR. MATHIS: Yes.

11 COMMISSIONER ZUNIGA: All of these,
12 remind me, all of these spaces that you
13 just went through, do they have access to
14 and from the casino?

15 MR. MATHIS: Yes, thank you. That's
16 an important point that I shouldn't assume
17 everybody recalls how we designed this.
18 These is all double loaded, as we say. So
19 you have access from -- generally, you have
20 access from Main Street as well as from the
21 casino. Now, that's only in the case where
22 you've got a space that is deep enough to
23 touch both. For example, retail D is a
24 nice related retail spot. So that one may

1 just have an entrance off of the interior
2 corridor.

3 But, generally, as we look at the
4 parameter of our spaces, we've got this
5 concept of double entry from the outside as
6 well as from the inside, but it's an
7 important point. I'm glad you had me
8 remind the group about that.

9 Further working our way down Main
10 Street, we've got retail G. We were
11 potentially going to make a presentation
12 today about that tenant. That's how far
13 along we are, but we will make a future
14 announcement about that tenant. It's going
15 to be a -- Sarah, am I allowed to say even
16 what category?

17 MS. MOORE: Sure.

18 MR. MATHIS: It's going to be a
19 jewelery -- she's the brand police. I have
20 to make sure I don't get ahead of
21 ourselves. It's going to be a jewelry
22 concept and really excited about it. It's
23 a local regional operator, and we will make
24 a future presentation about that tenant.

1 Next to it is the Starbucks, and the
2 Starbucks is where I want to pause and talk
3 about one of the moves we've made here.

4 You might recall, Starbucks used to
5 be next to, on the left side of the slide,
6 next to the poker room off of State. And
7 one of the things we do as we fine-tune and
8 get ready for our 95 percent set of
9 drawings that we recently submitted to the
10 city is, you know, we do a refresh on
11 program and make sure that it reflects what
12 we are -- our latest and best knowledge
13 about the market.

14 And one of the things we've done
15 here is we looked at our really successful
16 National Harbor opening down in DC. We
17 checked with some of the other regional
18 operators, and there is unquestionable data
19 that table games is making a bit of a
20 comeback in terms of the mix with slots.

21 And, I think, you might recall an
22 earlier presentation I made to this group
23 where we talked about millennials and some
24 of the survey work that is being done, and

1 that the younger demographic is skewing
2 away from the traditional slot product and
3 more towards interactive communal table
4 game experience. And, I think, we sort of
5 laid the groundwork for a potential change
6 in our mix, and this is the first
7 reflection of that.

8 We've taken our poker room, which is
9 in the previous design 16 tables, and we've
10 expanded that to 23 tables, and we did that
11 by moving into the Starbucks location. We
12 then took the Starbucks and moved it down
13 to our hotel lobby, which is center top of
14 the slide. And in a lot of ways, like many
15 of our changes, it felt like a win-win in a
16 couple of respects.

17 One is with our south end market
18 down at the bottom left of the slide on
19 State, there was already some great
20 activation on State Street. If you put the
21 Starbucks patio out there, which we had, it
22 felt like potentially excessive program on
23 State Street and what we're doing sort of
24 for the south end part of our project.

1 By putting the Starbucks lobby out
2 there, we sort of feel like we can activate
3 the lobby. We can also provide sort of a
4 coffee shop experience. One of the corners
5 of our building that doesn't necessarily
6 drive people through the casino, because
7 that's one of our commitments is to provide
8 these different experiences. So by doing
9 that, we feel like we can expand the poker
10 room as well as relocate the Starbucks to
11 maybe even a more optimal location.

12 CHAIRMAN CROSBY: There was outdoor
13 space by the Starbucks, wasn't there,
14 between the building wall and the site
15 walk, wasn't there -- is that still there?

16 MR. MATHIS: Yes, there was and
17 there is. So, that patio space that was
18 next to the Starbucks is now part of the
19 poker room patio. It's going to be
20 partially a smoking lounge. Again, one of
21 the things we've looked at in terms of our
22 survey work is respecting Massachusetts'
23 really strict rules around prohibition on
24 indoor smoking.

1 We needed to find some areas that we
2 could provide outdoor smoking opportunities
3 for those customers and that felt like a
4 prime location, particularly given the
5 poker demographic, which tends to be a
6 little bit higher propensity of smokers.

7 This also goes without saying that
8 we need to be competitive with our
9 neighbors. Many of them allow indoor
10 smoking, which is already in some ways a
11 competitive disadvantage. You know, we
12 think that spectrum is moving and soon it
13 will become a competitive advantage to have
14 a smoke-free indoor environment, but I'm
15 not sure that the gaming customers are
16 quite there yet.

17 So that former patio is now a
18 combination of an outdoor smoking lounge as
19 well as just an outdoor lounge. You've got
20 to per applicable law you have to be
21 25 feet away from a door to allow smoking,
22 so the back end of that patio is now a nice
23 smoking lounge.

24 CHAIRMAN CROSBY: But it will be

1 outdoors.

2 MR. MATHIS: It will be outdoors,
3 and it will be screened as well. We're
4 really sensitive in discussions with the
5 city and their staff about what that would
6 look like from the outside in terms of
7 State Street bystanders, pedestrians, so we
8 have a nice screening that sort of shields
9 that and gives some privacy to our
10 customers as well.

11 Just wrapping that corner, we have
12 our sun breeze, which is our own company
13 owned store in yellow right off the lobby.
14 Working our way now to the outside, we have
15 this location called Seasonal Retail K.
16 What's really involved there is
17 weather-dependent. We put in all the
18 infrastructure in terms of power data so
19 that we could do something that feels sort
20 of Faneuil hall-ish in terms of pop-up
21 kiosks that provides some more activity
22 engagement out there. So that's what that
23 square represents is where we've invest in
24 infrastructure to make that possible.

1 COMMISSIONER ZUNIGA: What is that
2 lettering?

3 MR. MATHIS: We're just lettering
4 it, so that we can -- that's part of the
5 lettering. So, I think, certain letters
6 have come and gone. So that wouldn't have
7 been intuitive, because we're bouncing
8 around. And at some point, there was A
9 through, you know, P and we combined
10 spaces, et cetera.

11 Then we're working the way -- the
12 last sort of yellow, the retail row towards
13 Union at the bottom right of the slide is
14 really for us one of the more exciting
15 areas, and what distinguishes our project
16 from many others will be this outdoor plaza
17 retail engagement.

18 So you can see there is probably
19 shown eight locations right now separated
20 by a back room off of that plaza. We have
21 got pretty solid commitments on the end
22 caps of those spaces. So in our business,
23 it's important to nail down what sort of is
24 the anchors. And then as you can go talk

1 to new tenants, they can ask sort of what
2 is the theme of the neighborhood and who's
3 anchoring those locations. So, in future
4 announcements, we'll identify slowly each
5 of those paths. But we're closing in on
6 really some exciting concepts for that
7 whole row.

8 Across from that is our famous
9 relocated church. In the old days, I would
10 have been the one to get to splash this
11 great news, but I'm going to leave it to
12 Sarah because she's worked really hard on
13 this, and it will come up later in the
14 presentation. And then maybe close it out,
15 working all the way to the top right, that
16 is called proposed retail N.

17 We've eventually called it Dave's
18 Furniture corner. That's the former tenant
19 there, the former owner there that we
20 bought out. We are working with the
21 national casual dining concept for that
22 location, very exciting. This is somebody
23 that would be new to the market. Again,
24 this will be a future announcement but they

1 are interested in putting one of their
2 concepts from the west coast here and
3 potentially bring on a subtenant, so there
4 will be some nice activity on that top
5 right corner.

6 Some of these are works in progress,
7 and some of them are a little firmer than
8 I'm suggesting, but we're just not in a
9 position to announce them today but active
10 discussions going on in all these areas and
11 we feel really good about the progress.

12 Again, maybe for context and a lot
13 of these resorts, National Harbor being the
14 best example, we intentionally leave spaces
15 vacant with a nice sort of storefront
16 window "coming soon." You've seen those
17 before. Because we find that some of our
18 best deals we get accomplished after
19 opening. Because some of the better
20 operators don't want to risk an opening
21 date, don't want to risk understanding what
22 the success of the project.

23 So, I think, if there are a couple
24 of spaces that we don't have done at

1 opening per our commitment to the city,
2 we'll at least have a shell that is
3 available for leasing, but that is not a
4 bad thing. Because, again, I think
5 National Harbor is a great example. They
6 just brought in a Rolex store in their main
7 plaza because of the success of the
8 project, and Sarah can speak to that
9 because she was in charge of retail for
10 them.

11 So, that's a general update but we
12 feel really good about where we're at given
13 we're approximately a year out from
14 opening.

15 CHAIRMAN CROSBY: Great.

16 MR. MATHIS: The next slide is
17 highlighting the cinema, which is on the
18 second floor as well as the Armory. Our
19 update on the cinema is that we are engaged
20 in we think our final discussions with the
21 national operator. This will be someone
22 that is new to the market, generally, and
23 we will be delivering a premium we call
24 them recliner seat experience, which we

1 believe is the new standard in the market.
2 Do we have the Mayor? Oh great.

3 CHAIRMAN CROSBY: All of the --
4 welcome, Mr. Mayor, come right up. All of
5 the theaters will be recliners?

6 MR. MATHIS: They will be, yes.
7 We're very excited about that. And as we
8 survey the market, we've seen that there
9 are some of the current operators are
10 actually retrofitting their standard seats
11 to that full recliner, so we want to be
12 competitive and be best in class. So we're
13 in discussions with a national operator
14 that will provide that product and be
15 somewhat new to the area, so very exciting.
16 And, yes, 100 percent full recline is the
17 plan.

18 Mayor, welcome. I know you're on a
19 short schedule, because you've got a couple
20 of commitments so I want to give you a
21 chance to say hello to the Commission.

22 MAYOR SARNO: We love having the
23 Commission here in Springfield, so thank
24 you very, very much. We have a great

1 working relationship. I apologize for
2 running a little bit late, but we just
3 kicked off at Springfield College 2,100
4 students in action giving back to our
5 neighborhood, a 20th anniversary, so
6 they're all out in our neighborhoods.

7 But it is a historic -- bless you,
8 Mr. Chairman -- it is a historic time in
9 the City of Springfield. The 95 percent
10 design is not only complete, but it's been
11 accepted by the City of Springfield, and I
12 really want to commend my chief officer,
13 Kevin Kennedy and his team and city
14 solicitor Ed Pikula and the whole team that
15 we had together working with MGM's team
16 moving forward.

17 MGM is going to be putting a
18 first-class, world-class establishment here
19 in the City of Springfield and timing is
20 moving along very, very well. And we're
21 coordinating with MGM officials and the
22 city, and we're very excited to not only
23 bring economic development and thousands of
24 good paying jobs and revenue to the city's

1 profit and world-class entertainment,
2 supplies, demand for vendors and materials
3 supplies. And there is also been an
4 excitement.

5 I think, if you have seen their new
6 marketing, the show, and the show is coming
7 to the City of Springfield and Commonwealth
8 of Massachusetts, but there has been a
9 tremendous amount of spin-off effects that
10 have occurred here in the City of
11 Springfield as part of the \$3.3 billion in
12 economic development.

13 Kevin Kennedy and myself a little
14 later on in November will be doing the
15 state of the city economic development
16 aspects at City Stage. And we have about a
17 five-year plan. We're in the third of the
18 fifth year where we're going to go. Well,
19 2018 we're going to be there, and then we
20 are going to be announcing how we move
21 forward with that, and our next frontiers
22 that we're going to tackle.

23 But it has been, I think, Mike said
24 it yesterday at our announcement, there has

1 been a healthy give-and-take, which I think
2 has made us both better moving forward.
3 And, I think, we drove a very strong and
4 good deal not only for the City of
5 Springfield but for Western Massachusetts
6 and also the Commonwealth of Massachusetts.

7 So with that, again, Mr. Chairman
8 and to the commission members, I really
9 appreciate when you take the time to come
10 out here in the City of Springfield and we
11 look forward to a fruitful relationship for
12 many, many years to come with yourself and
13 with the world-renowned MGM. Thank you so
14 much. Now I'll turn it back over to Mike
15 so you can grill him.

16 CHAIRMAN CROSBY: Mayor, before you
17 go, what's the status of the I-91 project?

18 MAYOR SARNO: They are going to be
19 putting the jacuzzis in shortly. They're
20 ahead of schedule and they are doing very,
21 very well. A lot of things Kevin Kennedy
22 can speak about. I don't know if my DPW
23 director Chris Spagnoli is here. Some
24 things you can't see. But when you get a

1 view of it when you're able to see it with
2 a tour, a lot of paving and stuff has
3 already been done. They are ahead of
4 schedule, and we believe they will continue
5 to be ahead of schedule. Because in their
6 case, there's 9 million reasons why they
7 want to be ahead of schedule, but
8 everything has gone fine.

9 And, by the way, communications
10 aspects, with all the construction we have
11 going on here in the City of Springfield
12 has worked out fine with the traffic,
13 because we've worked hand-in-hand,
14 especially with our media, and I thank the
15 media, to get out information sometimes on
16 a half day basis, not hourly basis, on
17 detours and what's the best route to go.
18 But we have not fallen off the face of the
19 earth. It's continuing. They're ahead of
20 schedule, so we're looking for 91 to open
21 up a bit earlier.

22 CHAIRMAN CROSBY: Great, thank you.

23 MR. MATHIS: Thank you, Mayor.

24 Speaking of roadwork, I came in this

1 morning on Dickinson and Mill Street and
2 the city had just completed a really
3 beautiful paving job that used to be a
4 tough road to drive. So, it's great to see
5 people at work and the city reinvesting in
6 itself. And, as always, MGM is happy to
7 take credit for all of that. So continue
8 the great work, Mayor, and really excited
9 about the city.

10 You know, the Mayor and Kevin
11 Kennedy call me often, as they have
12 businesses come through that are interested
13 in downtown and investing in downtown. So
14 we take them up to the 20th floor of our
15 Monarch tower. We have a beautiful view of
16 the site. There is, as we predicted,
17 there's a lot of excitement. And given the
18 amount we have invested in the city and
19 that the city has invested in itself, I
20 think the three to five-year plan is coming
21 to life, and I see that every day with new
22 folks that are really looking at
23 Springfield that hadn't looked at it in the
24 past.

1 MAYOR SARNO: Can I just say one
2 more thing? We have seen the prototypes of
3 the rooms and the hallways and other
4 amenities whether interior or exterior and
5 I sort of coin the phrase, "industrial
6 sheik." They have really -- Jim Murren,
7 when he first came here really took the
8 time, he is sort of a history buff, to
9 really examine and explore the history of
10 the City of Springfield. The city of first
11 with 50, 52 innovations, inventions right
12 here in the City of Springfield.

13 And Mike Mathis, the president and
14 COO of MGM Springfield, they really
15 incorporated that. And, I think, people
16 are going to be really pleasantly surprised
17 at the decor. We were, I know Kevin and I
18 and the rest of the team. There is not
19 only a world-class feel, but there is a
20 Springfield and New England feel to it,
21 too. I'm going to shut up now.

22 CHAIRMAN CROSBY: It's going to be a
23 great story when you're talking about where
24 Blue Tarp, LLC comes from because that Blue

1 Tarp is -- it's gone now from peoples'
2 minds. It's a great, great story.

3 MR. MATHIS: No question. Part of
4 the effort that the team is to memorialize
5 everything we've done here collectively.
6 And I mean that in terms of what you've
7 done, what the Mayor has done and what
8 we've done in the community. Because this
9 is a template for, I think, economic
10 regeneration for other cities.

11 You know, I think it's appropriate
12 that the Mayor came as I was just going to
13 describe the Armory. The Armory is the old
14 south end community center, which the Mayor
15 was the executive director of. He finally
16 talks about the days when he was bailing
17 water out of the top floor, because it had
18 so many holes in the roof. But it's an
19 exciting building but a really challenging
20 building as part of the update, and Brian
21 can speak to this a bit.

22 But what we've realized with the
23 Armory building is as bulky and substantial
24 building as that is, it's incredibly

1 fragile. I think the sort of the wear it's
2 had over time, as well as the damage it
3 incurred from the June 2011 tornado, left
4 that building very fragile. So one of the
5 things we've done as we've walked different
6 operators through it is realized that not
7 everyone has got the vision that we have
8 about what that building can be because of
9 what the interior looked like.

10 For a long time, and the Mayor may
11 remember this, when the June 2011 tornado
12 came, people literally dropped their
13 sandwiches, dropped their notebooks, kids
14 went down to the basement to get refuge,
15 and that's the way the building stayed for
16 the next three years. It's frozen in time.

17 We had an all women's construction
18 team go through there, clean up that
19 building, which is a substantial effort.
20 We joke around about it being the most
21 productive crew on the entire site. And
22 then we started to work on demo and
23 structural survey.

24 So our plan right now is to

1 completely gut the Armory building, take
2 out all the interstitial floors and all the
3 walls, and I've talked about this before as
4 a reference point. But those of you from
5 Boston, the Liberty hotel, if you go
6 inside, it's a complete sort of gut job,
7 and then they started to fill in the
8 interiors.

9 And that's what we plan to do for
10 our day one opening is to put in the
11 infrastructure in the basement, elevator
12 pits, some of the plumbing for a future
13 kitchen and day one opening up a solid
14 ground floor and treat it like a little bit
15 of an experimentation lab in terms of
16 different dynamic programming.

17 So we're looking at we can do
18 acoustical musical events. We can do wine
19 and cheese. We can do weddings in there.
20 There's a whole list that Sarah and her
21 team are developing for some dynamic
22 programming on that ground level for day
23 one.

24 And then the thought is we would

1 continue to talk to some of our operating
2 partners who want to see the building
3 complete, understand how it interacts with
4 the plaza and, you know, the long-term plan
5 is to do something in terms of a restaurant
6 and a nightlife entertainment that maybe
7 engages the roof.

8 But there is a substantial amount of
9 structural work that needs to take place
10 that Brian is in the process of doing,
11 which we didn't really understand when we
12 first got into the building. So, that's
13 the update on the Armory. It will be a
14 very cool, exciting space and long-term it
15 will be, I think, a really fine restaurant
16 and sort of nightlife bar.

17 CHAIRMAN CROSBY: What is the
18 footprint; how big is the footprint?

19 MR. MATHIS: It's about 5,000 square
20 feet. It has the potential for three and a
21 half floors call it when fully programmed.

22 CHAIRMAN CROSBY: So you're
23 anticipating you might put floors back.

24 MR. MATHIS: Oh yes, absolutely. In

1 fact, Brian is putting in the structural
2 steel to allow for -- so we are investing
3 in that building for its highest and best
4 use. Just day one given the amount of work
5 that needs to take place, I think, what we
6 will provide is a ground floor experience,
7 and we'll have some fun with it while we're
8 staring to court some other potential
9 partners.

10 CHAIRMAN CROSBY: Great.

11 MR. MATHIS: I think the next slide
12 is some imagery of the work that has taken
13 place. You know, one of the interesting
14 images is to the right, you'll see that
15 chimney stack on the left side of the
16 building. There is an outline for what
17 should be a chimney stack on the right side
18 of the building. The tornado took down the
19 right chimney, and we had a debate
20 internally whether we would restore that
21 chimney and we thought, you know what, we
22 like the asymmetry because it speaks to a
23 little bit of the history and how this
24 building got to us, and it was a little bit

1 because it survived the tornado. But Brian
2 can do a lot better than I can do just
3 highlighting some of the exterior work that
4 needs to take place to make that building
5 safe for outdoor use surrounding the Armory
6 itself. And I think with that, I can hand
7 it off to Brian.

8 MR. PACKER: Thanks, Mike. Just to
9 add a little bit to the challenges that
10 we're seeing at the Armory, it's really
11 turned into from one project to three
12 projects. We have a building envelope
13 project, which really is about budding up
14 the envelope, getting it safe. On that
15 back facade where you can see the outline
16 of the old drill shed, if you're out there,
17 that back wall actually had a slight curve
18 to it, so it was pushing out close to where
19 the one chimney had been damaged during the
20 storm.

21 The other chimney obviously if one
22 was damaged during the storm, the other one
23 was suspect. So we've now taken that brick
24 down, salvaged it to then restore that

1 chimney but make sure that it won't fall
2 down.

3 So the back wall has a good amount
4 of scope that we had not anticipated, and
5 you're going to see us working on the wall
6 and all the three other sides. Here
7 scaffolding is going up, and a lot of
8 masonry and restoration work to take place.

9 That will enable the second kind of
10 project to move forward, which will be the
11 interior demolition where really none of
12 the exterior walls will be affected by that
13 demolition other than the repairs we have
14 to do on the back wall. But the inside we
15 will remove that central staircase that
16 really, you know, it really limits Mike's
17 tenant negotiations right now, because it's
18 smack in the center of 5,000 square feet.

19 And, so, the removal of that
20 staircase, some of the floors that are all
21 structured and unsound in some spots, the
22 floors go up and down just from damage over
23 the years. And then the one area that will
24 be kept inside and not touched is the

1 fireplace downstairs. That was one of the
2 historical obligations we had was to keep
3 that fireplace, and that will be worked
4 into whatever design ends up moving
5 forward. And then the third project will
6 be the interior renovations.

7 And for opening, as Mike described,
8 we'll get the first level in. We'll get
9 HVAC, proper fire protection. With the
10 ability then you have an open space inside
11 that, like Mike cited the Liberty Hotel,
12 you have ability for expansion and kind of
13 working within that box with tenant
14 negotiations. So looking forward to
15 getting the first two steps of this
16 underway here this fall.

17 COMMISSIONER ZUNIGA: Brian, what is
18 the condition of the roof? I hear you
19 might mention something to the effect of do
20 we have a roof deck; did you activate that
21 or was that just something you need to
22 repair and --

23 MR. PACKER: Roof is full removal at
24 this point. We are going to have to redo

1 the roof.

2 MR. MATHIS: And just for future
3 potential use, you know, anybody who has
4 been up there thinks that there's a rooftop
5 opportunity at some point, and we want to
6 find the right partner that sees the full
7 vision of what that building can be and not
8 do it piecemeal.

9 MR. PACKER: Okay. So I'll move
10 along to the second part of the
11 presentation today with the project budget
12 update. And last meeting we had briefed
13 you on approximately \$95 million increase
14 before cap interest and land. And we
15 wanted to go into detail a little bit today
16 on what are some of the drivers of that
17 increase, what are we seeing in the
18 marketplace, what percentage bought out are
19 we in terms of the podium and hotel scope.

20 And, really, when you step back and
21 look at increase, a little bit over
22 80 percent, right at 80 percent are three
23 main categories. And the first is trade
24 buyouts. So this is the results of

1 competitive bids we've received on the
2 current drawings, and where those bids have
3 come in versus original estimates.

4 So the first category is really, you
5 know, it's reality. It's what we have
6 received to date. And then the second
7 category is our take on trying to increase
8 future to be bought estimates to account
9 for what we're seeing in the marketplace.

10 Some of the pressures we're seeing
11 that's driving some of the trade buyouts
12 are the union availability. Some of the
13 unions are currently tapped out or close to
14 tapped out, which means that the companies
15 when they are bidding know they're going to
16 have to bring some travelers in. There's
17 obviously an increased cost either from a
18 wage standpoint or a compensation
19 standpoint for housing, meals. So we see
20 that pressure in the bids. We're trying to
21 do, in the second category here, at least
22 project where we think some future bids
23 would come in.

24 So, first is trade buyouts, next is

1 increased estimates, and then the third
2 category the increase we've had is really
3 related to scope around the two historical
4 buildings, Armory and church, which was
5 somewhat unpredictable two and a half years
6 ago when this original number was put
7 together. And then a part of that third
8 category is the garage valet area.

9 So if you remember as part of the
10 garage design and then casino access, it's
11 all accessed -- valet is accessed through
12 the garage where in some of the earlier
13 designs, it was outside the garage. And,
14 so, when we moved the valet into the
15 garage, we wanted to make sure that you
16 didn't have a garage-type experience and
17 that there were increased finishes and
18 improved entry in the garage valet area.
19 So that is also in that third category.

20 The last three categories, which are
21 relatively small in the increased
22 percentage-wise compared to the first
23 three. The fourth category is preopening
24 and gaming equipment. And generally here

1 this category is gathering lessons learned
2 from National Harbor with our operations
3 team. So now Alex is on board, Courtney is
4 here looking at what happened at National
5 Harbor in terms of late spend, for example,
6 marketing campaign. Okay, what did we
7 spend there, what is going to make sense
8 here and updating the number and budget for
9 those types of categories.

10 The fifth category enabling works,
11 generally that's a wrap-up of all the work
12 you have seen to date in terms of site
13 preparation, fencing, logistics, off-site
14 parking and really just putting a bow
15 around those finalized cost.

16 The last category is just a catchall
17 of all as you can imagine when you're
18 dealing with 900 plus million-dollars, you
19 have a lot of ins-and-outs and
20 miscellaneous items that might be 10,000
21 here and 5,000 here that collectively add
22 up to make the difference on the entire
23 increase.

24 If we take the -- the piechart for

1 me is the visual helps a lot more than
2 sometimes looking at it in the table. But
3 the same information here to get you to the
4 94.1 layed out in the categories, and you
5 can see generally the majority is all in
6 construction, which would be consistent
7 with the top three categories I discussed.

8 And then on the third slide, just
9 thought we'd give you little look into some
10 of the trade line items and increases
11 across all projects, and what some of these
12 increases are. Obviously, we talked a few
13 times in front of the Commission. I think,
14 Chairman Crosby, you asked sometimes about
15 the pressures that I see and glazing glass
16 and facades usually comes up when I answer
17 that question.

18 So you can see the enclosure of this
19 building, consistent with much of the
20 market and articles you see about Boston,
21 significant increase on the building
22 envelope. 95 State, where Mike's offices
23 are going to be, 95 State ended up being
24 more of full gut and reno than just us

1 using existing partitions and walls that
2 was originally expected. So basically from
3 the facade in, completely new layouts,
4 completely new infrastructure.

5 Off-site improvements, generally
6 that's the off-site traffic work we're
7 doing around the city to improve traffic
8 flow, intersections, ADA ramps, repaving,
9 re-striping all throughout the city. So, I
10 think, there's about 42 different areas
11 we're touching all around town that
12 represent those improvements.

13 Child care center, which you'll hear
14 a little bit more about today. Cinema is a
15 good example of where we have not bought
16 out the cinema yet, as Mike is still
17 working on the operating agreement, but
18 we're trying to anticipate an increase in
19 that later buy. So that's going to come
20 along later. So we've increased the cinema
21 allowance, if you will, to try to
22 anticipate where the numbers may land here
23 in the next hopefully three or four months.

24 MEP, which would not be unusual for

1 a job of this magnitude. As design is
2 developing, usually MEP costs throw in a
3 little bit later after the bids.

4 CHAIRMAN CROSBY: What's MEP?

5 MR. PACKER: MEP, I'm sorry,
6 mechanical, electrical, plumbing. And then
7 jumping down to the church, it's space that
8 originally we had estimated as being a full
9 tenant fit-out now will be a tenant
10 fit-out, but we will share some of that
11 burden in terms of construction and our
12 team will help build-out the interior. So,
13 that increase represents that kind of
14 change in agreement.

15 So this gives you a flavor for the
16 increases. I think, when you step back,
17 it's mainly driven by what we are learning
18 on trade buyouts, trying to project for
19 those trade buyouts, and then really put a
20 bow around the scope for some of these, you
21 know, outliers in terms of historic
22 buildings. And then that kind of leads to
23 the question, okay, you know, if these are
24 trends --

1 CHAIRMAN CROSBY: Keep going, Brian.
2 I'm just going to go get a cup of coffee.

3 MR. PACKER: Sure, no problem. If
4 these are trends in the buyouts, how much
5 have you committed to date or where are you
6 at in buying out the hotel podium? And,
7 so, we start with the hotel podium because
8 I'll talk about the other projects like
9 child care and the Armory on the next slide
10 but, really, the hotel podium is the meat
11 of what has to get done here, the central
12 plant has to get done. If this does not
13 get done, everything else doesn't. So if I
14 look at the --

15 COMMISSIONER MACDONALD: Excuse me,
16 Brian, can I just ask you a question?

17 MR. PACKER: Sure.

18 COMMISSIONER MACDONALD: This term
19 "buyout," what does it mean in this
20 context?

21 MR. PACKER: So in this context, I'm
22 looking at, okay, say we have a casino to
23 build, how many trade contractors do we
24 need to finish this job? So I need an

1 electrician. I need a, you know, a
2 plumber. We need a drywall company. We
3 need a mill work company. So when we go to
4 the team and say, look, you know,
5 approximately a year out, how many trades
6 are left to buy, and do I have all the
7 companies here that are going to help get
8 me home?

9 And if we don't, you know, at this
10 point, okay, who are they and why aren't
11 they hired yet and are they attached to the
12 critical path or not? Whether they're at
13 the critical path or not, at this point you
14 want them all on board, because they all
15 have to meet certain insurance criteria.
16 They have to get enrolled in the owner's
17 insurance program. There is all these
18 steps that need to happen that you want
19 this team here, you know, this fall in
20 place.

21 So when I'm analyzing these numbers
22 here, it's looking at do I have all the
23 trades purchased? Now, I might have a mill
24 work company purchased but the spa mill

1 work isn't quite designed yet. And, so,
2 that mill work for the spa will be a change
3 order. That change order is not projected
4 in this percentage, because I'm looking at
5 what you really should be concerned about
6 right now, do you have the manpower? Have
7 you gathered all the horses that are going
8 to get you home? And that's what we're
9 looking at here.

10 COMMISSIONER MACDONALD: Does it
11 represent an increase in the number and
12 nature of the contractors that are
13 necessary to complete the construction
14 above and beyond what you initially
15 anticipated?

16 MR. PACKER: So if we look at trade
17 count, and let's say originally if you
18 think you're going to do this project with
19 one or two mill workers, now we're doing it
20 with at least three. We've seen -- we've
21 had to break up trade work for multiple
22 reasons. One might be just a market can't
23 handle a \$20 million scope for a given
24 trade, so we need to break it up. Another

1 reason might be the design might not quite
2 be there in certain areas, so we want to
3 get design package one out, get that
4 purchased and then we'll bid out package
5 two.

6 So each trade has its own story.
7 You have to be aware of the market. You
8 have to be aware of your drawings -- where
9 your drawings are, and then kind of bid
10 accordingly. But I would say that if we
11 went back two years and said how many
12 companies do you think you're going to use
13 for each trade, we would definitely have
14 hired more contractors than initially
15 expected. Part of that, too, is because we
16 have an enabling project and we have a
17 podium project and so, you know, you almost
18 end up with 40 subcontractors on each.

19 MR. MATHIS: Commissioner Macdonald,
20 if I could just add, Brian won't say it
21 but, I think, embedded in some of this
22 construction cost pressure is the cost of
23 our ambitious diversity goals, and it's a
24 commitment that the companies made. Brian

1 has met and his team managed it
2 wonderfully. As you've seen from other
3 updates, we've not only hit our goals, but
4 we've exceeded them considerably and that
5 comes with a cost. We can't quantify it,
6 but I know anecdotally Brian has called me
7 from time to time and talked about we just
8 lost a bidder, because they couldn't accept
9 the commitments we asked them to take on
10 and to push down.

11 And that's from a subcontractor MBE
12 standpoint. That's from a workforce
13 diversity. We want a good percentage of
14 women on the construction workforce. We
15 want a strong percentage of minorities as
16 well, and that all comes with a cost. So,
17 you know, hats off to Brian to be able to
18 manage all of this, and certainly that's
19 part of what's going on here.

20 MR. PACKER: So when you step back
21 and look at, hey, where are we at with the
22 status of the buyout hotel podium in terms
23 of trade count and do we have the companies
24 here to get us home, at 98.8 percent the

1 answer is yes. And when we look at what is
2 left to buy, interior glass, generally,
3 that's going to be your storefronts that
4 are interior to the casino.

5 So if Mike has a restaurant facade
6 that's dividing the restaurant to the
7 casino, that's what we're getting at here.
8 All the exterior enclosures is already
9 purchased and on its way.

10 And then the other category of about
11 2.7 million is just miscellaneous
12 specialties, so toilet accessories,
13 lockers, fire extinguishers, awnings,
14 things that obviously aren't going to hold
15 us up here, but we want to get them
16 purchased by the end of the year. The
17 entrance floor mats, that relates to a lead
18 requirement as you step into the building
19 and the floor mats that you step over.

20 For the purposes of this to just
21 give you a flavor of the number and how far
22 we are in terms of buyouts, I have excluded
23 the cinema and retail fit-out and signage
24 from this just because the cinema and

1 retail Mike has already covered where we're
2 at with tenant negotiations. And once we
3 have a design, we'll be jumping on buying
4 those out. But I'm kind of on hold on
5 buyout of the cinema and retail until I get
6 that information. And then signage
7 currently is being bid out as we speak, but
8 it's MGM buys that in-house typically and
9 it's not under Tishman. So that's why
10 there are three excluded there at the
11 bottom.

12 COMMISSIONER ZUNIGA: Brian, the
13 retail fit-out, are you going to be doing
14 that or do you expect that someone --

15 MR. PACKER: It will vary by tenant.
16 Some will want to likely bring in the
17 contractor that they work with across the
18 country. They will have to then adhere to
19 the same PLA and insurance requirements and
20 everything that the rest of the project
21 does, so that's a negotiation point that if
22 I had to guess, it might be 50/50 at the
23 end of the day.

24 And then also excluded from that

1 slide, and I alluded to a little bit, were
2 some of what I call the other projects.
3 When you look at building this casino
4 hotel, there's actually almost 18 different
5 projects you have to get done. One of them
6 was the mission that we've already crossed
7 off the list. But as I run down some of
8 the other major categories here, I wanted
9 to give you an idea of what are the buyouts
10 on those parts of the project.

11 So obviously the garage we're there,
12 enabling is 96 percent. That remaining
13 four percent is snow removal projections
14 and other things for this year. 95/101
15 State is 95 percent. The remaining five
16 percent there is facade work on 101. Day
17 care, child care center, 90 percent bought
18 out. Some solar is left. Off-site traffic
19 is 80 percent bought out. The last 20 is
20 sitting on my desk today to sign. The
21 Armory is 60 percent. Generally that's
22 demo, and the building envelope project
23 with the remaining 40 held for the
24 interiors. Signage is at 15 percent, which

1 would be expected at this point in the
2 project. Church is 10 percent, which we'll
3 move the needle on the church here in the
4 next few months, and then retail and cinema
5 I've already addressed. So this kind of
6 gives you the spectrum across the rest of
7 the site where we're at in terms of moving
8 forward.

9 And if there is not anymore
10 questions on the budget update, I'll move
11 to just a brief update on community
12 commitments. And, generally, we look at
13 community commitments from our side and how
14 we work with staff and communicating back
15 and forth.

16 There's 25 different agreements that
17 we want to make sure we're addressing our
18 commitments and having a dialogue about
19 commitments that will be completed prior to
20 opening, after opening, right at opening
21 and making sure that we're all on the same
22 page, and that nothing gets missed here.

23 So, Joe Delaney, generally Joe and I
24 meet every week. And one of our focuses

1 here for the last three months has been,
2 hey, let's make sure we're tracking all
3 these items. We're talking about them.
4 We're identifying these, you know, prior to
5 opening, post-opening categories. And
6 then, you know, they'll be, I think, over
7 the next three months and into next year,
8 we will be coming back and updating the
9 Commission on if there is any anomalies in
10 here that we see either the obligation
11 needs to be tweaked or just addressed or
12 notify you of any concerns. So fairly
13 robust system we have set up. We had the
14 dialogue, and we'll be coming back to you
15 here in the next month or two with an
16 update on these commitments.

17 And with that, I'll turn it over to
18 Alex for our operations update.

19 MR. DIXON: Good morning,
20 Commissioners. We've got a lot of exciting
21 news, and we've got some folks on the team
22 who have joined and excited to run through
23 that. I will provide a brief update on a
24 couple of the outstanding agreements as

1 well as relationships that we're
2 establishing. Well underway, nothing to
3 formally announce today, but I think it's
4 just helpful to kind of keep you apprized
5 of the ongoing discussions.

6 And if we move on first, we'll talk
7 about our PVRTA relationship. And this got
8 started a couple of months ago in earnest.
9 There had been a lot of work in previous
10 years as it relates to not only our
11 trolley, but what we're really focusing on
12 is making sure that our workforce has the
13 opportunity to get to work.

14 And we're most focused on bringing
15 in a 24-hour operation that doesn't -- that
16 the transportation system doesn't
17 necessarily reflect that need. And, so,
18 we're spending a lot of time with the
19 director and her staff, and so we've got a
20 biweekly meet where we talk not only about
21 the trolley, which I'll focus a little bit
22 here on today, but I think for the future
23 discussions, particularly as we talk about
24 some of the various funds that comes

1 through the Gaming Commission's purview, is
2 really expanding the scope to allow really
3 the citizens of Springfield and the broader
4 region to be able to have access to the
5 jobs that we have.

6 So a very plain example of that is
7 we're going to have a great restaurant
8 profile, but we need folks to clean those
9 restaurants. And once they're closed at
10 10, 11, 12, 1:00 at night, right now the
11 bus service to the site stops at about 8:30
12 or 9.

13 And, so, many of the folks who would
14 be working in those jobs coming from
15 throughout the Greater Pioneer Valley,
16 we're really having these hard
17 conversations right now to say what would
18 those -- if there were funds available to
19 be able to expand those routes to make sure
20 that we can kind of get those workers to
21 the site.

22 And, so, again, there is more to
23 come on that. The director is working hard
24 to be able to make sure that we're not only

1 thinking but actually providing some
2 proposals that hopefully you and others may
3 consider about additional funding.

4 But we begin in earnest really
5 focusing on the trolley and making sure
6 that as we think about the broader, not
7 only economic development story, but really
8 attracting and retaining tourists to this
9 region that we highlight a number of the
10 locations along this emerging tourist
11 corridor.

12 And, so, we're working on the nuts
13 and bolts, if you will, of what are the
14 potential locations? Are there any
15 improvements, if needed, to existing
16 locations? And then really, as Sarah comes
17 on board and her team, really how do we
18 market it and what is the ability to access
19 this bus so that we can get folks from
20 established tourist locations that are
21 already in place to our facility.

22 And as this will all come together,
23 really we think probably in Q1 of next year
24 where we've got not only the partnership

1 hammered out to be able to start to
2 disclose and really announce and begin to
3 market the future opportunities for the
4 trolley to come to fruition.

5 The next page here you kind of see a
6 little bit of the ongoing work that, again,
7 you know, not in a position to announce
8 locations and stops but to kind of give you
9 a sense of the depth of the discussions the
10 PVRTA has provided, you know, potential
11 routes for the shuttle, where it would come
12 from, the frequency and also working to
13 make sure that from a facility standpoint
14 we get good estimates on what it's going to
15 take to bring a couple of these trollies
16 that they have existing up to snuff.

17 So more to come on this. But let me
18 pause and see if there is any questions
19 with regards to the PVRTA relationship.

20 COMMISSIONER STEBBINS: Just a quick
21 question on the trolley update. So this is
22 being used to potentially move employees
23 around from parking spots that might be
24 off-site but it's also being used to move

1 visitors around as well?

2 MR. DIXON: I'd say more so the
3 visitor component. So, I think, this is
4 primarily if you think about the
5 Springfield museums or the other, let's say
6 the Basketball Hall of Fame is another good
7 example, as their refurbishment comes
8 along, what can we do to have people who
9 come and visit our site potentially be able
10 to visit us and then take a short 10-minute
11 bus ride over to the Hall of Fame or up to
12 the Springfield museums or other locations
13 that we're currently working through, and I
14 think that's the first and foremost.

15 Yes, there will be some employees.
16 But in many cases, we hope to be able to
17 provide parking for our employees either
18 on-site or off-site at one of the
19 designated locations. This is primarily a
20 visitor-driven component.

21 COMMISSIONER STEBBINS: Okay. Just
22 the general concept, again, I know some of
23 the finer details are being worked out
24 here, you have lots of stops along Main

1 Street just kind of share some thought
2 under the strategy behind that.

3 MR. DIXON: So the strategy here is
4 really to be able to say if a visitor has
5 come to the Pioneer Valley or here in
6 Springfield and they want to hit a couple
7 of the stops that are within a reasonable
8 cluster, what can we do to help to get
9 those customers from point A to point B?

10 The difficult is you can imagine
11 having lived in New York City, there's a
12 difference between the local stop and the
13 express. And, so, you don't want to have a
14 customer who gets on and is spending 45
15 minutes to go two blocks.

16 So you want to be mindful of what
17 that customer experience is like while at
18 the same time someone who gets on who would
19 go to the usual suspects of kind of
20 customer -- excuse me, tourist
21 destinations, how can we get there in a
22 timely manner? And we're working through
23 to say, do we route customers to go to all
24 of these or is it a point to point, meaning

1 from the casino over to the Hall of Fame,
2 here to the casino to Springfield museums
3 or is it a route approach? So that's some
4 of the dialogue that we're having now, and
5 that's what's reflected in some of these
6 routing discussions that we're showing
7 here.

8 MR. MATHIS: Alex, if I can just
9 interrupt. I just wanted to acknowledge
10 Representative Joe Wagner, who is in the
11 back corner, Chair of Economic Development.
12 Representative Wagner came into our offices
13 the other day. He had stayed away from the
14 project, because he wanted to see it in
15 sort of its more advanced state and
16 introduced them to the team and said, you
17 know, none of us would be sitting here if
18 it weren't for his work and that great
19 piece of legislation back in 2011. So I
20 just wanted to thank him and his team for
21 coming to support us and for giving us all
22 this opportunity.

23
24 (Round of applause)

1 CHAIRMAN CROSBY: Thank you for
2 doing that, Mike. I was going to do the
3 same thing. Also sitting right beside him,
4 I think, is former State Senator Brian
5 Leeds, another distinguished guest that's
6 with us. Thank you, Brian. If I'm missing
7 other elective officials, forgive me, but I
8 happen to know Brian and the
9 Representative. Go ahead, sorry.

10 MR. DIXON: So the last thing on
11 this, I mean, just an anecdote from
12 previous experience. Prior to coming up to
13 Springfield, I was in Baltimore. And one
14 of the things that was interesting just
15 sitting in the employee dining room with
16 the team members is you find out where
17 people live and how they get to work. And
18 it's amazing how the bus routes and where
19 the buses go is really a primary indicator
20 of where your workforce comes from.

21 And, so, why we're spending so much
22 time really looking to say what are the
23 existing routes so that as Marikate and I
24 go and the broader team goes out to go find

1 our workforce is really to think about not
2 only where the existing routes go, but then
3 really taking a long-term vision of where
4 do we open up additional routes and working
5 with the PVRTA to kind of give them the
6 guides of literally how many people do we
7 think would be coming to work at specific
8 times? Where do those existing routes come
9 from? What is literally the employee
10 journey from the bus stop into our front
11 doors? What can we do to make sure that
12 our employee experience is one that is
13 great so that we can retain the best
14 workforce in Western Massachusetts.

15 So moving on, talk to the lottery
16 relationship. So we kicked this off in
17 right after joining the team went out and
18 spent a lot of good time with Executive
19 Director Michael Sweeney and his folks at
20 the lottery, and it has continued. And
21 this is a unique relationship because in
22 many cases where we deploy lottery
23 programming is a function of our retail
24 programming.

1 So when we first started our -- we
2 had a store on Main Street. We had a
3 Starbucks along State Street. And as we've
4 gone throughout the dialogue, the
5 programming has changed. And, so, now
6 that, as Mike put it, has gotten the
7 pencils down on the moving, blocking and
8 tackling, we've been able to really hone in
9 to bring this to life.

10 So this week we had three
11 representatives do a site tour. We
12 literally spent an hour and a half
13 trying -- it's almost kind of where do you
14 hang the pictures on the wall, but there
15 are no walls up. So we're in the
16 negotiations of where do we place the
17 various terminals, how can we bring this to
18 life.

19 And, so, it's a great working
20 dialogue. Took a tour down to Plainridge
21 Park to see their deployment, and we think
22 this, again, is kind of a Q1 announcement
23 in the work, but we're off to a great start
24 and we look for more to come on this front.

1 With that, I'll turn it over to
2 Marikate.

3 MS. MURREN: I think we're going to
4 -- right.

5 MR. MATHIS: Can we switch the
6 order?

7 MS. MURREN: Yes.

8 MR. MATHIS: If we can, we're just
9 going to switch the order and the Mayor
10 wanted to be here for a couple of our
11 programmatic updates before we turn it over
12 to Marikate in case the schedule doesn't
13 allow. Not that your stuff is not
14 exciting, Marikate, just to be clear.

15 MS. MOORE: Good morning,
16 Commissioners.

17 CHAIRMAN CROSBY: Which slide are we
18 going to?

19 MS. MOORE: 26. Good morning,
20 Commissioners. Welcome to Springfield. I
21 am very excited this morning to present you
22 with some of our key partnerships, one
23 within retail and one within the community.
24 As Mike mentioned, the retail program is

1 really shaping out to be something very
2 special. We have focused primarily really
3 on two strategies when it comes to
4 identifying our retail partners. First
5 being new to market, something new and
6 exciting and special for this area, but
7 also the second one being local and
8 regional partners, partners that we have
9 the ability to expand their business and
10 amplify their business here in Springfield.

11 So without further ado, we're
12 excited to announce that for the church
13 we'll be partnering with Kringle. If
14 anyone is aware of the Kittridge family,
15 Michael Kittridge was the founder and
16 developer of Yankee Candle and truly
17 revolutionized the home decor business.

18 After he sold the business, his son
19 decided he wanted to develop the next
20 generation, and so that brings us to
21 Kringle. And when we first went up to
22 their campus in Northern Massachusetts, we
23 were just completely blown away. It's a
24 beautiful, beautiful space. They have

1 front table restaurant, the country barn,
2 the chocolate cottage and the candle store,
3 and we knew immediately that we wanted them
4 with us here in Springfield.

5 So they will be activating the
6 church and really celebrating all of the
7 special things they do up north but
8 creating a unique experience down here in
9 our church space, which is jut incredibly
10 historic and, I think, it's going to be
11 beautiful.

12 CHAIRMAN CROSBY: Great. That's
13 very exciting. Are they going to have a
14 small restaurant as well?

15 MS. MOORE: Not necessarily a
16 restaurant, but there will be a dining cafe
17 component to the overall experience.

18 MAYOR SARNO: Can I just mention
19 something? Their facility out there in
20 Bernardston is absolutely wonderful.

21 CHAIRMAN CROSBY: Where is it?

22 MAYOR SARNO: Bernardston. It
23 brings an eclectic mix to the City of
24 Springfield. It's wonderfully run. The

1 tourism aspect of that is tremendous,
2 tremendous up there. And the son has done
3 an outstanding job, and some years ago I
4 mentioned to him we'd love to have him in
5 Springfield and now with MGM they are
6 coming here.

7 So we're very, very happy with MGM
8 and bringing Kringle Candle Company here.
9 It really sends a great message. We're
10 very hopeful to make some more
11 announcements in the very near future.
12 Thank you to MGM on that.

13 MS. MOORE: Next we're really
14 excited to announce a partnership with the
15 Springfield museums. For the first time,
16 the museums will be curating a special
17 collection from their archives and loaning
18 it to be displayed outside of the museums,
19 and we've worked very closely with Kay
20 Simpson, who is joining me today, president
21 of the Springfield museums to develop this
22 what we call the cabinet of curiosities.

23 It's Springfield innovations from
24 the Springfield museums, and it's this

1 incredible collection as a part of our
2 overall public art program, which you know
3 is very dear to us here at MGM. And, so,
4 I'd like Kay to give a few words about the
5 partnership.

6 MS. SIMPSON: Well, thank you.
7 Welcome, Commissioners. I'm delighted to
8 be here. As Sarah mentioned, the
9 Springfield museums are very excited to be
10 working on what we consider to be a dynamic
11 partnership that will enable us to showcase
12 objects from the Quadrangle museums and the
13 new state-of-the-art facility that you
14 heard described here today when it opens
15 next fall.

16 This is going to be an incredible
17 opportunity for us. For the last six
18 months, we have been working with Mike
19 Mathis, president of MGM Springfield, and
20 members of his team to select objects that
21 really match the esthetic of the interior
22 design of the resort, and you heard the
23 Mayor describe it as industrial sheik.

24 So we have actually brought one of

1 the objects here with us today. It's right
2 here beside me. Actually, usually we don't
3 move them around like that. But it is an
4 industrial object. It is a microphone that
5 was manufactured in 1925, and it is a
6 wonderful example of the turn of the
7 century technology collections that we have
8 in the Springfield Science Museum.

9 So, the display of these objects in
10 the resort will be supplemented by
11 promotional material that really highlights
12 the Quadrangle museums as a must see
13 cultural attraction that is literally
14 located next door to the resort. It is so
15 close by.

16 So, again, we see this as an
17 outstanding opportunity for us to share our
18 outstanding holdings with the 8 million
19 visitors that are expected to come to
20 Springfield every year to visit the resort,
21 and we're also really excited about the
22 trolley system that was described earlier
23 by Alex. So that will make it easier for
24 the guests at the resort to come up to the

1 Springfield museums and really see all that
2 we have to offer.

3 In addition, we're talking with
4 Sarah and other members of the team at MGM
5 on other collaborative ventures. So that
6 might include having some of the MGM talent
7 come to the museums and perform as part of
8 our extensive programmatic offerings
9 throughout the year.

10 So, in essence, I can say that the
11 Board of Trustees and the staff at the
12 Springfield museums are really committed to
13 this evolving partnership. We're very
14 excited about it, and we really want to
15 work together with MGM to make Springfield
16 the premier experience destination in New
17 England.

18 CHAIRMAN CROSBY: Great.

19 MS. MOORE: Thank you, Kay. So both
20 of these partnerships --

21 CHAIRMAN CROSBY: Will this be like
22 in their hallways and public spaces or will
23 there be a room that will be a dedicated
24 room or how will it be or do you know that?

1 MS. MOORE: It will be displayed
2 throughout the property.

3 CHAIRMAN CROSBY: So throughout the
4 property.

5 COMMISSIONER STEBBINS: Can we ask
6 Kay what the three elements are in the
7 picture she shared with us?

8 MS. SIMPSON: Okay. I think I might
9 have to actually get the experts involved.
10 These are examples from our technology
11 collection. Rich Sanderson, the curator of
12 this collection is here, and he can
13 describe these objects to you.

14 MR. SANDERSON: Good morning. The
15 beautiful object on the left is a spectra
16 scope. It's used to analyze light. It's
17 used in chemistry and astronomy. The
18 middle object is a wire recorder that was
19 made here in Springfield. It actually
20 records sound on a wire used as for an
21 answering machine or for recording voice.
22 And on the right is and Edison phonograph,
23 which recorded sound on wax cylinders.

24 CHAIRMAN CROSBY: What are the dates

1 of these items?

2 MR. SANDERSON: They're all from the
3 late 19th and early 20th Centuries. And
4 those are indicative of a larger collection
5 that we have.

6 COMMISSIONER CAMERON: And the piece
7 right in front of you?

8 MR. SANDERSON: That's a radio
9 microphone from 1925.

10 CHAIRMAN CROSBY: It looks like a
11 fabulous art deco piece. It's great.

12 MS. SIMPSON: We should plug it in
13 and use it.

14 CHAIRMAN CROSBY: Great. That's
15 really exciting. Thank you. As everybody
16 remembers during the bidding process, one
17 of the things that we talked about with all
18 the applicants was this synergy in trying
19 to make sure, as I mentioned earlier, that
20 there is a synergistic effect. That the
21 casino isn't just a self-sustained
22 phenomenon but has a capacity to lift all
23 boats and seeing this kind of active
24 collaboration really trying to figure out

1 how to extend the benefits or the places in
2 the community is really exciting and a
3 major part of what we have been trying to
4 get out this thing, so it's great.

5 MR. MATHIS: Mr. Chairman, if I can,
6 because I think it ties into the earlier
7 discussion with Mayor Narkewicz and
8 Northampton. This partnership is really a
9 great example of what we talked about in
10 our application, as you mentioned, which is
11 there are many great amenities in this
12 area, Springfield specifically and within
13 the region. And we think MGM can just put
14 a little spotlight on some of those and
15 bring new visitors to experience them.

16 We don't feel like we compete with
17 the attractions in Springfield. We believe
18 we make it a better destination altogether,
19 and this cross-marketing nothing would
20 please us more than visitors to our
21 facility to see these pieces. We'll have
22 some identifiers that let our customers
23 know that there is more of these types of
24 objects and experiences at the Springfield

1 museums at the Quadrangle.

2 As I've said to Kay before, she can
3 have them during the day as long as she
4 gives them back at night. We think this is
5 part of that strategy. Same goes for
6 Northampton. I mean, there's a lot of
7 studies about extended stays and the
8 importance of extended stays.

9 And we believe that if we could be
10 the headquarters and our customers can stay
11 in the region and go experience
12 Northampton, go experience the Quadrangle,
13 go experience the Basketball Hall of Fame
14 or Six Flags New England in the summer,
15 that we'll hang on to those customers in
16 the region longer and we'll all benefit
17 from it. So this is just part of that
18 commitment and our strategy.

19 MAYOR SARNO: Mr. Chairman, if I
20 may, too, another thing with the museum
21 Quadrangle complex Andrew Carnegie,
22 philanthropic effort from many, many years,
23 Dr. Seuss Museum, which is the one and only
24 in the world. And Kay will tell you, the

1 attendance has gone through the roof. And
2 our whole thing with MGM and other
3 attractions is to make it a package deal.
4 That you come to Springfield, and you can
5 have an all around great time and a lot of
6 different diverse and eclectic type
7 environments.

8 So MGM is working closely with us,
9 but the trolley and literally we're a very
10 walkable, pedestrian-friendly downtown from
11 the riverfront all the way up State Street
12 quarter and north block to the south block.
13 If you're putting out a good product, I
14 told the business people that are here and
15 coming here, you're going to have a
16 readymade market and every businesswoman or
17 businessman deserves to make a dollar, and
18 I respect that as long as it's done the
19 right way.

20 So, this fits into, as I indicated
21 before, Jim Murren, a nice historic
22 perspective and what MGM is doing here. So
23 this ties in, and I know that through
24 Mr. Mathis and others will have more

1 announcements to come in the very near
2 future, but the Dr. Seuss museum will tie
3 in very nicely.

4 MS. SIMPSON: And, Mayor, can I add
5 to that?

6 MAYOR SARNO: You certainly may.
7 You're the expert.

8 MS. SIMPSON: So, as the Mayor was
9 just describing, we did open "The Amazing
10 World of Dr. Seuss" museum in the beginning
11 of June this year. So we're going through
12 this incredible period of expansion. From
13 June 3rd through September 3rd, we had the
14 same level of visitation that we typically
15 have in a year. So that's three months
16 versus 12 months.

17 So that's another reason why we're
18 so excited about this partnership. We
19 think that the more people to come into
20 Springfield, the more people are going to
21 be visiting our museums and that really,
22 really helps us in terms of our bottom
23 line.

24 MS. MOORE: And, finally, we've been

1 very active in the community. But you will
2 see over the next year that we'll continue
3 and ramp up and we're starting with, you
4 know, everyone joining us at the Big E this
5 coming Saturday where we'll be introducing
6 our brand and job recruitment for the tens
7 of thousands of visitors that will be at
8 the Big E this Saturday, so another example
9 of us out in the community. And with that,
10 if there are no questions, I will hand it
11 over to Marikate.

12 MS. MURREN: I want to make sure I
13 don't touch this again. It's a really,
14 really good thing that learning and develop
15 is in human resource because I'll have to
16 get to my partner and add one more thing to
17 high orientation, so thank you, Kay,
18 apologies for that. But you need to learn
19 something new every day, I believe.

20 Chairman, if I may pause for a
21 moment, on behalf of MGM Springfield, I
22 really want to thank Ed and his team and
23 congratulate specifically Paul Connelly on
24 the launch of the LMS that happened two

1 days ago, ahead of schedule. The
2 partnership that my team and Paul and
3 everyone on the staff, I just want to
4 reiterate that this is a true partnership,
5 the communication and what we're doing
6 really to increase and enhance the employee
7 and candidate experience. We are going to
8 be more successful because of you, Ed, and
9 your team. And on behalf of MGM
10 Springfield, I just want to thank you and
11 we'll continue working together to the
12 successful opening of the resort.

13 So at this time, I really would love
14 and excited and privileged to announce the
15 partnership for our early education and
16 child care facility. We have been
17 working -- everyone will notice and
18 recognize Janis. But just to speak a
19 little bit on the process, we have spent
20 months really spending time with Janis and
21 her incredible team coming up with this
22 partnership to ensure and to really meet
23 the commitment as part of the host
24 community agreement providing day care and

1 child care for our facility employees and
2 for also for the community.

3 And it's really my pleasure to
4 announce that we have partnered with Head
5 Start, and I'm going to turn it over to
6 Janis in a moment. But you can see on the
7 slide, and I believe it's number 25, the
8 initial rendering of the facility. It will
9 be located caddy-corner of the facility on
10 Main and Union, which is really across the
11 street is Hubbard.

12 We are looking at 6,000 square feet
13 interior space, and that will consist of an
14 infant room that will house approximately
15 six, seven children. We are looking at
16 three pre-K classrooms of 20 children per
17 classroom bringing us about 67, 68
18 children. In addition, we will have 4,000
19 square feet of outdoor space.

20 And before I do turn it over to
21 Janis, I'd like to also recognize some of
22 the individuals, part of Janis' team,
23 Laurie Shavis, director of clinical and
24 family services, Maria Rodriguez, the CFO,

1 and I also want to acknowledge many, many
2 board members and also moms and dads and
3 family members in the audience.

4 We continue to work with Janis and
5 her team. Not only is this a child care
6 facility, but we will be spending a lot of
7 time and effort working with the families
8 within the center on workforce development
9 continuing the great work that Janis and
10 her team is doing to get our -- to get the
11 families within our facility and working
12 for that resort.

13 So at this time, I'd love to turn it
14 over to Janis Santos, who is the executive
15 director of Head Start.

16 MAYOR SARNO: The godmother of Head
17 Start.

18 MS. SANTOS: Thank you very much,
19 Marikate. Good morning and thank you for
20 this opportunity to talk about this
21 incredibly and wonderful partnership with
22 MGM that will benefit our families so much.
23 So I'll be brief, but I would like to go
24 back. I, myself, have been in Head Start

1 for 44 years and it's been around 52, so
2 I've been here most of the time.

3 So when Head Start began in 1965 as
4 a war on poverty program, we have long
5 recognized the importance of family's
6 financial security on their children's
7 learning and their development. One of
8 Head Start's outcomes is family well-being,
9 which is achieved when all families are
10 safe, healthy and have increased financial
11 security. The journey of financial
12 security for our parents includes financial
13 literacy, financial capacity, financial
14 security, and financial well-being.

15 Our goal is to work towards breaking
16 the cycle of generational poverty. What we
17 know is that fragmented approach is that
18 address the needs of children and parents
19 separately often leave either the child or
20 parent behind.

21 So, this new and exciting
22 partnership with MGM affords us the
23 opportunity to focus on a two generational
24 approach to children and parents learning

1 together. It will provide an opportunity
2 for our parents to receive training, to
3 develop a clear pathway into one of the
4 many employment opportunities that MGM has.

5 In order to address and
6 problem-solve some of the roadblocks
7 families may endure in this transition,
8 Head Start will provide the wrap services
9 for our parents, including case management,
10 work readiness, relationship and parenting
11 education and financial literacy programs
12 designed for success.

13 I can assure you that our parents
14 are most excited about this opportunity.
15 We have the support of our board of
16 directors as well as our funding source and
17 this incredible partnership. This is where
18 Head Start is focusing on moving up,
19 developing more partnerships in the
20 business community.

21 So, currently, we serve over 600
22 families in the City of Springfield and
23 additionally another 400 families in
24 Holyoke, Chicopee and Ludlow. So we are

1 very excited and really honored to work
2 with MGM in this incredible partnership, so
3 thank you very much.

4 MS. MURREN: It's our pleasure.

5 MR. MATHIS: Mr. Chairman, if I can,
6 just a couple of comments about this
7 partnership, which we're so excited about.
8 You know, when we first sat down with Janis
9 and she talked about the work that Head
10 Start does, a lot of families that she
11 serves are in the south end. And,
12 currently, and she can describe this better
13 than me, but currently those families
14 needed to be shuttled from the south end to
15 their other facilities around the area.

16 The win-win here is that you could
17 actually have families walk their kids to
18 the facility on their way to walking to
19 work. You just think about what those
20 extra dollars can do for Janis and her
21 organization to service those other folks
22 and the kind of community and Main Street
23 environment we're going to create with
24 people living, working and playing, which

1 is what we've talked about from the very
2 beginning.

3 The other thing, if you recall some
4 of Brian Packer's update in terms of the
5 budget, there was a bit of an increase on
6 this building. Just to remind you, this
7 building is a lead platinum net zero
8 building. Janis, I venture to say you
9 probably don't have one of those in the
10 Head Start portfolio. So, I think, it
11 would be fun if we taught the kids a little
12 bit about sustainability, because this is a
13 truly remarkable building in terms of the
14 way it's going to be run. The resort will
15 be lead goal but this is lead platinum,
16 which is the highest standard.

17 So really proud about this
18 partnership, so excited to have this
19 building right across the street. As some
20 of you tour later on, we'll show you where
21 we've broken ground on that building and
22 how close it is to our facility but
23 couldn't be happier about this partnership.

24 And I think in closing, you'll

1 recall that there is some earlier
2 discussions with another organization that
3 does really good work here called Square
4 One. We're going to continue to work with
5 Square One on workforce development. We
6 don't believe our relationship with Head
7 Start is hugely exclusive with working with
8 Square One. Those conversations continue,
9 and we'll provide you updates in the future
10 about how we're collaborating with those
11 folks as well.

12 CHAIRMAN CROSBY: Great.

13 MS. MURREN: Thank you.

14 MR. MATHIS: I think that concludes
15 our presentation. So unless you have any
16 questions for us and thank you, Mayor, for
17 varying your schedule to stay here for some
18 of our exciting updates, I think that
19 concludes our presentation.

20 CHAIRMAN CROSBY: Great.

21 COMMISSIONER STEBBINS: I just had
22 a -- obviously, I think, we're going to see
23 Marikate next month to finish up our MGM
24 operational workforce plan, so we'll be

1 seeing her again. And, Mike, we had a
2 meeting the other day with the State
3 Department of Energy Resources and one of
4 the recommendations they made for us to
5 share with you and also with Wynn because
6 of the big amount of electricity you're
7 going to borrow is they suggested and it's
8 a program to encourage big users to enter
9 into MOUs with their utility companies. So
10 I don't know if that's something you've
11 approached yet or thinking about, but that
12 was a recommendation made by them to you.

13 MR. MATHIS: Okay. Happy to have
14 those conversations. I know some of those
15 are ongoing with some of our corporate
16 sustainability folks, so we'll follow
17 through on that. Thank you.

18 CHAIRMAN CROSBY: Anybody else?

19 COMMISSIONER MACDONALD: Thank you
20 very much.

21 CHAIRMAN CROSBY: Very exciting
22 update. We have our fingers crossed. Take
23 a five minute break.

24

1 (A recess was taken)

2
3 CHAIRMAN CROSBY: We are about to
4 reconvene public meeting number 225 out at
5 the MassMutual Center in Springfield at
6 about 11:25. Mike Sangalang, we don't have
7 the feed up on the screen in front of us.
8 Next up is, I believe, Item No. 4, supplier
9 and workforce and diversity development,
10 Director Griffin.

11 MS. GRIFFIN: Good morning,
12 Commissioners.

13 CHAIRMAN CROSBY: Good morning.

14 COMMISSIONER CAMERON: Good morning.

15 MS. GRIFFIN: We are here today to
16 give you an update regarding the gaming
17 school in Western Massachusetts. As you
18 now, our licensees are required to have a
19 trained workforce and MGM additionally has
20 set a hiring goal of 35 percent of their
21 employees of residents of the City of
22 Springfield.

23 So today we have representatives
24 from two training and workforce options, a

1 collaboration between Springfield and
2 Holyoke Community College who will update
3 you on the collaboration with MGM to launch
4 a gaming training school right here in
5 Springfield.

6 We've had some great conversations
7 in the last couple of weeks, but I'm going
8 to turn it over -- first, I would like to
9 introduce, we have President Christina
10 Royal, to your far right, Dr. John Cook and
11 Jeff Hayden, Vice President of Holyoke
12 Community College. They're also joined by
13 the Alex Dixon, General Manager of MGM and
14 Marikate Murren, VP of HR. So I'm going to
15 actually turn it over to Dr. Royal who will
16 start us out. Thank you.

17 MS. ROYAL: Great. Thank you, Jill.
18 Good morning, Commissioners.

19 CHAIRMAN CROSBY: Welcome.

20 COMMISSIONER CAMERON: Good morning.

21 COMMISSIONER ZUNIGA: Good morning.

22 COMMISSIONER STEBBINS: Good
23 morning.

24 MS. ROYAL: We are pleased to

1 announce that the two colleges, Holyoke
2 Community College and Springfield Technical
3 Community College are doing business, as
4 you know, as Massachusetts Casino Careers
5 Training Institute, which is affectionately
6 known as MCCTI under the umbrella of two,
7 which is the training workforce options and
8 that's a partnership that exists between
9 Springfield Technical Community College and
10 Holyoke Community College in terms of
11 partnership opportunities and the Pioneer
12 Valley, and working together with MGM
13 Springfield that we've come to an
14 understanding regarding design, staffing,
15 funding startup and operation of the gaming
16 school for the Springfield region.

17 I want to acknowledge the work of
18 MGM and coming to the table in the spirit
19 of partnership with us, Mike Mathis, Alex
20 Dixon and Marikate Murren have been great
21 partners to work with, and we anticipate
22 that we will have the execution of a memo
23 of understanding in the next week or two.
24 I would like to just invite Alex if he

1 wants to say anything about getting to this
2 point.

3 MR. DIXON: This is a momentous day.
4 I think if we put our mind in the
5 candidates and in the students who go
6 through the school is that through this
7 partnership folks will have a pathway to
8 the middle class, and I think that's what
9 this represents. So it takes a lot of work
10 to get to this point, and I couldn't have
11 had a better partner in the two presidents.
12 But I can't say enough about Jeff Hayden,
13 in particular, and the work that he has
14 done over the number of years to get us to
15 this point.

16 After joining earlier this year, I
17 saw that Marikate and Jeff had already had
18 a great working relationship and getting
19 over the finish line in any deal, and not
20 coming from a world of merging and
21 acquisitions, every deal is tough and this
22 one was one that, I think, from both sides
23 to make sure that we are giving the
24 students who go through this campus the

1 best opportunity to, again, join that
2 middle class.

3 So, we're looking forward to
4 finishing construction and getting
5 underway, because this is going to be a big
6 component of not only our ability to hirer,
7 find and recruit folks from Springfield but
8 to find a workforce that's going to make
9 this resort come to reality.

10 MS. ROYAL: Thank you, Alex. As
11 colleges, President Cook and I have really
12 tried to stay focused on what our core
13 mission is in this partnership, and our
14 number one goal is to develop an outcome
15 that leads to high quality training and
16 workforce development that prepares MGM for
17 having the types of hirers that they need
18 in various positions, specifically in this
19 case for gaming positions. That it wasn't
20 just about having people who are trained
21 and that they can hire, but also that the
22 real focus was on high quality. We know
23 that the quality of their workforce is
24 directly related to the success of their

1 business, and we see that have an important
2 piece of that. So I'm going to turn it
3 over to President Cook.

4 MR. COOK: Briefly, Commissioners, I
5 would offer as well there's clearly an
6 excitement and we're happy to play in our
7 part with that. Both Holyoke and
8 Springfield Technical have a long history
9 of helping those underemployed or
10 unemployed. We know community colleges are
11 that on-ramp both to education and true
12 career opportunities.

13 The nice thing between our sister
14 institutions is we share a middle name, and
15 we take that community aspect very
16 seriously. The growth of Pioneer Valley
17 and the centrality here in greater
18 Springfield and up through the knowledge
19 corridor we know is vital.

20 To that point around training and
21 some of the percentages, we're pleased to
22 just remind folks 85 percent of the
23 students at STCC live within 8-miles of
24 campus. For HCC it's 70 percent. So there

1 is an absolute localness that both of our
2 institutions bring to this conversation.

3 We also know in some ways
4 collaboration is an essential part of
5 innovation. So we would just echo some of
6 the sentiment around doing well with one
7 another and working with that. To that
8 point, we are grateful for our partnership
9 with MGM and can attest certainly to their
10 commitment to Springfield and to the
11 region. Their level of investment in this
12 gaming school is significant and, quite
13 frankly, we would not be able to put
14 forward the model you will consider today
15 without their support.

16 MS. ROYAL: Certainly, you don't get
17 to this point without having multiple
18 partners in the process, and we would like
19 to thank the many people in the region that
20 have partnered with us on this endeavor,
21 the Regional Employment Board of Hampden
22 County, Future Works and Career Point, many
23 community-based organizations,
24 municipalities, school systems, civic

1 leaders and more. The level of support of
2 many state agencies has been absolutely
3 critical, and we're very grateful to the
4 Gaming Commission for your support as well.

5 What I would like to do is turn it
6 over to Jeff Hayden, who is going to walk
7 through the details of the partnership that
8 we've developed.

9 MR. HAYDEN: Good morning,
10 Commissioners.

11 COMMISSIONER CAMERON: Good morning.

12 COMMISSIONER ZUNIGA: Good morning.

13 COMMISSIONER STEBBINS: Good
14 morning, Jeff.

15 MR. HAYDEN: As you can see on the
16 slide, there is some key milestones that
17 have occurred. One is that we have
18 submitted an application for a gaming
19 school license to your commission. And
20 within that are many of the details that
21 you are looking for in terms of what kinds
22 of career pathways, what kinds of training
23 programs, what kinds of costs students will
24 encounter and all that. So that's in the

1 application, and we'd be happy to provide
2 anymore information on that or detail on
3 that that you need.

4 The MGM folks have told us that in a
5 few days we will begin loading the gaming
6 equipment into the site. And, so, then we
7 will have that process of getting that on
8 board and then ready to use. We'll hire
9 instructors in November and December.

10 That's both the hiring of instructors for
11 the games but, also, any other types of
12 classes that we have and our support staff
13 that are going to be part of this effort.

14 We are beginning recruitment.
15 Marikate and her team have an approach in
16 order to attract as many people as possible
17 who are interested in these career
18 opportunities, and we will work with them
19 in terms of the intake process, which will
20 follow right on the heels of the
21 recruitment.

22 Included in that intake process are
23 some of the remedial things or the referral
24 things that need to be done. So someone

1 who is interested in a job that has a
2 requirement of a high school diploma and
3 does not have that, then we can make those
4 types of connections and those types of
5 referrals. And then, of course, the lab
6 part of the school will open in February of
7 2018.

8 And as you can see on the next
9 slide, here is the layout of what it looks
10 like. We had shown you, I think, a few
11 months back a previous slide, and this
12 expands the number of Blackjack tables as
13 well as the number of Roulette and Craps
14 tables. But as you can see, there is a
15 significant amount of training space that
16 is dedicated on this ninth floor of 95
17 State Street, and there will be that far
18 left-hand bottom corner is the space where
19 we will have technology and the ability of
20 students to get online and to do some of
21 the coursework online and some of -- any
22 kind of information that they need from
23 that.

24 We'll also have an area for students

1 to kick back and put their feet up, small
2 but hopefully comfortable enough for them.
3 And then, obviously, a seating area for
4 classes in a lecture-type style.

5 We'll also take advantage of the
6 many academic spaces that both institutions
7 have and incorporate that into this effort
8 as well. You can see on the top of there
9 the numbers of tables and all of the basic
10 layout issues.

11 The next slide shows a picture of
12 how it was earlier this week. So you can
13 see most of the shell build-out is
14 complete. And, so, we're along the way and
15 this is a great shot in terms of the length
16 and depth of the site.

17 COMMISSIONER ZUNIGA: Jeff, can I
18 ask just on the layout to the extent that
19 you can get into these details, what's the
20 capacity that you anticipate and you have a
21 couple of different games being taught at
22 the same time?

23 MR. HAYDEN: At maximum capacity,
24 which I dare say we will never be at,

1 right, maximum capacity is for
2 approximately 240 to 250 students with 15
3 instructors in the room at the same time,
4 yes. So that would be -- you talk about
5 simulating the gaming floor in terms of
6 noise and activity, yes, that will do that.

7 Our expectation is that our capacity
8 will be more like 60 or 70 percent, you
9 know, on an ongoing basis. Our hope is to
10 have three sessions a day. So in terms of
11 maximum capacity, that would put us at
12 about 750. And then to have those three
13 sessions go over a 15 to 20 week period,
14 and then to do a second cohort in the later
15 spring, and that will be a poker school as
16 well as more Blackjack and Baccara. And,
17 so, that gives us potentially the capacity
18 for somewhere around 1,500. But,
19 obviously, again, that's at maximum
20 capacity.

21 And next on the slide you'll see the
22 funding sources that we've put together.
23 And as you can see, MGM's commitment
24 in-kind has increased dramatically from the

1 last time that we talked to you. And
2 without the efforts on their part to make
3 this work financially, we wouldn't be here
4 making this announcement today.

5 You can see that student fees are
6 estimated at approximately \$300,000 or that
7 there is potentially other income from
8 things like wheeling vouchers or DTA
9 vouchers or MRC vouchers?

10 CHAIRMAN CROSBY: What's the cost
11 per kid; what's the cost structure, price
12 structure?

13 MR. HAYDEN: So the cost to the
14 student that we are able to offer through
15 all of the in-kind monies that the colleges
16 and MGM had put in, for someone taking
17 Blackjack and Baccara and the intro to
18 Mass. Gaming course, which is 240 hours,
19 they would pay \$598. And, so, you know, a
20 little bit over \$2 an hour in terms of the
21 training per student. So all of us have
22 really sharpened pencils and tried to make
23 that work as best we possibly can.

24 If you were to take out the MGM

1 contribution, then for the Blackjack game
2 alone, it would be \$3,000. So it's been a
3 phenomenal commitment on the part of all of
4 the partners working together on this. And
5 as you can see in terms of how we will use
6 the funds, the larger share obviously goes
7 to the faculty and staffing pieces of it.

8 CHAIRMAN CROSBY: How do you pay
9 faculty and staff with an in-kind
10 contribution?

11 MR. HAYDEN: Well, so, we will have
12 an arrangement through agreement with MGM
13 that they will provide us with those gaming
14 instructors. We will be their supervisor
15 while they are working in the gaming
16 school, and so that's all done because they
17 are MGM employees.

18 CHAIRMAN CROSBY: Okay.

19 MR. DIXON: So we will hire and the
20 folks will go through actually the MGC
21 licensing process. They will then
22 interview with Jeff and his team so that
23 they are found suitable to be instructors.
24 And, so, our shift managers who will

1 eventually be working the floor are going
2 to be some of the folks who are instructing
3 the students going through the school. So
4 you get that realtime, realtime instruction
5 as well as the relationship building.

6 But they are, although they are paid
7 by MGM, they are technically throughout the
8 relationship that we are working through is
9 that they will be in this capacity really
10 adjunct professors, if you will, of this
11 collaboration.

12 CHAIRMAN CROSBY: Great.

13 MR. HAYDEN: And we often do that
14 type of arrangement with third-party folks.

15 MR. DIXON: One little anecdote. We
16 were talking about the ninth floor. I
17 think this is the first time we've done a
18 gaming school, and the first time I've been
19 around a facility that has a gaming school
20 on the ninth floor of an office building.
21 So, typically, you're load-in for tables is
22 on the first floor.

23 So literally in a couple of months
24 we'll have -- excuse me, in about a month a

1 literally crane on State Street raising
2 Craps tables through a window to get into
3 the ninth floor. So the logistics and the
4 coordination that is required to take place
5 is not quite to the Brian Packer level who
6 talked about the construction but for
7 layman folks like me it's a fun, little
8 project that it will be interesting to get
9 some pictures, and we'll share that with
10 you all. But it's quite a logistic
11 challenge to get this on the ninth floor of
12 a downtown office building.

13 CHAIRMAN CROSBY: Great.

14 MR. HAYDEN: And next you'll see a
15 slide that is in terms of gaming school
16 applicants alone and some of this will be
17 through the recruitment that Marikate's
18 team does, but also through some of the
19 initial intake and vetting that we do. We
20 anticipate about 1,500. And then in terms
21 of those who will actually start school in
22 that 525 range in order to yield 400
23 students who are desirable for MGM to hire,
24 and that will go through the license

1 process.

2 In addition to these numbers,
3 obviously, for the larger hirer issues that
4 MGM has and the work that we have done in
5 terms of things like hospitality and
6 culinary and IT and security, we'll
7 continue to partner with them on those
8 efforts. But these are the numbers related
9 directly just to the licensed gaming
10 positions.

11 COMMISSIONER CAMERON: Is this --
12 Marikate, are these numbers derived from
13 your recent past experience in other
14 jurisdictions; so 1,500, 525 and 400, is
15 that your best estimate of what it will
16 take?

17 MS. MURREN: It is, and it's based
18 on our experience at the National Harbor.
19 Just so a little bit more information,
20 National Harbor, as you know, was a
21 jurisdiction that had gaming before MGM
22 came to the plate. And what happened at
23 National Harbor and we have, you know,
24 Robert Westerfield, Westie we like to call

1 him, our new vice president, he was there
2 during that opening.

3 The hiring of experienced table game
4 dealers at National Harbor exceeds
5 50 percent. So the numbers were -- the
6 participants going through the school are a
7 little bit lower and, so, we're
8 anticipating that to really be reduced.
9 Maybe a 70 percent unexperienced,
10 inexperienced and then 30 possibly. And
11 that could be a little bit bold-ish. So
12 that's why the numbers, Commissioner, are
13 so high.

14 We will keep an eye on this, too, is
15 that if we need to add another cohort, Jeff
16 already mentioned three times three cohorts
17 going at once. We could really add another
18 one really working that third shift,
19 because we will have employees working
20 24/7. So we have some flexibility in the
21 programming piece, Commissioner.

22 So this is just initials and,
23 initially, what we're thinking based on
24 experiences, based on Alex's experience in

1 Baltimore and note we'll have to be
2 flexible, and the community colleges are
3 ready to jump in. And if we need to, we'll
4 just bring some additional instructors to
5 cover up in that cohort.

6 COMMISSIONER CAMERON: Okay.

7 MR. HAYDEN: Also in comparison to,
8 you know, other places, the fees that we'll
9 be charging students are lower than what
10 National Harbor was able to offer and are
11 consistent or lower than most other places
12 with the exception of those places where
13 the state has intervened and provided an
14 economic development and workforce
15 development money to pay for it.

16 So, I think, we're in very solid
17 standing to try to deal with the issues of
18 the marketplace here, and obviously any
19 vouchers that are available through the
20 workforce development system will help,
21 especially with those students who have the
22 inability to even pay that \$600 fee.

23 CHAIRMAN CROSBY: Great.

24 MR. HAYDEN: And in terms of where

1 we're going next, we're going to execute
2 the memorandum of understanding between
3 MCCTI and MGM in order to open the
4 Springfield area gaming school, and
5 hopefully, as President Royal said, we'll
6 have that within a week or two.

7 In terms of the next bullet there, a
8 few months back the Gaming Commission
9 awarded a mitigation grant to STCC, which
10 was a joint application on behalf of two
11 and MCCTI, and so we're going to work on
12 implementing that coming up. We're also
13 partnering on that with your other awardee,
14 the Springfield Public Schools.

15 And, so, we're hopeful that will
16 create a pathway that goes from the program
17 at the public schools all the way through
18 the program that we're designing. And, you
19 know, obviously the application for the
20 gaming school approval is something that
21 will be before your staff as soon as we
22 have that MOU completed. And then in terms
23 of our staffing and having a director in
24 place, we will work with the two colleges

1 and MGM to have an announcement very soon
2 about that as well.

3 So that's where we've been. I
4 wanted to do one shout-out and two thank
5 yous. The shout-out is actually seeing
6 Kringle Candle and Head Start and the PVT
7 all be part of the presentation this
8 morning, and the two colleges that have
9 been partners with all of those
10 organizations. And, so, it's a small
11 economic development world, as Bruce can
12 attest, in Western Massachusetts but
13 congratulations to all of them for their
14 new partnerships.

15 And then thanks -- I want to thank
16 both presidents for believing in developing
17 the workforce of the region and really
18 putting their full weight of their office
19 behind it. And, so, I appreciate their
20 efforts. And, lastly, to all of the
21 partners that we've had both at MGM and
22 within the schools and within the region,
23 you know, without partnership and
24 collaboration, this would not happen, so

1 thank you to the Commission.

2 MS. ROYAL: And I would like to just
3 add one more acknowledgment, we have here
4 in the audience, the board chair for
5 Holyoke Community College, Board of
6 Trustees, Bob Gilbert.

7 CHAIRMAN CROSBY: Welcome.

8 MS. ROYAL: And of course we
9 couldn't do this without the collective two
10 boards from our colleges, so he and his
11 counterpart have both been very supportive
12 of this initiative in helping to come
13 together a partnership with MGM.

14 COMMISSIONER CAMERON: One last
15 question. The pool of applicants, is that
16 going to be challenging or do you think you
17 will have plenty of applicants for these
18 positions?

19 MS. MURREN: Do you want to start,
20 Alex?

21 MR. DIXON: Sure. The short answer
22 is yes, it will be challenging. And, I
23 think, what I'm encouraged by is that our
24 partners to my left feel as if many of the

1 challenges that we're facing as an employer
2 that they are helping us to solve those
3 problems. I mean, this could be a very
4 simple let's say rubber stamp kind of
5 relationship but the presidents, Jeff and
6 the team have really dug in to say we want
7 to help. We have resources to help. We
8 need resources to help, and we want to
9 bring that to bear.

10 Marikate can elaborate on the
11 efforts that we're doing as employer. But,
12 I think, what you're seeing here is that a
13 community saying we've allowed this
14 institution to come in with a license, and
15 we feel as it is our obligation to be able
16 to step up to the plate. And in order to
17 do that, that requires resources.

18 And, I think, Dr. Cook was asking me
19 if I'm sleeping at night. One of the
20 things that keeps me from that is literally
21 finding these 1,500 candidates who start
22 the funnel, who get down to the 400 who
23 hopefully make it to Marikate's desk. So
24 it's not easy, you know, trying to figure

1 out the pool of applicants to go after
2 these, to find \$600 to go to school, to
3 either ride the bus, get parking to spend
4 four hours a day for 12 weeks unpaid to get
5 an opportunity. There is quite a number of
6 steps in there and then apply for our
7 process, go through licensing, go through
8 background, make sure that you can pass a
9 drug background. There's a lot of steps
10 before they come on our payroll.

11 And, so, it's the number one thing
12 that keeps me up at night, and so it's
13 going to be tough. But what's great is
14 that we have great partners along the way
15 that are going to help us get us over the
16 finish line.

17 MS. MURREN: And, Commissioner, I
18 would just like to echo that. We will be
19 successful. I am sleeping because of the
20 partnerships, you know. There is going to
21 be times where it's going to be messy but
22 lessons learned from National Harbor.
23 We're bringing the resources from a
24 corporate and regional operations

1 perspective. So there will be hundreds and
2 thousands of people to help us be
3 successful with this resort. I really
4 want -- there's another call out that we'll
5 continue to do from a team member
6 perspective. But right now we are tracking
7 to have over 100,000 applications for our
8 current positions. We are averaging right
9 now 47 to 62 applications per one position.
10 So that really does equate really close to
11 those numbers of National Harbor.

12 That's good news, but that's also an
13 opportunity for us in a talent acquisition
14 team to really use the resources, as I
15 mentioned, from a human and financial
16 prospective to make sure that our pipeline
17 narrows, and we get the best candidates.
18 But I really do believe that the people at
19 this table and the community colleges
20 specifically, and, remember, we also have
21 wonderful partners from a higher education
22 private and public institutions that
23 continue to be partners with us.

24 So I'm confident that we will have

1 the workforce. It's about timing,
2 licensing, learning and development. You
3 saw earlier that I shouldn't be touching
4 things. So it's all of those pieces coming
5 together. And, you know, as we hit the New
6 Year, I am confident in the processes.
7 There will be times that we'll have to
8 shift roads for sure, but we are putting
9 plan B and C in place to mitigate any of
10 those challenges.

11 And, so, when I'm before you in
12 another couple of weeks to finalize the
13 workforce development plan as we continue
14 to update you monthly, the same message
15 will be communicated with the team, with
16 MGM Springfield.

17 MR. HAYDEN: And if I might just add
18 to that, when we started this discussion
19 with you four years ago, five years ago, we
20 said that it was really a workforce
21 development issue. That as employment
22 improves in the state and in the region,
23 that it's really about how to bring people
24 who have been unemployed and underemployed

1 into the workforce and to helping them have
2 the skills ready to do the job.

3 And, so, we still see that as a very
4 important piece of accomplishing this.
5 And, so, we are grateful that MGM also
6 recognizes that need. But, certainly, the
7 colleges have the ability to do more in
8 that area, you know, by the other
9 professions, the other services that we
10 offer.

11 MS. GRIFFIN: So, Commissioners, I'm
12 just going to take a moment. We'd be
13 remits if we didn't acknowledge that one of
14 the people that got the ball rolling on
15 this gaming school training and who remains
16 a strong partner and that is Bob LePage
17 who, I think, is still seated behind me but
18 the assistant secretary from the Executive
19 Office of Education. So I didn't want to
20 go any further without acknowledging all
21 his hard work and partnerships that still
22 exists.

23 MR. COOK: Briefly, Commissioner.
24 In this ecosystem, our colleges combined

1 for financial aid eligible certificates and
2 degrees, we total at any point in time over
3 10,000 students. It's been as high as
4 12,000 in the past. That doesn't include
5 all the hundreds of individuals we serve
6 through adult basic education and training
7 in other aspects of our economy like health
8 care, for example, or manufacturing. So,
9 not that we think we have the magic wand,
10 but we do have a lot of practice and there
11 is some scale there that we're going to
12 leverage for also.

13 COMMISSIONER CAMERON: Thank you.

14 COMMISSIONER STEBBINS: I think it's
15 worth noting that when we began this
16 process when Bob was still local and
17 Marikate was the person from MGM sitting
18 here in Springfield, we also had two
19 different community college presidents.
20 And, so, I want to thank you that, as your
21 predecessors left, you jumped in. You kind
22 of grabbed these projects by the horn and
23 said, absolutely committed to it, the
24 culinary center in Holyoke, this gaming

1 school project. I think it shows --
2 demonstrates a great deal of leadership and
3 faith by the two presidents to jump in and
4 kind of continue to carry the ball.
5 Because this is, as I learn being a Board
6 of Trustee member in the community college,
7 the impact you have on the local workforce
8 is incredible.

9 And to be at this point and the
10 great work with MGM and Alex and Marikate
11 and Jeff, who I know probably hasn't gotten
12 a lot of sleep in the last few weeks, to
13 make sure that we got this down and kind of
14 move this forward.

15 This is, I'll be a little bias and
16 say I think this is a little bit more
17 exciting than the Kringle announcement, but
18 I'm not going to step into with a great
19 Western Massachusetts company, and that's
20 good news as well.

21 But, I think, we're all aware of the
22 challenges ahead. But at the same time, I
23 think the tools are there and the outreach
24 that you have done. And, you know, what

1 was interesting, Marikate explained this to
2 me a while ago is taking the skills smart
3 system and finding somebody who may have
4 the skills and are looking at some other
5 career on the other side of the house who
6 you can go to and say, you know, you've got
7 great math skills, consider joining the
8 dealers school. And, I think, that's what
9 it's going to take. It's being that
10 creative and being that thoughtful about
11 it.

12 CHAIRMAN CROSBY: Anybody else?

13 COMMISSIONER ZUNIGA: It's great
14 news. It really feels like the rubber is
15 hitting the road here in many ways in more
16 ways than one after this whole
17 presentation. It's exciting to see the
18 milestones, the goals, the agreement and
19 the fruit of all the work that you have
20 done over the last few months and few years
21 in my cases.

22 And, Marikate, I would have done
23 probably the same thing. That microphone
24 just looks like something I would have

1 found in my grandmother's basement.

2 MS. MURREN: I'm glad to hear that,
3 Commissioner.

4 COMMISSIONER ZUNIGA: Just for the
5 record.

6 CHAIRMAN CROSBY: Couple of things.
7 Is MCCTI meant to continue once the
8 facility is open?

9 MR. HAYDEN: Yes. And, so, we'll
10 look different, so we will obviously update
11 you as the pre-open winds down, and then we
12 go into a post-open phase. But, yes, we
13 would continue to do it. And, frankly, we
14 think, you know, the opportunity lies in
15 some of the side things that we are talking
16 about for the gaming school like the
17 customer service pieces and some of those
18 things.

19 CHAIRMAN CROSBY: Great. On a
20 related matter, the people you're talking
21 about specifically for MCCTI are gaming --
22 so-called gaming employees under the law,
23 which means a certain category of
24 background and so forth, and I'm sure

1 you're going to be trying to screen people
2 early on so they don't waste their time
3 going through this, if they can. But
4 there's the other category of gaming
5 service employees who are non-gaming
6 employees, people who work in the hotels
7 and restaurants and retail establishments.

8 And as most of you I'm sure know, we
9 have been working hard with the legislature
10 and with others to try to fix what
11 everybody in the legislature says is a
12 mistake in the statute that seems to
13 prohibit people with certain kinds of
14 criminal records from being a non-gaming
15 employee. You can't work in the
16 restaurants according to some readings of
17 the current law.

18 Have the two presidents, Dr. Cook
19 and Dr. Royal, have you been on that; are
20 you familiar with that issue of what we've
21 been trying to do to amend the statute and
22 working with the legislature?

23 MR. COOK: I believe, you may have
24 on record from us a signature of support

1 for that CORI reform.

2 CHAIRMAN CROSBY: I think, this is
3 an important time. We're getting close.
4 It looks like this might happen, and there
5 are two very significant legislators from
6 your neck of the woods, Representative
7 Wagner, who was here, and Senator Eric
8 Lessor, who are the chairs of our
9 committee, who does our work, economic
10 development and merchant technologies, and
11 this will be a great time for you all to
12 weigh in with those two people in person,
13 you know, either a phone call or a letter
14 from the two of you talking about your
15 constituents, and how you're familiar with
16 this issue, and it would be helpful to you
17 and members of your board as well. This is
18 a really critical time. So maybe Jill can
19 coordinate if something like that would be
20 helpful. Great.

21 MR. BEDROSIAN: Mr. Chairman,
22 Members of the Commission, we in terms of
23 our role in approving the gaming school
24 application, I've been in touch with

1 Director Connelly, the head of our
2 licensing. We have a draft. Once they
3 have a final application, we are committed
4 to turning it around, you know, as quickly
5 as we can.

6 CHAIRMAN CROSBY: Great. Thanks
7 very much. Congratulations, everybody.

8 MS. MURREN: Thank you.

9 CHAIRMAN CROSBY: I think we have
10 one more item before lunch. Dr. Lightbown
11 from the racing division, Item No. 5.

12 MS. LIGHTBOWN: Good morning,
13 Commissioners.

14 COMMISSIONER CAMERON: Good morning.

15 COMMISSIONER ZUNIGA: Good morning.

16 COMMISSIONER STEBBINS: Good
17 morning.

18 MS. LIGHTBOWN: This morning we have
19 with us the Mass. Thoroughbred Breeders
20 Association. First we have Greg Rose, the
21 vice chair, then Arlene Brown and George
22 Brown, the chairman and Andy Hunt is also
23 here today. They have a request in for
24 approval to run up to nine restricted races

1 at Finger Lakes this fall in addition to a
2 stake races, and then they would also like
3 permission to run a race in the
4 mid-Atlantic area to be determined.
5 They're working on details on that now, but
6 they've reserved money for that.

7 And then this coming weekend at
8 Suffolk, there's a stakes race that they
9 would like to run. It didn't fill the
10 third weekend, and so they were lucky
11 enough to be able to have this fourth
12 weekend of racing and this race did go this
13 time, which is great news.

14 There's plenty of money in their
15 coppers to pay for these races. Obviously
16 they wouldn't carve them if they didn't
17 have the money as well, so the funds are
18 available. The Commission has approved
19 requests like this in 2015 and '16 as well
20 as earlier this year for the spring and
21 summer meet.

22 It's good to see that some of these
23 races that didn't fill are filling, and
24 that the option for possible stake

1 restricted race in the mid-Atlantic area is
2 being considered. As you know, without
3 having a regular track open for
4 thoroughbred racing in Massachusetts for
5 them to train, it's been difficult.

6 So Finger Lakes has been gracious
7 enough to host a bunch of them there where
8 they can train, but there is also horses
9 and trainers, owners with Mass. bred horses
10 that are in other states as their home
11 base.

12 So it's nice that they are looking
13 at this area to see if something could be
14 done for people that aren't at Finger Lakes
15 and might be at some of the other
16 locations. And, hopefully, this trend will
17 continue next year. They're here if you
18 have any questions or if you have any
19 questions for me.

20 CHAIRMAN CROSBY: Or if they want to
21 add something.

22 MR. BROWN: I would just like to
23 thank all of the Commissioners for giving
24 us time to present our fall racing card not

1 only Finger Lakes but at Suffolk Downs.
2 And, hopefully, there's a lot of people
3 that race in the mid-Atlantic states like
4 Delaware, Maryland and places like that.
5 It would be nice for them to have a race
6 where they don't have to ship all the way
7 up to either Boston or Finger Lakes to run.

8 So, we're providing the funds for
9 our race, but we're asking them to arrange
10 whatever track they want to run the race at
11 that if they can get the race to fill,
12 we'll put up the money for them so they
13 don't have to ship way up here.

14 CHAIRMAN CROSBY: It will be Mass.
15 bred horses?

16 MR. BROWN: Yes, oh yeah. We only
17 talk about Mass. breds. The rest of them
18 are out in left field. Another thing is we
19 had a grass race that was scheduled for
20 September was it, in September, and it
21 didn't fill. We only had three horses that
22 went in the race, so we brought it back up
23 for October 1st or whatever. And, I guess,
24 it's going to fill this time, which is

1 great.

2 But, you know, we can put up races
3 but we don't necessarily know if they are
4 going to fill or not, because we don't know
5 how many horses are eligible for those
6 races because of problems, you know, all
7 kind of problems that come up with racing.

8 So, we'd like to -- in this fall
9 program, we'd like to have races that give
10 everybody a chance, the cheap horses, the
11 medium horses and there is one race open
12 allowance horses, which would be the best
13 horses we have, we have to give them an
14 opportunity to run, too. We can't shut
15 them out.

16 But, I think, it's a good program
17 and it gives everyone a chance to hopefully
18 make some money, because it's going to be
19 an awfully long winter. We don't have any
20 racing after November until probably April
21 or May. So it's a long time to have to
22 feed horses and take care of horses without
23 any money coming in.

24 CHAIRMAN CROSBY: Commissioner?

1 COMMISSIONER CAMERON: I would like
2 to -- I know I certainly support this
3 request. You know, I wanted to know a
4 little more about planning. But in
5 learning more, I understand that Finger
6 Lakes may have some requirements so that
7 you need to keep racing there, plus the
8 training opportunities are critical to you
9 because there is not those opportunities
10 here in Massachusetts. We're all hopeful
11 that we can have a facility here in
12 Massachusetts. Let's see if that can come
13 to fruition.

14 But until that time, I think it's
15 important that we support the breeders
16 because it's two years out before they can
17 race. So they need to be able to continue
18 to have horses that will be ready to race.
19 So -- and, you know, the group comes up to
20 Springfield because they are so passionate
21 about racing. So, I'm certainly supportive
22 of this and I know, Dr. Lightbown, you were
23 talking about, you know, just planning it a
24 little better next year and making sure

1 that --

2 MS. LIGHTBOWN: Right. I think we
3 need to meet a little earlier next year on
4 these races so that we can get them on the
5 agenda sooner, and we're not up against the
6 time deadline like we are right now. You
7 know, in the summer I had reached out. At
8 that time, they weren't sure they would be
9 able to run a fall program. So, we'll just
10 keep a closer eye next year and plan maybe
11 in the winter we'll start looking at what
12 might be available in the spring and then,
13 you know, go from there so we're not doing
14 this last minute.

15 COMMISSIONER CAMERON: I just had
16 one question for Chairman Brown. That one
17 horse that wasn't able to stay on the
18 track, how's he doing?

19 MR. BROWN: He finally stayed on the
20 track.

21 COMMISSIONER CAMERON: Did he?
22 Okay.

23 MR. BROWN: He ran about half way
24 around, and then he decided to stop and eat

1 some grass.

2 COMMISSIONER CAMERON: I saw that
3 race.

4 MR. BROWN: He is now a saddle
5 horse. He's changed his occupation.

6 COMMISSIONER CAMERON: Oh, he did,
7 okay. Thank you for that update.

8 CHAIRMAN CROSBY: Do I have a
9 motion?

10 COMMISSIONER CAMERON: Mr. Chair, I
11 move that we approve the request of
12 Massachusetts Thoroughbred Breeders
13 Association to run up to nine restricted
14 Mass. Bred races and one stakes race at
15 Finger Lakes this fall, one race at
16 mid-Atlantic track as well as the stakes
17 race at Suffolk Downs this coming weekend.

18 CHAIRMAN CROSBY: Second?

19 COMMISSIONER STEBBINS: Second.

20 CHAIRMAN CROSBY: Further
21 discussion? All in favor? Aye.

22 COMMISSIONER CAMERON: Aye.

23 COMMISSIONER ZUNIGA: Aye.

24 COMMISSIONER STEBBINS: Aye.

1 CHAIRMAN CROSBY: Opposed? The ayes
2 have it unanimously. Commissioner
3 Macdonald is not in attendance.

4 COMMISSIONER CAMERON: Thank you.

5 MR. BROWN: Thank you very much.

6 CHAIRMAN CROSBY: Good luck.

7 MR. BEDROSIAN: Commissioners, just
8 a reminder on that front, Suffolk is racing
9 its last weekend this weekend and racing
10 applications for calendar year '18 are also
11 due this weekend so...

12 CHAIRMAN CROSBY: Right, good.

13 COMMISSIONER CAMERON: Thank you
14 all.

15 CHAIRMAN CROSBY: Thank you, folks.
16 We are, I think, scheduled to take a break.
17 Why don't we reconvene at a quarter of one.
18 Janice, does that seem right? We are
19 temporarily adjourned.

20

21 (A recess was taken)

22

23 CHAIRMAN CROSBY: I think we are
24 ready to reconvene public meeting number

1 225 at about ten minutes of 1:00. I'm
2 going to pass the gavel over to
3 Commissioner Stebbins as the next item on
4 our agenda is his really exciting project
5 looking for economic development ideas that
6 might ultimately be funded by the share of
7 gaming tacts that will be going to the
8 Gaming Economic Development Fund. So,
9 Commissioner Stebbins.

10 COMMISSIONER STEBBINS: Thank you,
11 Mr. Chairman. We've obviously had a chance
12 and opportunity to talk about this before
13 and the process we have undertaken to
14 solicit local gaming economic -- economic
15 development strategies that take advantage
16 of the presence of a large resort casino
17 with thousands of employees and drawing the
18 visitors to the region.

19 And I was happy to see that by our
20 deadline, September 15th, we had seven
21 strategies that came in from the Western
22 Mass. region. I've invited those
23 presenters, those organizations, entities
24 to come before us today. We don't have a

1 clock up here, but we're trying to keep
2 everybody to ten minutes. So if you see me
3 start to go like that, try to wrap it up
4 but it will also afford the four of us to
5 shoot you some questions.

6 I look at this kind of a first step
7 in the process I think as we, myself and
8 MGC staff kind of go into these proposals a
9 little bit to see where there's a lot of
10 cross-referencing and sharing of resources
11 that we can have some follow-up
12 conversations with some of the strategy
13 proponents.

14 Again, our goal is to formulate all
15 of this into a White Paper to get the
16 legislature before the end of the year,
17 because money will start being capitalized
18 in this fund in the next fiscal year. So
19 kind of laying the groundwork with the
20 legislative delegation, we've also had what
21 I would say is strong interest and
22 encouragement from Senator Lesser, Chairman
23 Wagner, who are the cochairs of the
24 Economic Development Committee, and we

1 continue to work and communicate with
2 senate and house leadership on the ways we
3 sign that leadership as well.

4 That being said, I think, we have
5 just about everybody here. I think we're
6 missing maybe one who's planning to arrive
7 a little bit late anyways, but we'll kick
8 it off with the presentation from the
9 Greater Springfield Convention & Visitors
10 Bureau, Mary Kay Wydra and Michelle
11 Goldberg.

12 MS. WYDRA: Thank you, and I want to
13 thank the Commission for having us here
14 today. My name is Mary Kay Wydra. I'm the
15 president of the Greater Springfield
16 Convention & Visitors Bureau. It's a
17 pleasure to sit in front of you again. We
18 were just talking earlier about five years
19 where we've been, will it happen, won't it
20 happen, what it's going to be, and it's
21 really exciting that it's coming into the
22 region. I happen to live downtown, and I
23 watch the project go up on a daily basis,
24 so we're really excited.

1 To get started, I always like to
2 remind people of the mission of the Greater
3 Springfield Convention & Visitors Bureau.
4 We are an affiliate of the Economic
5 Development Council, and you're going to
6 hear from our colleague, Anne Burke
7 momentarily. But we promote Western Mass.
8 as a year-round destination for
9 conventions, meetings, group tours, sports
10 and leisure travel.

11 This is our product. These are our
12 partners. We represent about 250
13 businesses, all of whom are impacted either
14 directly or indirectly by tourism and
15 visitors coming into the region. We have a
16 great product and this is just some of
17 those businesses, the highlighted
18 attractions. We were delighted last year
19 to add the MGM lion in the Springfield
20 area.

21 We also work collaboratively
22 throughout Western Mass., like I said, with
23 the EDC in the right-hand corner. We're
24 partners with Mass. Convention Center

1 Authority, had a long relationship with
2 them and then downtown Springfield entities
3 as well as the Regional Tourists Councils
4 in the Berkshires, Franklin County,
5 Hampshire County, and Mohawk Trail. We do
6 a lot of programming with those other RTCs.

7 But our newest and really right now
8 most exciting partner coming into the
9 marketplace is MGM, and we want to be
10 prepared to service MGM and the influx of
11 visitors that that new attraction is going
12 to bring in. So in submitting our plan to
13 you, I focused on three objectives. We
14 want to expand our marketing efforts.

15 We, you know, have critical
16 audiences we want to reach. We've done
17 things collaboratively with MGM, spoke to
18 them before submitting anything to you so
19 that it made sense that we were working in
20 partnership with them, and their desire is
21 to see the RTC promote the destination.
22 They are going to the market casino, but we
23 need to tell the story about what else
24 there is to do in the area, convince the

1 visitor who maybe comes for MGM to stay
2 longer, spend more and visit other
3 attractions.

4 We want to align -- if you could go
5 back a moment. In order to do that, we
6 need resources to market and we need to
7 increase our staff. We have a very small
8 staff currently. And, like I said, we want
9 to work hand-in-hand with MGM.

10 This chart I included just gives you
11 an indication of our typical marketing
12 dollars come in via a state grant each
13 year, and it has fluctuated greatly. Over
14 the past 10 years, we've seen a 50 percent
15 reduction. And as you can see from 2009 to
16 2010, we had a 72 percent loss in funding,
17 so it's very hard.

18 The core tenant of marketing is
19 repetition, repetition, repetition and
20 sustained campaigns. Given the funding
21 models that we're used to, we're not able
22 to do those consistent marketing programs.
23 And so we, you know, we've shown some
24 growth, modest growth in our region. But

1 we do expect that there is an opportunity
2 here with MGM with the appropriate
3 resources we can increase the growth in the
4 region.

5 I wanted to make you aware of how
6 our funding compares to some other cities
7 and CBBs that are either currently have a
8 casino in their district or will welcome
9 one, and you can see our colleagues Boston
10 and we are friendly adversaries with Boston
11 but well-staffed with 72 people and a
12 \$12 million budget. They are going to
13 welcome Wynn. We have Providence with Twin
14 River casino about 10 minutes outside of
15 their catch-man area but a \$4 million
16 budget and 23 people, 2 million with 14
17 people in Albany, and then our budget
18 currently is \$1 million with a staff of
19 five people.

20 To get ready for MGM, we undertook a
21 branding process about a year and a half
22 ago, and I know Anne is going to touch on
23 it in her presentation. But we worked
24 hand-in-hand with the EDC, because the way

1 we sell the region for visitors is also the
2 way we want to sell the region to attract
3 people to common live in the area and take
4 jobs that are available.

5 So it made sense that we would
6 partner with EDC. We're accessible,
7 housing is affordable as our rates and
8 hotels and there is a lot to do and when
9 people move to area they're visitors.

10 So we took our former brand, Pioneer
11 Valley, which for the locals we know it
12 resonates but outside of the area has very
13 little recognition and landed on Western
14 Mass., and it has a lot of legs. We know
15 that we can further that brand. It's a GO
16 locator telling the consumer where we are
17 and what we're promoting.

18 These are our consumers, our
19 targets, if you will, for travel. We're
20 trying to attract people on vacation, group
21 tour, meetings and conventions and sports,
22 all of whom are going to take advantage of
23 the casino being in the region. The
24 circles overlap for a particular reason.

1 When someone comes here as maybe
2 they're at a meeting and convention, our
3 hope is that they get to see enough of the
4 area that they will want to come back and
5 be a leisure traveler or perhaps they
6 participate in a sport and have the ability
7 to bring a sporting event to the region.
8 So we're always thinking about how do we --
9 once we land a visitor, how do we get them
10 back.

11 These are the markets that we pulled
12 from, and they are the markets that MGM
13 expects us continue to work on. They're
14 great markets in that the reach is
15 phenomenal, high population basis in Boston
16 and New York. The flip side of that is
17 they're two of the highest media cost
18 markets in the country. To buy media in
19 those markets very, very expensive.

20 We also have some more opportunities
21 now with Bradley and the growth of the
22 international service. We now have direct
23 flights with Aer Lingus and Norwegian Air
24 and then, you know, we have -- and from

1 those when you land in Edinboro or in
2 Dublin, you can connect to Europe and other
3 destinations. We also have plans and have
4 worked collaboratively with our fellow RTCs
5 here in Western Mass. on Canada as a great
6 market for us.

7 The types of media that we do now
8 and we look to expand with increased
9 funding, I won't read them all to you. I
10 will point out, though, one we'd love to do
11 is cable television. And for anybody that
12 lives in Western Mass., we're bombarded by
13 messaging from New York. Our counterparts
14 out in New York are spending \$70 million
15 this year on marketing their state by
16 comparison Massachusetts investment this
17 year is \$10 million.

18 This is some of the creative that we
19 built with the new brand that we're using.
20 I just gave you examples of some billboards
21 and pop-up banner, our guidebook. And,
22 again, you'll see that we've already
23 started incorporating a casino on some of
24 those materials. Obviously next years's

1 guidebook they will be the cover. They are
2 the big story.

3 And then timing for marketing,
4 obviously, you know, we want regional
5 branding year-round to remind the consumer
6 we're here. And then we know from a need
7 period perspective that we need business in
8 the shoulder season of November to April.
9 It would be great to have funds to attack
10 that need season and try to see an
11 occupancy and visitation. And then summer
12 travel, you know, is obviously the height
13 of the season. And when the consumer is
14 programmed to travel, fierce competition in
15 the summer, so we'd like to be in, you
16 know, have robust marketing in the summer
17 months.

18 So why do we do all of this?
19 Obviously it's our mission. We're here to
20 sell a destination. We know that MGM, like
21 I said, has a budget to promote, as does
22 Yankee Candle in the north, as does Six
23 Flags. The role of the bureau is to tell
24 the consumer that they're all close by, and

1 that there's a destination that if you come
2 for one, stay longer, spend more, see them
3 all.

4 By doing that, you know, we're going
5 to expand and amplify. As I said, we've
6 spoken directly with Sarah Moore and the
7 marketing team at MGM and what her
8 expectations from the regional perspective
9 are. And then we want to support our
10 members that are invested in tourism, and
11 many of them are small businesses. I
12 mentioned a few earlier, Six Flags and
13 Yankee Candle with robust budgets. But a
14 lot of the businesses we represent rely on
15 the RTC to get the word out and bring the
16 consumer to them.

17 And, obviously, if we're successful
18 in the work that we do, it benefits the
19 Commonwealth and the taxes they collect
20 with the occupancy sales, meals tax, towns
21 and cities benefit with the local option
22 taxes. There's job growth in the region
23 and then obviously additional investment.

24 And we have seen investment in our

1 hospitality industry as a result of the
2 casino. We ran an opening for the new
3 Fairfield Inn and Suites in Holyoke.
4 There's plans for a Courtyard Marriott in
5 West Springfield. So hotel work is coming
6 and new businesses are coming in.

7 It's a beautiful thing. I love this
8 slide. I found it through US Travel, but
9 it's a virtuous cycle. The more you
10 promote the more increased, you know, your
11 visitor trips are to your region, the more
12 the visitors spend, and then more jobs and
13 taxes are created. So tourism marketing is
14 economic development.

15 And, again, I want to thank you for
16 allowing us the opportunity -- you know,
17 I'd ask that you look favorably on our
18 funding proposal to allow us to do more
19 marketing, ramp up and service the visitor
20 that MGM is undeniably going to bring into
21 our region.

22 COMMISSIONER STEBBINS: Awesome.
23 Couple of quick questions and maybe for the
24 benefit of my colleagues. Can you talk

1 about how RTCs are funded currently? I
2 know you got a big chunk from the state
3 from marketing but what's the other revenue
4 sources?

5 MS. WYDRA: So, in order to receive
6 the marketing grant from the state, it's a
7 public/private match. So we have to match
8 dollar for dollar every nickel that we get
9 from the state. The way we raise money is
10 our members invest in us similar -- we have
11 dues, similar to a Chamber of Commerce. We
12 produce materials and advertising. Our
13 guidebook is 110-page magazine with Alex in
14 it.

15 We do cooperative marketing where
16 we'll go out and coordinate the ad and we
17 will use some of our state money to seed
18 it, drive the rates down lower and people
19 buy in on a reduced rate. We have
20 sponsors. We run special events. We have
21 our partnership agreement with the MCCA.
22 They are funders of our convention sales
23 and our hospitality efforts.

24 COMMISSIONER ZUNIGA: The portion

1 from the state, Mary Kay, is that a
2 particular appropriation? Help me
3 understand how -- why it varies so much.
4 There's a clear financial crisis dip over
5 there in the chart you mentioned. But
6 where are the sources of those grants and
7 do you expect the state to continue those
8 sources to the extent that you can speak to
9 it?

10 MS. WYDRA: So for years the RTCs
11 were a line item in the state budget, and
12 it went through the Mass. Marketing
13 Partnership and then we compete for the
14 dollars. So the year -- the year that we
15 were at our highest market, the 468,000,
16 the line item in the budget was 9 million
17 for the RTCs.

18 Boston obviously gets the line share
19 of the money, because there is a formula to
20 disperse it based on room occupancy tax
21 collected, spend in your market, your
22 marketing plan that you submit, and how
23 much private revenue you're able to match
24 on the private side.

1 Two years ago we were successful
2 working with Chairman Lesser and Senator
3 Soka, who was not head of ways and means at
4 that time but was working on economic
5 development and they resurrected a tourism
6 trust fund, and the tourism trust fund
7 allowed for base level funding of
8 \$10,000,000, 6 million going to the
9 regional councils, 4 million going to the
10 Office of Travel and Tourism.

11 Unfortunately, we thought --
12 actually, we thought that this was a good
13 thing that the monies would be protected
14 and not subject to 9C cuts. What we found
15 out last year that the administration has
16 the ability to sweep trust funds. And
17 that's what occurred last year when funding
18 challenges presented themselves at the
19 state level, so last year's grant got cut
20 in half.

21 COMMISSIONER ZUNIGA: But the trust
22 fund is still there?

23 MS. WYDRA: The trust fund is there.

24 COMMISSIONER ZUNIGA: And it gets,

1 you know, considered for appropriation.

2 MS. WYDRA: It does. But it's 6
3 million-dollars and it's shared with 16
4 regional councils.

5 COMMISSIONER CAMERON: This is
6 impressive. The one thing I don't see and
7 I think it could be -- I'm familiar with a
8 lot of different golf groups, and what they
9 look for are nice golf courses near a
10 casino for weekend getaways. There is one
11 golf pro that I'm familiar with. He plans
12 these trips. And, so, I think, there are a
13 couple of really nice golf courses in
14 Western Mass. and now there will be a
15 casino. And those are the two things that
16 they are looking for to combine for these
17 weekends trips that they put together with
18 a number of different groups. So I just
19 didn't know if there was a the way to say,
20 hey, there's great golf here as well as a
21 beautiful casino.

22 MS. WYDRA: Definitely. I believe
23 MGM is speaking with Great Horse and The
24 Ranch is an acclaimed course out in

1 Southwick and the Orchards, Krump and Fox.
2 I think it opens up the opportunity for
3 that. The other thing we're so excited
4 about MGM bringing a spa into our downtown.
5 You'll notice that we put girls getaways.

6 We typically promoted the region as
7 a family-friendly designation because of
8 Six Flags, Seuss, the Crum Museum. I think
9 now with the casino there is the ability to
10 go after couples and golf getaways,
11 girlfriend weekends, the foodies, the
12 epicurean trips and so forth.

13 COMMISSIONER CAMERON: I agree.

14 COMMISSIONER STEBBINS: You talk
15 about the 8.1 million individual business
16 that MGM is going to get. Obviously a good
17 chunk of that is coming from right in the
18 immediate area. Do you have an idea of how
19 much of that will be -- I forget the
20 definition of tourist if someone comes from
21 outside of 50 miles.

22 MS. WYDRA: 50 miles.

23 COMMISSIONER STEBBINS: What that
24 piece of their business is going to be.

1 MS. WYDRA: I don't know exactly.
2 But, you know, I think the thing that is
3 unknown to us -- so we've got great
4 attractions. Many of them started as very
5 small attractions and have grown. If you
6 look at Six Flags, huge brand, but Six
7 Flags as we knew it started as Riverside
8 Amusement Park, a family-owned destination.
9 And then over time, and God Bless Six
10 Flags, because every year they make capital
11 improvements and add to the park which
12 creates a reason for people to come back,
13 but it has grown.

14 Yankee Candle started as a small one
15 room shop in South Deerfield, and it has
16 expanded to the village with, you know, The
17 Home Store and had a restaurant for a
18 period time and even had a car museum at
19 one time. I think the difference with this
20 attraction is that MGM is coming in fully
21 formed.

22 We've never had an attraction of
23 this magnitude come into our region. And,
24 so, I don't want to lie and say we're fully

1 prepared, but we know there's going to be
2 traffic on our sidewalks. There's going to
3 be visitor inquiries at a level that we've
4 not had before.

5 COMMISSIONER CAMERON: Thank you.

6 MS. WYDRA: Thank you.

7 COMMISSIONER STEBBINS: Thank you.

8 I'll invite up West Mass. EDC.

9 MS. BURKE: Good afternoon.

10 COMMISSIONER CAMERON: Good
11 afternoon.

12 COMMISSIONER ZUNIGA: Good
13 afternoon.

14 MS. BURKE: So I don't have a power
15 point presentation, because Mary Kay took
16 all of the slides. But thank you for
17 giving -- I'm Anne Burke. I'm the vice
18 president of the Economic Development
19 Council of Western Mass. Just to give you
20 a little bit of information about who we
21 are, we are -- the Economic Development
22 Council is a membership driven, nonprofit
23 development corporation. We're also the
24 state's regional economic development

1 organization for Hampshire, Franklin and
2 Hampden County.

3 Our membership consists of some of
4 the region's largest employers, mayors,
5 educational institutions, some of our
6 foundations and basically the leadership
7 driving our Western Mass. accounting.
8 We're committed as an organization to
9 growing this region.

10 One of the biggest things that our
11 organization has determined over the last
12 few years is that workforce is our number
13 one issue. Having a qualified and job
14 ready workforce is critical to employers
15 across all industry sectors. Introducing a
16 new large employer like MGM is a wonderful
17 opportunity, but it also is something that
18 everyone is mindful of the impact that it's
19 going to have throughout every industry
20 sector in the region.

21 So our proposal to you is taking
22 a -- is really focused on workforce
23 development and creating that job ready
24 workforce for the region, for MGM and for

1 everybody else who is out there. We are
2 doing this through a two-prong strategy,
3 and I know you have our proposal in front
4 of you so I'm going to spend a little bit
5 of time on each one of these, because
6 they're really quite different.

7 The first one is called Springfield
8 Works, and this is focused on the City of
9 Springfield, but we believe that our
10 approach is scalable to the region and
11 beyond. What we want to do with
12 Springfield Works is to bring Springfield
13 and Western Mass. residents who are not
14 participating in the workforce into the
15 workforce.

16 The second part of our proposal
17 talks about this branding and marketing
18 effort that we've jointly participated with
19 the Convention & Visitors Bureau on
20 implementing over the next several years.
21 And that's really how we market the assets
22 of our region to not only retain the best
23 and the brightest of our workforce here in
24 our varied educational institutes in the

1 region but also to attract new workers who
2 will be coming into our region.

3 We believe -- we're bullish on this
4 region as a wonderful place for people to
5 live work and grow as businesses but also
6 as a workforce.

7 So, I'm going to start a little bit
8 about Springfield Works, because that's a
9 venture into an area of work that, frankly,
10 the EDC has not traditionally been involved
11 in. But we are the lead organization in
12 implementing -- we competed for and won a
13 three-year federal reserve working city's
14 challenge grants with about 30 other
15 partners in Springfield, and that grant we
16 are using to try to implement some systems
17 change in the way that we deliver a
18 workforce development system in our region
19 that we believe is also scalable for others
20 to use outside of the City of Springfield
21 throughout the state, because we think we
22 have come up with some innovative thinking
23 around some of the challenges with serving
24 this very specific population in the City

1 of Springfield.

2 So we joined over 30 partners -- we
3 had over 30 partners, the city, the
4 community-based organizations, educational
5 institutions, employers, funders,
6 residents, and whoever we developed and
7 we're driving a strategy to achieve this
8 systems change.

9 This is what the federal reserves is
10 all about. They are not about how many
11 people did you place with jobs, but really
12 looking and trying to encourage us to
13 accomplish systems change in our workforce
14 delivery system. 42 out 100 residents in
15 the age group between 16 and 64 in the City
16 of Springfield are not working, are not in
17 the workforce, which to us was sort of a
18 remarkable number. Poverty rates are --

19 CHAIRMAN CROSBY: Do you know what
20 that compares to, like what's statewide,
21 what's a norm?

22 MS. BURKE: I'm picking that number
23 up. But let's say if you look at
24 unemployment rates in the City of

1 Springfield, it's dramatically higher than
2 say some of the other communities around.
3 If you look at some of the other urban
4 areas in the state, you can see sort of
5 comparable rates. But it's a larger than
6 acceptable number.

7 And what we hope to do over -- we
8 thought that was an easy number to actually
9 measure to say that's what success would
10 look to us would be to take that rate,
11 which is like 58, 56 percent of people in
12 the workforce and drive that over 10 years
13 to 75 percent of people in the workforce.
14 That's a number that we are shooting for,
15 because there are just some people who are
16 just not going to be in the workforce. We
17 understand that. But we know that more
18 people in the City of Springfield can be in
19 the workforce in career pathway jobs that
20 will lead to sustainability and reduce
21 poverty levels within our city, and we
22 think that's really important.

23 We also know from the employer's
24 side of things, because we hear from

1 employers all the time that there are jobs
2 here in the region that are unfilled
3 because there is not a qualified workforce.
4 So we are trying to implement these kinds
5 of changes that would eliminate that
6 disconnect between people who could be in
7 the workforce and those employers who have
8 jobs that we need to try to find a
9 qualified workforce to fill.

10 So as our partners, these 30
11 partners, and it's growing, we have agreed
12 that we need to have better collaboration
13 and alignment of how we address these
14 workforce development challenges that exist
15 here in Springfield, whether it's the
16 cliff-effect, whether it's 46 agencies that
17 are offering workforce development programs
18 that need to be better aligned that need to
19 be more collaborative. We are really
20 looking at how do we change up that
21 scenario.

22 So what we came up with were four
23 strategies. One is a technology-base
24 strategy which is to create a

1 community-based portal, a jobs portal that
2 will connect job seekers, employers,
3 education and training institutions and
4 community-based supports. We're building
5 off of a platform that's already in place
6 with the some early adopters, MGM being one
7 of them, the Springfield school systems
8 being one, and one of our largest
9 community-based organizations.

10 So we have been working on that --
11 off of that platform to sort of create a
12 skills-based language that both residents
13 and employers can use to talk to each
14 other, to be able to identify skills that
15 the residents have and what skills
16 employers really need rather than some five
17 page job description that says do you
18 really need to know how to use an Excel
19 spreadsheet but really what skills do you
20 need. So creating that common language
21 that people can use to match their skills
22 and to identify gaps that they have in
23 skills, and then to be directed to training
24 institutions that can provide those skills

1 to elevate the skills that the resident has
2 in order to be qualified for available jobs
3 that are here.

4 We're excited about this. We're
5 formally launching exist. We have over 26
6 employers in the portal with jobs. We are
7 working with community-based organizations
8 to get residents to create their profile.
9 We're working with educational institutions
10 to make sure that we're matching the
11 training opportunities, and also be able to
12 provide in realtime as we go forward and
13 people are saying, where are their gaps?
14 Are these training institutions able to
15 respond to those gaps and adjust what their
16 offerings might bring?

17 So we're excited about this. We
18 think that it will work. We think it's
19 scalable and, certainly, we have employers
20 who are not within the City of Springfield
21 but are within the region and certainly
22 part of our workforce base. We have
23 starting with Springfield residents, but we
24 know this portal will grow.

1 So that's number one. We have a
2 technology-based solution that we have
3 implemented, and we are building off an
4 existing platform, which is cost-effective
5 for us to do that way. We hope to -- the
6 second piece of this is to drive policy and
7 legislation that will incentivize and
8 reward work. We actually have a bill that
9 we're trying to get into hearings right now
10 to suggest some interesting approaches to
11 that.

12 We are expanding access to quality
13 training, coaching and mentoring through
14 our community-based organizations, and
15 we're really hoping to advance this notion
16 of collective impact relationships through
17 data sharing, and we're working very
18 closely with the state system and others to
19 actually have sort of results to measure
20 outcomes. What are we really measuring?
21 Are we just getting somebody into a job
22 that may not exist in six months? We're
23 really trying to measure success.

24 So that's our approach to sort of

1 systems change, and how we're really
2 looking to try to do this. We have, as I
3 said, over 30 partners. We have requested
4 from you funding that we hope that we will
5 use to match the federal reserve working
6 city's challenge grant that we received as
7 well as others both financial support from
8 employers, in-kind support, foundation
9 support and other grants that we have
10 written to implement this over the next
11 several years, and we believe that this
12 will be able to grow and be scalable
13 statewide.

14 What we would use the funding for is
15 that we need to get -- we need to continue
16 to expand the both employer's use of the
17 portal, listing their jobs in the portal,
18 translating them into right language,
19 working with the community-based
20 organizations to train the trainers so that
21 they can work with their residents to get
22 their profiles on the portal, going out and
23 doing presentations, doing the marketing
24 that we really need to make this robust and

1 make it -- get it to the scale that it
2 needs to be. So we are excited about that.
3 We think that it will work for us.

4 One of the things, as I said, we are
5 officially launching this on October 25th.
6 It's kind of at a soft launch right now,
7 and you can go on Springfield Works and
8 check it out. You can go and try to see if
9 you can get a job at the casino or
10 someplace else.

11 So it's been an interesting odyssey
12 to sort of take the skills-based language
13 and to create that common language so that
14 we can all work from that. As I said, we
15 are building off of those early adopters
16 like MGM using this framework and the
17 Springfield school system, and we think
18 this is a real opportunity to build and to
19 grow. So that's Springfield Works.

20 So quickly I'm just going to touch
21 on -- Mary Kay did a great job of talking
22 about our Western Mass. branding
23 initiative. Last year or a year and a half
24 ago we joined with Convention & Visitors

1 Bureau, because this is what's happening
2 around the country in terms of economic
3 development.

4 Tourism and economic development go
5 hand-in-hand. If you look at pure
6 Michigan, if you look at a number of other
7 states that have taken this approach where
8 they acknowledge that tourism and economic
9 development are really just another
10 industry sector that we are trying to
11 maximize in our region.

12 So we have come together, and it
13 allows us to sort of leverage and pull
14 other employers and to look at how do we
15 market, how do we sell the assets of our
16 region both from a tourism perspective and
17 an economic development perspective. We
18 are focused on attracting new workers to
19 our region. There are opportunities that
20 are here with employers in our region.
21 It's a great place to live. It's a
22 wonderful quality of life. People can
23 afford to buy stuff.

24 We did a survey on 700 young

1 professionals and asked them why do they
2 choose to live in Western Mass. And they
3 say they chose to live in Western Mass.
4 because you could live the American dream.
5 You can buy your home. You can buy your
6 ski-doo and go out on the Connecticut River
7 and go snowboarding and ski and have access
8 to all the things that you like to do. You
9 can choose to live in an urban environment,
10 college town in a more rural area. You can
11 buy a home. You can do a lot of the things
12 that you can't do in other places. And
13 there are employment opportunities.

14 But a lot of people, particularly in
15 our college students who come to the
16 region, and we have some of the finest --
17 we have UMass Amherst, some of the finest
18 liberal arts schools, a robust community
19 college system, but a lot of people don't
20 perceive that there are employment
21 opportunities here.

22 So we want to sell the assets of
23 this region but not only to the students
24 who are here and to the residents who are

1 here that there are indeed employment
2 opportunities, but we also want to sell
3 this region outside of the area. So our
4 focus with this brand, we are armed with
5 the tools. We have a brand book. We have
6 a couple of campaigns laid out to perceive.
7 We have employer partners who are willing
8 to participate in financing, funding some
9 of this. We have a few bucks to throw into
10 the kitty but not nearly enough.

11 And we are going to, if funded in
12 this proposal, target those resources to
13 that specific workforce recruitment and
14 retention effort through our branding
15 campaign, which we feel we are the tools to
16 do it. We need those additional resources
17 to really make it happen.

18 So thank you for allowing us to
19 present these two very different projects
20 that both align with our desire to have
21 meaningful employment for all of our
22 residents in our region.

23 COMMISSIONER STEBBINS: Anne, I just
24 had one question. What year are you in

1 with working with the city?

2 MS. BURKE: We are just finishing
3 the first year. So the first year has been
4 spent and operationalizing this portal,
5 getting our community-based mentoring,
6 coaching partners in place, building those
7 partnerships, recruiting employers to
8 participate and asking of them to be on
9 this portal to be supportive of the
10 mentoring coaching opportunities that are
11 there to support employees that come into
12 their workforce and try to give them the
13 tools to do that and other strategies that
14 we're -- and also to pursue sort of a
15 legislative strategy that we are trying to
16 advance that would incentivize work.

17 COMMISSIONER STEBBINS: So year one
18 is done. Year two you're hoping to find a
19 match.

20 MS. BURKE: Year two we have the
21 federal reserve funding in place for the
22 next two years. We have an additional
23 amount of in-kind and cash support from
24 employers and some of our foundations who

1 are out here. But we know -- and we were
2 able to leverage the investment that has
3 already been made in the platform, which
4 has been significant. But we know there
5 are going to be expenses that we need, and
6 we really need to promote to make this
7 robust.

8 So we really need to continue to
9 educate both employers, residents, reach
10 residents, community-based organizations
11 and really get people prepared to -- this
12 is a support system that it's all hands on
13 deck to provide the structure, the
14 infrastructure to really get this up kind
15 over a tipping point where people will
16 logically think to go to this technology
17 solution to find and either from an
18 employer who has a job or a resident who is
19 seeking a job or where do you find training
20 or where do you find the community-based
21 supports that you need whether it's child
22 care, transportation, coaching, mentoring
23 and those kinds of things, so it's all
24 together.

1 And the exciting thing is that we
2 are really having great conversations with
3 the state to make this an evidence-based
4 project so that we are able to get data
5 from -- give data to them or do -- we are
6 working on how to achieve that data
7 exchange so that we can make sure that we
8 are -- that we really are making progress.
9 We are moving the needle. We are not
10 approaching this like some grants do that
11 say you are going to train 100 people and
12 those 100 people are going to go into this
13 job.

14 We're really looking at this what
15 does this look like three or four or five
16 years down the road? Are people in a
17 pathway to sustainable success in the
18 workforce? So that it's not just do you
19 get a job and then six months later you
20 don't have that job. But it's more where
21 do you look like three years from now and
22 five years from now? How do you have that
23 wide path so that you're successful.

24 Because this is a more challenging

1 part of our community without necessarily
2 the support or the skill-sets that they
3 need currently to be in the workforce, but
4 we want to change that.

5 COMMISSIONER ZUNIGA: Do you have
6 case managers or how do you identify that
7 ever frustrating skill gap of what
8 employers want and the workforce to direct
9 them to resources besides this notion of
10 the technology helping you portal?

11 MS. BURKE: The case management and
12 coaching mentoring component of that one
13 strategy is very important. So we're
14 initially working with some of our partner
15 organizations who have that infrastructure
16 in place, and we're working with those
17 through the career centers and through some
18 of the larger community-based organizations
19 who have infrastructure in place and
20 working with them to train them on exactly
21 how to help their resident population or
22 their clients work with being involved in
23 the portal, analyzing how they describe
24 their skills, where are their gaps, showing

1 where there are gaps and showing them how
2 to get to -- direct them to the supports or
3 the educational opportunities that they
4 need.

5 That is a big challenge. It's a
6 heavy lift, because you're trying to get --
7 we realize that the coaching mentoring is a
8 labor intensive exercise, and we're trying
9 to continue to expand on that initially by
10 working with places that already have some
11 of that infrastructure in place. And,
12 hopefully, we get people and work within
13 those community-based organizations that
14 ideally they'd love to be able to have
15 residents be coaches and mentors for other
16 residents who are here over time.

17 CHAIRMAN CROSBY: You have said, and
18 so did -- is it Mary Kay? I think you're
19 clear on this but just to be certain. We
20 are not a funded agency.

21 MS. BURKE: No, I realize that. We
22 know this is subject to appropriation and
23 --

24 CHAIRMAN CROSBY: These are

1 recommendations that under Commissioner
2 Stebbins' leadership we are putting
3 together to give to the legislature. They
4 will be the appropriate agency.

5 MS. BURKE: We understand that. Any
6 other questions?

7 CHAIRMAN CROSBY: Great, thank you.

8 MS. BURKE: Thank you so much for
9 the opportunity, and we appreciate the
10 chance to share with you some of our ideas
11 that we've had.

12 COMMISSIONER ZUNIGA: Thank you.

13 COMMISSIONER STEBBINS: Thanks.
14 Tim, PVPC.

15 MR. BRENNAN: Good afternoon. I'm
16 Tim Brennan, the executive director of
17 Pioneer Valley Planning Commission. We
18 interacted with the Commission before in
19 the role of dealing with the surrounding
20 community mitigation and now serve as the
21 host for in-region local Community
22 Mitigation Advisory Committee.

23 In response to your, and
24 specifically at Commissioner Stebbins'

1 request, we submitted three ideas which we
2 think are merit and would like to discuss.
3 With me is David Elvin from my staff, who
4 works as our senior transit planner, and
5 that's the first idea. Immediately to my
6 right is Chris Sikes, who is the CEO of
7 Common Capital, a lender for small mid-sized
8 businesses, and he will speak to the second
9 idea.

10 So the first idea has to do with
11 transportation, specifically public
12 transportation. And as you well know and
13 have championed, a goal is to have about a
14 third of MGM's employment coming out of
15 Springfield specifically. As we and the
16 Transit Authority the issue becomes many of
17 those men and women will be
18 transit-dependent.

19 So if there's a thousand workers,
20 more or less, trying to be gotten out of
21 Springfield to work in various careers
22 inside MGM, we think at least five to six
23 hundred of those would need transit.

24 However, the need for transit

1 according to conversations that have
2 started with MGM and have been spearheaded
3 by the PVRTA and its administrative Ann
4 Sheehan, and by the way, she sends her
5 regrew. She would be here today, but she
6 had a conflict that she couldn't avoid.

7 That service would be needed in off
8 hours. It would be needed between eight
9 p.m. at night and eight a.m. in the
10 morning, period of time when most transit
11 service begins to close out here in the
12 Valley. Most of the service on a weekday
13 we close down seven, eight p.m. The
14 weekday there is much, much less service at
15 a time when you would expect that the
16 patronage of MGM would be very high.

17 So the notion with this idea is to
18 not create new routes and services but
19 basically to take the existing route
20 structure, which we're familiar with
21 because of the work we do, and try to offer
22 service in those off-hours to bring
23 particularly workers to MGM in those hours,
24 which, again, are just off-hours in the

1 sense of when transit is typically provided
2 here in the Valley.

3 We think this is something that
4 would be beneficial to obviously to MGM,
5 obviously to Springfield and perhaps mostly
6 importantly to the men and women who might
7 have access MGM as an employment
8 opportunity.

9 Most of the money, if it were to be
10 gotten by PVRTA, and I should say that PVRTA
11 does not have the resources to do this with
12 existing resources. Unhappily, we spent
13 the summer cutting services because of the
14 budget shortfall. And I've been at several
15 of the hearings myself and I've listened to
16 men, women and young folks talk about
17 suddenly not being able to access a job on
18 second shift or a single mom not getting to
19 the shopping center for an employment
20 opportunity. So we think this can be an
21 extraordinarily important and powerful
22 piece. The whole equation of what you're
23 trying to do is bring benefit to the host
24 community and Region L.

1 Again, most of the money we would
2 expect for this particular idea would go
3 towards actually putting the service out on
4 the street. That would also mean money
5 going to drivers who in turn are part of
6 the community, part of the economic fabric.

7 So this is an idea that we know MGM
8 is interested in, we know the city is
9 interested in and the Transit Authority is
10 obviously already begun to speak about
11 that. So I'll stop with that idea and see
12 if there are any questions perhaps about
13 that one.

14 COMMISSIONER STEBBINS: I think what
15 you just talked about, Tim, is something we
16 heard echoed from MGM today as part of
17 their progress report, and they are having
18 biweekly meetings with PVRTA to think about
19 that exact issue of if the restaurant
20 closes up around 10 or 11:00 at night, the
21 overnight crew that has to come in and
22 clean it, prepare or do whatever, you know,
23 what's going to be their access to work.
24 So it's nice to hear what you talked about

1 kind of echoed in their project and
2 conveniently a PVTA bus just went by.

3 MR. BRENNAN: We're good planners.
4 Second idea I'm not going to speak to. I
5 would say that it's an idea I'm familiar
6 with. I think of it as an economic growth
7 strategy. I sit as a board member at a
8 nonprofit here in the region called Common
9 Capital, which is in the business of trying
10 to grow small and midsize businesses and
11 Chris has a power point, and I'm going to
12 let him explain it.

13 MR. SIKES: Great. Thank you, Tim.
14 Thank you and good afternoon everybody. I
15 just want you to know that it's a beautiful
16 day outside.

17 Thank you for inviting Common
18 Capital to present today. We make local
19 investments for our shared future. That's
20 our time line. We're what's called a
21 Community Development Financial Institute,
22 which basically is a designation prone US
23 Treasury saying we're a good organization
24 to put money into, and they've checked us

1 out.

2 We're located in Holyoke. We're
3 about 28 years old, and we service all of
4 Western Massachusetts but our focus has
5 been Springfield and Hampden County.
6 That's where the population base is. Can
7 you see that from here? Oh, good because,
8 otherwise, you're not seeing what I'm
9 doing.

10 COMMISSIONER CAMERON: We have it
11 right here.

12 MR. SIKES: We've made about 750
13 loans in our history. In the last five
14 years, we created 500 jobs but 40 percent
15 of those were to woman and 70 percent to
16 low-income clients. But along with our
17 financing, this is a real key piece of what
18 we do, is our business assistance.
19 Business assistance for entrepreneurs is
20 essential. I can't emphasize that enough.
21 Our portfolio is strong in large part
22 because we provide business assistance,
23 which in many ways of because of the young
24 age of these businesses of -- some of the

1 businesses that we work with is their
2 collateral.

3 Our number one driver, our goal, our
4 top mission, however you want to say it is
5 to create and retain jobs, quality jobs in
6 the region. These are a list of our other
7 drivers, and it goes from trying to provide
8 economic opportunity of the region all the
9 way down to making local investments and
10 recirculating dollars in the region. I
11 won't go through the whole list, but it's
12 there in your handouts there. I know how
13 much time I have.

14 So, this is what -- this is the type
15 of financing we do. First of all, working
16 capital, it's the lifeblood of a small
17 business. It covers paying salaries,
18 paying lights, doing some marketing work
19 and advertising. It's the stuff that is
20 hardest to characterize and refinance that.

21 We do accounts receivable, equipment
22 infrastructure purchases and this debt
23 refinancing we're seeing more and more,
24 because we're seeing more businesses being

1 victims to predatory online lending. I'll
2 say a little more about, but we really work
3 to try to get businesses out of the hole
4 that they get in from predatory venders.
5 We help people purchase existing
6 businesses. We do startups and expansions,
7 and we do real estate and building
8 renovations for business.

9 So I want to say just a couple of
10 words about what kind of loans we make, who
11 we make loans to. We make it to small
12 businesses. And one of these products -- I
13 just want to get into this. This is so
14 important. This is what we call
15 fast-track. These are online loans. This
16 is the wave of the future.

17 When we saw businesses coming to us
18 having made loans with predatory lenders
19 with 50 to 75 percent interest rates,
20 effective rates, we decided to get into it
21 ourselves. So our rates is about six to
22 eight percent. And once we get -- and
23 business comes to us, we can get a decision
24 to them in two days, and then we can cause

1 a loan within a week. That for us is fast.
2 It's not as fast as the predatory lenders
3 but it does -- it's really a pretty good --
4 very good speed.

5 We also run the nonprofits. We did
6 recently did a loan at Shea Theater up in
7 Turners Falls. We've made several loans to
8 develop Springfield for their work down
9 here in Springfield. We just made a loan
10 through Habitat for Humanity for our
11 housing loans. It says business loans. It
12 should say larger business loans.

13 Our loans go up to about \$300,000.
14 Oftentimes they will go a little larger,
15 because we can sell a portion of that loan
16 to another community lender. And we also
17 partner with banks a lot, so the loan size
18 can be significantly larger. I think the
19 largest transaction we've ever done is
20 probably \$4 million. But we've had
21 \$300,000 portion. But it's important
22 because the loan wouldn't take place unless
23 we were in the deal. It's that money that
24 is absolutely needed that the banks can't

1 provide that makes the deals move forward.

2 Collaboration, partnerships, that's
3 our lifeline. We wouldn't be here today if
4 we didn't have all these partners. And
5 this is just a partial list of our
6 partners, but certainly the state has been
7 a critical partner for us. We have gotten
8 both loan capital and technical assistance
9 funds from the Department of Housing and
10 Economic Development, workforce development
11 through line items in the budget.

12 But we also partnership partner with
13 the banks that provide us loans and credits
14 so we can make loans that provide us
15 grants. They also work with us on doing
16 deals. And we worked with the public
17 sector. An example of that right now is
18 the City of Springfield. We're doing their
19 restaurant loan, helping to do their
20 restaurant loan fund what is called the TDI
21 area of Springfield.

22 We have a fund that we started
23 called a Community First Fund. And this is
24 an opportunity for individuals and

1 businesses to invest in us, local
2 investment. So we say you should buy
3 local, and you should invest locally. We
4 started this out about three years ago, but
5 we are up to about million-dollars and, I
6 think, we have 60 or 70 people. Our goal
7 is to get up to about \$5 million going
8 forward in the next 12 months.

9 We also work with the federal
10 government. Community Development Finance
11 Corporation has given us over the years
12 about \$4 million and then we work with
13 nonprofits, and we have gotten about
14 \$100,000 grant from MGM when they first got
15 here to provide business assistance to in
16 this region.

17 So our request -- we're requesting
18 that you recommend, I think, that's how you
19 say it to the legislature about \$220,000
20 annually. The first part of this is
21 \$120,000 for capital. We need to match --
22 when we get our loan from the SDA, we need
23 to match that with 15 percent of nonfederal
24 money, so we can't borrow that money unless

1 we have 120. And we're putting out roughly
2 about \$600,00 in micro loans in the region.

3 We also need \$100,000 -- asking for
4 \$100,000 for the training and business
5 assistance, and that will be in the next
6 slide and I'll go over that briefly. And
7 then the activity for all this funding that
8 we get will be totally focused on
9 Springfield and the surrounding
10 communities, and we can easily document
11 that. That is where most of our work is
12 anyway.

13 Very briefly, we have four
14 components to our business assistance
15 program on the very top. We provide
16 workshops, and we provide webinars. And if
17 you ever go to our website,
18 Commoncapital.org. you can see the webinars
19 that we're offering. We have a full-time
20 staff person providing one-on-one business
21 assistance, and she also put together this
22 wonderful collaboration of different
23 business assistant providers, which
24 includes a small business development

1 center. It includes score, and a lot of
2 individuals as well.

3 And that's created a pool, and I
4 can't tell you how important that is
5 because that next piece going around
6 quality accounts and training, that is all
7 about getting industry specific business
8 assistance to the businesses. And it's
9 sort of like, you know, ready inventory,
10 when you need it, you really need it. So
11 if we have it, and they can get it.

12 I will let that one go. That is
13 more about our BA, but I'm very conscious
14 of time. And this is just a few pictures
15 of two clients right here in Springfield,
16 Hot Table and we also do the beauty salon.
17 But the types of businesses that we've
18 done. We've done retail. We've done
19 wholesale. We've done manufacturing. We
20 basically will do any business that's
21 legal.

22 And I say that because -- actually,
23 100 percent legal. We had a business come
24 to us that tested medical marijuana and

1 great loan, great loan but we didn't touch
2 it. We couldn't touch because we had
3 federal money, and it's illegal federally.
4 All our loans are public board. And that's
5 my presentation. If you have any
6 questions, I'd be glad to answer them.

7 COMMISSIONER STEBBINS: Chris, I had
8 a quick question and a quick comment. I
9 get the sense -- first of all, I like the
10 last slide because obviously there are a
11 number of other entities or organizations
12 SPA, SPDC out there, and I judge from the
13 last slide that it's all part of a
14 collaborative effort in the Valley to work
15 with all those existing entities.

16 I got the sense, though, from the
17 technical assistance side it somewhat
18 tracks Mary Kay's issue, which is funding
19 has been available and it sounds like maybe
20 funding has been on the decrease. I mean,
21 give me a sense of what has been available,
22 if anything, for technical assistance, that
23 side of your business over the past few
24 years.

1 MR. SIKES: Well, first of all, our
2 technical assistance, I would say, and why
3 we want to work with others on this is so
4 important, we need business assistance
5 because that keeps our portfolio strong.
6 So when we make a loan, we're in a
7 relationship with the business. So the
8 funding for business assistance, it's key
9 to our loan funding. If we don't have it,
10 we're in trouble.

11 We've seen cuts at the federal
12 level, the SDA in particular. We've seen
13 cuts in -- and at the CFI US Treasury, some
14 cuts there. And the state has cut back
15 some. I feel like the state has really
16 done the best they can do to help, but we
17 definitely see cuts there.

18 But then the other one is, you know,
19 when federal funds and public monies get
20 cut, everybody goes to the private
21 foundations and stuff, so they're getting
22 overwhelmed. We just need a real cut on
23 the private side of funds, and the banks
24 have really cut back as well.

1 COMMISSIONER STEBBINS: And my other
2 comment is obviously the whole gaming
3 statute played a great priority in kind of
4 two things. One that our licensees do a
5 lot of business locally, part of the local
6 spend of driving the local economic impact,
7 a priority given to women-owned businesses,
8 minority-owned business and veteran-owned
9 businesses. And for me, the one thing that
10 worries me is that things may start off
11 just great, everybody is excited at
12 opening.

13 I have a concern that some of those
14 businesses may need to scale their capacity
15 to be able to hold onto that business
16 relationship, and this would be MGM or any
17 other large corporate entity in the Valley
18 but build that capacity, not lose that
19 business of MGM doesn't have to face, you
20 know, the loss of the qualified vender.
21 You know, we lose a business that had
22 potential regret. So kind of some of the
23 things you talked about, I think, could
24 find themselves nicely in a doorway to help

1 some of the priorities in the gaming
2 statute.

3 MR. SIKES: It's a major concern,
4 Bruce. Getting businesses to scale to
5 contract corporation size of MGM. Also, in
6 the food industry, we're trying to get that
7 production up not only for MGM but also the
8 schools. Baystate is trying to do a lot as
9 well.

10 It does -- it's a process. It's not
11 going to take place overnight. If
12 financing is an issue, business assistance
13 is a major issue to that. And if we want
14 to get businesses to scale, we really have
15 to be willing to invest in them.

16 COMMISSIONER ZUNIGA: Can you talk a
17 little bit more about your federal moneys;
18 are those exclusively loans that you get
19 from the federal loans; are there any
20 grants?

21 MR. SIKES: No, it's a combination.
22 The money from the SPA is a loan to us.
23 That's the one we have to match with the
24 15 percent. The money from the US Treasury

1 is a grant, but we have to match that --
2 it's a grant to us, but we have to have
3 dollar for dollar the same kind of moneys,
4 grant moneys in-house in order to apply for
5 that money so...

6 COMMISSIONER ZUNIGA: We should
7 talk, because I have an idea about how to
8 leverage -- if the Gaming Commission wasn't
9 the recipient of a grant, you know, there
10 is money that currently goes in the form of
11 an indirect cost that we are paying to the
12 state that would be significantly lower if
13 we were granted this and we had to -- we
14 had to itemize all of our indirect costs
15 for the federal government, which is
16 allowed under our statute. We can apply
17 for grants to the federal government, and
18 then that would be one thing to consider.

19 MR. SIKES: I would love to talk to
20 you about that afterwards.

21 COMMISSIONER ZUNIGA: We'll stay in
22 touch for that. Thank you for your
23 presentation. It's really interesting.

24 MR. SIKES: If I could just say one

1 other thing. I know I'm past my time. We
2 leverage -- for every dollar from the state
3 that we've received, we leverage it about
4 10 times. We get it from feds. We get it
5 from SPA. We get it from putting it
6 together with our own private moneys. We
7 also get it from our -- when we invest in a
8 business say or a transaction, we will
9 bring the banks into it and we can really
10 leverage a lot of money from the state.

11 COMMISSIONER ZUNIGA: There's a lot
12 to like about your program and the
13 multiplier-effect is clearly one of the
14 main principals here.

15 MR. SIKES: Thank you.

16 COMMISSIONER STEBBINS: Do you want
17 to just touch on your last?

18 MR. BRENNAN: I'll be very brief
19 with that. The third idea is one that I've
20 encourage to bring forward actually by the
21 City of Springfield. I know you in your
22 work have spent a lot of time on public
23 safety as being an aspect of how casinos
24 work and how they fit with the

1 municipalities.

2 This particular idea has been
3 kicking around at least seven or eight
4 years, and that is to create a regional
5 lockup facility for the southern part of
6 Pioneer Valley.

7 When I tried to convert this idea to
8 something that might come before you as a
9 proposal, it seemed to me more and more
10 given the work that we do on shared
11 services up and down the Valley, this first
12 and foremost needed a feasibility study.
13 Would the communities be interested? How
14 would it work? Where would it be? How are
15 the operational costs? Would there be need
16 for capital investments and more
17 technology?

18 So, in essence, trying to respect
19 that this was an idea that didn't have some
20 cache in interest try to move that from
21 conceptual to more specific idea and to
22 make a go, no-go kind of decision based on
23 the realities.

24 So, that's essentially my thought.

1 I also thought that this particular
2 feasibility might even be phased, that
3 there might be sort of an entry phase.
4 What's the level of interest? What's the
5 level of volume before going to the more
6 heavy duty specifics? But, again, that's
7 sort of a piece of the minutia.

8 COMMISSIONER STEBBINS: Thank you.

9 COMMISSIONER CAMERON: Thank you.

10 COMMISSIONER STEBBINS: City of
11 Chicopee, West Mass., West over.

12 MAYOR KOS: Chair Crosby and Members
13 of the Commission, My name is Rich Kos,
14 mayor of the City of Chicopee. And I'm
15 joined here with Jack Benjamin, one of my
16 city planners as well as Mike Bolton, who
17 is the airport manager of our civilian
18 airport at Westover.

19 The City of Chicopee is a -- and
20 each will present different aspects of this
21 this afternoon. The City of Chicopee is
22 the third largest city west of 495 behind
23 Worcester and Springfield. We think we
24 have a very prominent role in the whole

1 gaming that is going on here in Western
2 Mass. And one aspect of that is just the
3 transportation issue and how it benefits
4 the region.

5 Chicopee is served by both the
6 turnpike as well as 91, as well as 291, as
7 well as 391, all of which are major
8 transportation HUBS. One aspect to add in
9 Chicopee is probably unique in Western
10 Mass. We're the only community that has
11 two exits on the Massachusetts Turnpike,
12 which is an important component. And,
13 coincidentally enough, each exit has
14 brand-new hotels either being constructed,
15 as we speak, or are very far along in the
16 process and we expect to break ground
17 within the next five months.

18 One hotel is a \$15 million invested
19 in my community, and the other is going to
20 be a part of a complex interchange that
21 sits at the turnpike. You may get off
22 there at 291 on your right if you want to
23 look at it on your way back here next time,
24 and that's going to be a \$45 million

1 investment.

2 But the part of the component that
3 we're here to talk about today is air
4 transportation. Chicopee houses Westover
5 Air Reserve Base. It's the largest Air
6 Reserve Base in the country. But, also, we
7 have a joint use for civilian operation.
8 And we pursued that over the years, and
9 we've had some success. One of the major
10 issues that we haven't had success with is
11 part of the marketing aspect of that.

12 You are going to hear about how the
13 benefit both to our region in terms of, as
14 you heard today from north with Yankee
15 Candle and Kringle Candle and the others,
16 to the south within a 15-mile radius you're
17 going to see a presentation that shows
18 almost 700,000 people are impacted by being
19 able to have commercial aviation exposed to
20 them.

21 In addition to that, one of the
22 things that we feel is important is our
23 relationship with Westover Air Reserve
24 Base. As you know, federally they always

1 look at basis to see how well they
2 function. With our joint use and joint
3 operation with them, the fact that we would
4 then bring commercial aviation, the
5 maintenance and other jobs that require and
6 benefit from them what we know that there
7 would be a great benefit for the
8 operational expense as a federal base,
9 which helps us with the brack review, the
10 review of whether these bases make sense in
11 the long-term. I'm going to turn it over
12 to Jack Benjamin from a planning point of
13 view to go into the nuts-and-bolts of the
14 presentation.

15 MR. BENJAMIN: Thank you for the
16 introduction, Mayor Kos. Commissioners,
17 thank you so much for the opportunity to
18 present to you today. Very honored to do
19 so. And I want to give a little
20 appreciation to the other presenters here
21 this afternoon. There is definitely an
22 excitement building out here in Western
23 Massachusetts for this. I think we've seen
24 some pros here today that will show and

1 capitalize on that.

2 So, quick disclaimer. With respect
3 to yours not being a funded body, you will
4 see some discrete numbers from us today.
5 This project will be looking for \$410,000,
6 350 of which will go or 60,000 of which
7 will go into air service development work
8 to create this becoming a 24-hour air
9 service provider at Western Metropolitan.
10 And this is to compete with other regional
11 airports that are already providing
12 commercial air services. The other
13 \$350,000 will go into advertising and
14 basically recruiting commercial airlines to
15 come here.

16 But from a project point of view,
17 it's very simple. We're utilizing the
18 existing aviation infrastructure out west
19 of Metropolitan to introduce commercial air
20 service to the region and hopefully
21 leverage and amplify the effects of MGM
22 Springfield.

23 The first step is to prepare 24-hour
24 service. That includes some facility

1 upgrades, personal upgrades and doing the
2 environmental assessment study, which the
3 \$60,000 will go towards; number two is
4 where the \$350,000 business development
5 money will go, and that's to promote and
6 advertise commercial airlines at Westover;
7 and number three is to successfully deploy
8 these services.

9 CHAIRMAN CROSBY: Point number two,
10 does that mean to market to the airline to
11 try to get them to schedule flights or are
12 you talking marketing flights that are
13 already there?

14 MR. BENJAMIN: No. There's no
15 commercial air service offered at Westover.

16 CHAIRMAN CROSBY: So this running
17 would be going for you to go out and
18 attract the airlines to --

19 MR. BENJAMIN: Yes.

20 MAYOR KOS: You can add, though, why
21 they are here they have expressed the need
22 for local participation of which locally
23 there is no funding sources for that, but
24 they're used to having airports that

1 partake and participate in the marketing of
2 their services to the region.

3 CHAIRMAN CROSBY: Right.

4 MR. BENJAMIN: Just a brief overview
5 of the project. So our primary goal is to
6 amplify the economic multiplier-effect
7 initiated by MGM Springfield in Western
8 Mass. We've heard a lot about amplifying
9 the incoming effects of MGM today. We
10 believe from a dollar -- bang for buck
11 perspective. What we're asking for is a
12 possibility of amplifying the effects could
13 be the greatest expeditiously.

14 We're really witnessing the
15 development of an economic infrastructure
16 for the tourism and entertainment economy
17 developing for their eyes. Nowhere is that
18 more evident than Chicopee. Our two
19 aforementioned development projects right
20 off the Mass. Pike are looking at 98 room
21 and 108 room hotel. Respectfully, the 108
22 room hotel is situated on Memorial Drive,
23 which from a plan perspective is
24 commercial sprawl but contains all of

1 those sort of friendly faced commercial
2 establishments that tourists will see and
3 flock to after a night of traveling.

4 And then the other development is
5 its own sort of insular HUB. It has the 98
6 room hotel proposed, and then a couple of
7 restaurants, fast food and sit down
8 supporting it. That one is situated on the
9 northern terminus of Route 291, which is a
10 feeder road into downtown Springfield.

11 So the crucial initiatives to
12 helping achieve this goal is number one is
13 to introduce the commercial air service at
14 Westover and, secondly, is to establish a
15 long lasting and comprehensive partnership
16 among the local stakeholder organizations
17 that I'll explain more about in a minute.
18 And then incidental outcome for the airport
19 and Westover Air Force Base is to bring in
20 more revenue to their causes, and provide
21 them with more leverage points in the
22 future.

23 So why Westover project. I
24 explained a little bit already, but

1 basically four main reasons to answer both
2 those questions. Number one is the real
3 potential for economic impact. The
4 dollar-to-dollar spending on this project
5 and what it could turnover we think has a
6 really strong potential; number two is the
7 strength of the partner organizations that
8 have signed on to help promote this effort;
9 three is the centrality of this location
10 and the region.

11 We really see this airport and this
12 part of Chicopee, including some of the
13 infrastructure and developments I just
14 mentioned, being a launching pad for
15 tourists to the region. So you come to
16 Western Massachusetts, and then you all of
17 a sudden have this kind of interregional
18 access to the mountains and Albany to the
19 west and down Hartford to all these other
20 places with the Pike and 91 going north,
21 south, east and west.

22 And then number four is the capacity
23 of the existing infrastructure. Westover
24 Metropolitan, I think, we had the longest

1 runway in New England, one of the longest
2 on the east coast. It's more than capable
3 of housing what we need for commercial air
4 services.

5 So I won't go through these numbers
6 totally specifically, and I could have
7 drawn these out and done real basic
8 multiplier factors here, but I didn't want
9 to get too scientific. But I took a
10 sampling of midsize regional airports in
11 the greater New England area and one in New
12 York. And, basically, it shows that your
13 commercial air service passengers has a
14 major economic output on the region.

15 Some of that are based off the job
16 numbers, which you'll see Westover does
17 have the lowest employment capacity at the
18 moment. But the big one there is the total
19 passengers coming in and out on commercial
20 air service from your local regional
21 airport has a major effect on the region.

22 This is a little bit more detail
23 about our project costs. First couple of
24 lines just details \$410,000, 60,000 of

1 which will go into the operations study
2 which will ready us to be 24 hours, and
3 then 350 of which will be the air service
4 development, which is business development
5 tool to attract retaining commercial
6 airlines.

7 We also will have the opportunity
8 with this to leverage \$6 million from the
9 military -- state military task force. And
10 that's for the maintenance and repair of
11 the overhaul facility upgrades. This will
12 allow us to put \$3 million into two
13 hangers, which will house the airplanes,
14 again, upgrading the infrastructure of
15 Westover. We do have some supporting local
16 airport cash funds for this project. The
17 airport is also willing to waive fees and
18 match in-kind contributions of \$311,000.

19 Basic structure of our partner
20 organizations here. We're here in front of
21 you Mass. Gaming today to be informed by
22 you on this proposal. We also expect at
23 the top you're working with us as we try to
24 provide air commercial services, especially

1 for MGM. We expect to inform and work with
2 MGM on a regular basis. Our other partner
3 organization is the region, a couple of
4 which are here today, GSCBB. We expect to
5 work with closely on this initiative. The
6 Springfield Regional Chamber of Commerce,
7 the Greater Chicopee Chamber of Commerce
8 and Western Mass. EDC.

9 Brief slide showing. Locations,
10 amenities within 5, 10, 15-mile radius. So
11 due southeast of Westover, here is one of
12 the Mass. Pike exits that has the student
13 commercial development with the 98 room
14 hotel. And just to the west, just east of
15 the 91 in Pike interchange in Chicopee also
16 is the proposed 108 room hotel on Memorial
17 Drive.

18 So as you can see there, there's the
19 infrastructure building around this
20 entertainment economy. And then we don't
21 just expect this airport to service the
22 entertainment economy. We are the
23 knowledge corridor. You can see by the
24 little red stars on this map how many

1 colleges and universities that we have that
2 have interregional students coming from all
3 over this country who will certainly be
4 able to use this airport.

5 We also have a number of unique
6 downtowns and city centers that have
7 tourism potential. Places like
8 Northampton, the Berkshires, downtown
9 Holyoke, Easthampton, downtown Westfield
10 all offer, in addition to the village
11 centers in Chicopee, all offer different
12 attractions for different reason. I'm
13 going to turn it over to Mike briefly to
14 speak a little bit about the existing
15 infrastructure atlas to the metropolitan
16 airport.

17 MR. BOLTON: Good afternoon,
18 Commissioners. Mike Bolton, Westover
19 Airport. Thank you for your time and
20 interest today in this project. We
21 currently do have a small passenger
22 terminal area about 14,000 square foot
23 facility. We handle charter flights,
24 sports teams charts. We do have public

1 charters that actually go to Atlantic City.
2 We have an operation of a TSA checkpoint.
3 So we're all set up. We have everything
4 there that you need to have commercial air
5 service.

6 For a period of about nine or ten
7 months, about ten years ago we had airline
8 service that was pretty successful until
9 the price of oil reached \$140 a barrel, and
10 carriers could not handle that. So we are
11 in a position to, I believe, actually
12 accept air carrier operations.

13 I will tell you all air carriers
14 expect in the first two years of service
15 all sorts of marketing moneys and benefits,
16 including waive fees, so we put that
17 together in order to try to leverage air
18 service. So with that, I'll turn it back
19 to Jack.

20 CHAIRMAN CROSBY: Great.

21 MR. BENJAMIN: Brief overview of the
22 master plan concept at Western
23 Metropolitan, and I'll just end by briefly
24 saying we're working towards a critical

1 mass with our forthcoming tourism and
2 entertainment economy in Western
3 Massachusetts. We sincerely believe that
4 this proposal could be the tipping point.
5 This could be the tipping point to major
6 regional growth. It could welcome this
7 industry with open arms and leverage this
8 for future economic impacts. There is some
9 contact information if you like it. We'll
10 take questions.

11 MAYOR KOS: I think it's important
12 to add that it's already currently used for
13 private civilian aviation. I think MGM
14 utilizes already for direct landing when
15 they come here from Las Vegas, so there's a
16 lot of potential. And, again, this
17 terminal is already used for charter
18 flights for gaming purposes.

19 We're looking at this as an
20 opportunity to reverse that. People coming
21 here for gaming maybe want to do skiing in
22 the wintertime. Maybe they want to visit
23 colleges in the area to bring their
24 children. There's just all sorts of

1 possibilities. Some of this is really just
2 seed money. Who better than MGM and with
3 the fundings coming out from both funding
4 sources, we feel this is a great
5 opportunity. As Jack said, a tipping point
6 is really a first domino that needs to be
7 pushed to allow for the further development
8 for aviation right here in Western Mass.

9 CHAIRMAN CROSBY: What were the
10 commercial airlines that used to service
11 here?

12 MR. BOLTON: We had Skybus at one
13 point. Skybus serviced Columbus, Ohio,
14 Greensboro and then had announced air
15 service to Florida. But, unfortunately, it
16 was at the time that the oil prices went
17 up.

18 MR. BENJAMIN: You did receive a
19 tentative support for this from Frontier or
20 was that Allegiant?

21 MR. BOLTON: We have worked over
22 four years with Allegiant Airlines, which
23 is also based in Las Vegas. And when MGM
24 first came here and scouted out the

1 airports, we had a discussion with them
2 with the idea of potentially working with
3 Allegiant on a Florida route. And in the
4 wintertime, folks could come up and visit
5 the area, go gaming and also enjoy skiing
6 at the time, and obviously for the locals
7 here to go back to Florida and enjoy the
8 wintertime.

9 CHAIRMAN CROSBY: Great,
10 fascinating. Thank you.

11 MR. BOLTON: Thank you so much for
12 your time.

13 COMMISSIONER STEBBINS: Hampden
14 County Regional Employment Board.

15 MR. CRUISE: Chairman Crosby,
16 Members of the Commission, thank you very
17 much for allowing the Regional Employment
18 Board of Hampden County to make a few
19 remarks before you this afternoon. We're
20 certainly happy to answer any questions.
21 I'm joined by my colleague, Maura Geary,
22 who works with me at the Regional
23 Employment Board.

24 The continued economic growth of the

1 region is threatened by a demand versus
2 supply gap. Current and perspective
3 employers, particularly the small and
4 medium-sized industries that are driving
5 regional job creation require access to a
6 talent pool of educated and career focused
7 individuals who possess not only to require
8 technical competencies but the workplace
9 readiness competency specifically related
10 to ethnic and professionalism,
11 communications and inter-personnel skills.

12 The Regional Employment Board of
13 Hampden County is requesting \$1,050,000
14 from the Massachusetts Gaming Economic
15 Development Fund for fiscal year 2019
16 contingent upon legislative appropriation
17 to scale up and strengthen a comprehensive
18 and integrated array of programs and
19 services targeted to in-school youth ages
20 16 to 18 and out of school at risk
21 disconnected youth ages 18 to 24.

22 The REB believes that with strategic
23 allocation is new and existing resources
24 and the use of innovative and

1 evidence-based interventions, it can
2 improve outcomes for both youth and
3 businesses that will increase job creation
4 and have a continuous positive impact on
5 the regional economy.

6 The REB believes that subsidized
7 employment in both the public and, in
8 particular, private sector, especially when
9 combined with workplace readiness training
10 and mentoring helps you find clear career
11 pathways, improves employment readiness
12 skills, develops a self-esteem and
13 confidence that will help youth make good
14 education and career decisions.

15 Currently, the REB directs and
16 manages all youth programming, including
17 summer youth employment programs funded
18 federally by the Workforce Innovation
19 Opportunity Act and by the Commonwealth of
20 Massachusetts connecting activities and
21 youth work programs.

22 These coordinated in a highly
23 integrated subsidized employment programs
24 have proven track records of strong

1 outcomes and regional partnerships and have
2 an existing and well-established
3 infrastructure that with additional
4 resources can be scaled up to increase the
5 graduation rates of in-school youth and
6 significantly impact short-term and
7 long-term career pathway employment for out
8 of risk disconnected youth, particularly
9 youth in the regions two primary gateway
10 cities of Springfield and Holyoke, and the
11 secondary gateway cities of Chicopee and
12 Westfield.

13 On July 1, 2017, 22 partners,
14 including the Regional Employment Board,
15 the two One Stop Career centers and youth
16 agencies focused on college and career
17 readiness and employment signed the Hampden
18 County youth memorandum of understanding to
19 develop and implement an integrated
20 workforce system for youth. The partners
21 have agreed to work together to connect and
22 enhance services to innovative use of
23 existing and new resources to produce the
24 best possible outcomes for youth and

1 businesses.

2 The infrastructure created through
3 the MOU provides an exciting new
4 opportunity to connect and to bring to
5 scale, bring to scale the highest quality
6 youth services in the region. Additional
7 resources could bring these programs in the
8 youth workforce development system as a
9 whole to scale significantly increasing
10 both the number of participating private
11 sector companies and the number of young
12 people who will be served by the programs.

13 The following is a brief summary of
14 our planned use of the \$1,050,000 from the
15 Gaming Economic Development Fund for fiscal
16 year 2019. For our in-school youth
17 program, we're requesting \$420,000 that
18 allows us to provide programming and
19 services to 160 in-school youth and
20 \$630,000 to provide services to our out of
21 school youth, and that will increase our
22 service delivery to 162 out of school youth
23 for a total of 322 young people.

24 Investment in the development of the

1 next generation of the workforce is one of
2 the most promising strategies to create
3 individual self-sufficiency and regional
4 economic growth. The Regional Employment
5 Board's request will help scale innovative
6 new programming that builds on the strength
7 of our current regional partnership
8 infrastructure and supports activities
9 which demonstrated employment outcomes.

10 The REB's network of employers and
11 the region's youth MOU partners creates an
12 integrated youth workforce development
13 system that responds to the regional
14 business demands, connects complimentary
15 services, increases accessibility to those
16 services and strengthens the system of
17 support that will prepare the future
18 workforce in our region. I'd be happy to
19 answer any questions that you may have.

20 COMMISSIONER STEBBINS: David, just
21 kind of a quick programmatic question.
22 Pointing out the 322 individuals you're
23 hoping to serve, on the surface it looks
24 like a drop in the bucket.

1 MR. CRUISE: For sure.

2 COMMISSIONER STEBBINS: How do you
3 go about identifying these targeted
4 students and youths for assistance?

5 MR. CRUISE: Right. With our
6 in-school program, we'd be working through
7 our -- primarily our program that we have
8 through funding from the Commonwealth of
9 Massachusetts Department of Elementary and
10 Secondary connecting it to each activity
11 program, which, again, focuses in-school
12 youth primarily certainly 10th, 11th and
13 12th graders.

14 The concentration right now is
15 regional. The Cities of Springfield,
16 Holyoke, Westfield and Chicopee are where
17 the majority of those resources are
18 presently deployed currently. We are using
19 both federal and state money to the tune of
20 a little over \$2 million, and this past
21 year we serviced 750 in-school and out of
22 school youth.

23 So we really see this investment
24 subject to a legislative appropriation

1 giving us really a 50 percent increase in
2 our capacity to deliver services to both
3 in-school and, in particular, to our out of
4 school youth. Here in the region we have a
5 significant number of disconnected youth.
6 And by disconnected youth, I mean young
7 people with are not in school, and not in
8 any kind of an organized training activity
9 and are not attached in any way to the
10 labor market. They are strictly
11 disconnected from education, from any kind
12 of a training program and are not attached
13 presently to the labor market.

14 So you're absolutely right, Bruce.
15 This request we're making again provides
16 approximately a 45 percent increase to the
17 present service level that we have. But I
18 will tell you that being able to provide
19 these services to 322 people is a
20 significant and positive step forward.
21 You're right, we have many more people to
22 be served for sure.

23 CHAIRMAN CROSBY: Interesting. You
24 might just think about whether there are

1 synergies as to other workforce development
2 ideas on the table. One talks about
3 identifying the 42 percent of 16 to 64 that
4 are not in the workforce, which overlaps
5 with a good number of the low age and the
6 people you're talking about, and it would
7 make sense to see whether there's a way to
8 collaborate to the economies.

9 MR. CRUISE: And I believe there is.

10 CHAIRMAN CROSBY: The legislature, I
11 think, would be more inclined to be
12 supportive of something where you guys were
13 collaborating together on a strategy rather
14 than separate strategies.

15 MR. CRUISE: I would agree.
16 Absolutely no question about that.

17 CHAIRMAN CROSBY: Great. This is,
18 Bruce, probably something that you'll be
19 trying to do as you go through -- as you
20 and the staff and we go through these
21 proposals trying to see whether there are
22 ways to create synergies, window them down
23 and create stronger proposals by combining
24 and collaborating.

1 COMMISSIONER STEBBINS: Absolutely.
2 You know, obviously, we started to jump a
3 little bit at the crux of the issue with
4 the Community Mitigation Fund and
5 understanding that MGM is going to draw a
6 lot of people who are currently employed
7 creating lots of opportunity to backfill.
8 Anne touched on it. The population of the
9 region right now isn't growing, so it's
10 flat. So you're trying to fill more with a
11 shrinking pool and trying to get in these
12 kind of economic times to those folks who
13 have really missed out on the opportunity
14 of funding employment.

15 And as Commissioner Zuniga and I
16 were talking earlier, you know, they don't
17 know where to turn. They don't know the
18 link to get them into the right program,
19 the right assistance, the right training
20 program, you know, talking about what it
21 means to have a career and those kinds of
22 folks who are sadly sitting outside of the
23 economic opportunities.

24 MR. CRUISE: Absolutely,

1 particularly young people.

2 CHAIRMAN CROSBY: Also, Commissioner
3 Stebbins, I think about whether some of
4 these might be plausible candidates for the
5 Community Mitigation Fund. That's another
6 funding source. That might make sense.
7 It's worth thinking about that.

8 COMMISSIONER STEBBINS: It
9 absolutely is.

10 MR. CRUISE: Absolutely. I think
11 the award that the Commission has recently
12 made of 370,000 to the two programming of
13 the Springfield Public Schools is
14 absolutely no doubt that that two-year
15 initiative is a significant part of this
16 kind of issue, Chairman Crosby, is kind of
17 a collaborative approach.

18 Our youth population, again,
19 typically in our gateway cities, there are
20 tremendous opportunities certainly spawned
21 by the casino coming. But we believe that
22 the casino is going to have a significant
23 multiplier-effect throughout the region,
24 and it's going to create goods and services

1 position well beyond the Springfield area.

2 We want make certain that our young
3 people can be a part of that, and this is
4 why our focus in our proposal before the
5 fund has been kind of isolated into the
6 younger population given the fact there's
7 needs beyond that as well. You're
8 absolutely correct.

9 CHAIRMAN CROSBY: Great.

10 MR. CRUISE: Thank you very much.

11 COMMISSIONER STEBBINS: Next up,
12 Jeff.

13 MR. HAYDEN: Hello again. I'll
14 throw you two curveballs to begin with.
15 One is I'll be uncharacteristically brief,
16 and the second curveball is to tell you
17 that I think the number one economic
18 development strategy that can take place is
19 workforce development. I know that
20 surprises you that I say that.

21 A job ready worker and skills
22 enhancement for incumbent workers can drive
23 investment and job growth and create new
24 tax revenue in the Commonwealth. So it's

1 not just that the business tax increased,
2 but it's also a vibrant and healthy
3 workforce for our residents increases taxes
4 as well.

5 We want to make sure that a training
6 approach includes two components, one is
7 for the employer in the sense that an
8 individual is ready to operate at a high
9 level of productivity and, therefore, help
10 businesses yield a high return on their
11 investment. And at the same time, we want
12 to help businesses scale out so that there
13 is more opportunity for that entry level
14 worker.

15 The focus of the idea that we
16 presented is really a statewide approach.
17 It's an interception between the job seeker
18 and the employer. And the hope is to get
19 all of the community colleges across the
20 Commonwealth as well as many of our
21 workforce development partners to work
22 together.

23 What we would like to suggest is
24 that in each region we identify four key

1 industrial sectors, and they are different
2 throughout the Commonwealth. But in
3 Western Massachusetts, for example, that
4 might be health care, higher education,
5 manufacturing and hospitality and tourism.

6 And to identify those four sectors
7 and then seek out three high demand
8 occupations within each sector and try to
9 build a system and an approach to generate
10 more people to come out of those
11 occupations with the proper training.

12 In some senses, training focused on
13 occupations is like turning a ship around,
14 right. If you think about in the '70s, we
15 need teachers, we need teachers, we need
16 teachers. And then in the late '80s, we
17 got too many teachers and the same thing
18 happens with all different types of
19 occupations within the Commonwealth. And,
20 so, to identify where those high demands
21 are going to be and then try to create an
22 assessment, skill gap approach to deal with
23 it.

24 The assessment being, okay, where is

1 the individual in terms of their skill
2 ability? And then in terms of the
3 occupation, what is the profile occupation,
4 what level of math do you need, what level
5 of computer skills do you need, and then to
6 try to bring together that skills gap
7 approach with more training.

8 We want to make sure that there's
9 credential included in this. We think this
10 is a right opportunity to finally roll out
11 the national career readiness certificate
12 within the Commonwealth. I know Jennifer
13 James and other folks on the state level
14 have been working very hard with Career
15 Ready 101, which is the initial step toward
16 that.

17 But having a certificate that we
18 could say to an individual you're trained
19 to a skill level for a particular
20 occupation, and at the same time be able to
21 say to the business, this individual is
22 trained to a specific skill level that
23 matches the profile of your job would be
24 important for both the business and the job

1 seeker.

2 They would be able to recognize that
3 there is a common skill approach that we
4 all agreed upon. And, frankly, for the
5 employer, it just increases their ability
6 to hirer people and hirer them with a
7 little bit more speed.

8 We also want to make sure that we
9 connect with apprenticeship pathways. We
10 also want to include a marketing effort in
11 this, and then really on the -- as a
12 companion to workforce development, we want
13 to make sure that the Commonwealth has a
14 business development center. You know,
15 either businesses coming in or businesses
16 growing are going to ask the question,
17 where do I go to find these services? And
18 to have a standardized model of what
19 business development is in the Commonwealth
20 would be important.

21 And, also, since the number one
22 thing they ask about is workforce, whether
23 they are here and they're grown or whether
24 they are new, then to have one central

1 place that we can do that, so a virtual
2 business development center that would help
3 answer those questions.

4 So two training workforce options
5 would strongly support this type of
6 economic development initiative to improve
7 the skills of individuals and to meet the
8 needs of employers as they start in
9 Massachusetts or as they expand in
10 Massachusetts.

11 And as you pointed out, Chairman
12 Crosby, the three pieces of workforce
13 development that have been taught today are
14 often talked about together, and so I think
15 we could do that kind of joint approach
16 very easily with Springfield Works, with
17 the Regional Employment Board and with
18 trained workers.

19 CHAIRMAN CROSBY: The piece about
20 the centralized database that tells people
21 how you operate in Massachusetts, that has
22 to be -- if the secretary of economic
23 development has any role in his agency, it
24 ought to be there. I can't imagine that

1 something like that doesn't exist.

2 MR. HAYDEN: Well, in my experience,
3 it's fragmented. So, I think, trying to
4 make a concerted effort to have one
5 approach to business development and
6 workforce development at the same time.
7 Oftentimes -- actually, when I started in
8 economic development my boss used to say,
9 "Economic development is here and workforce
10 development is here, and they aren't the
11 same thing." And as I've grown in this
12 business, in this profession, I recognize
13 they are the same thing.

14 CHAIRMAN CROSBY: You might want to
15 talk to Katie Stebbins.

16 MR. HAYDEN: I had a couple of
17 conversations.

18 CHAIRMAN CROSBY: Great. It's very
19 interesting. Thank you.

20 COMMISSIONER CAMERON: Thank you.

21 CHAIRMAN CROSBY: I hope you guys
22 will get together and talk about it and see
23 whether you can figure out some way to
24 streamline this maybe into one expanded

1 project.

2 COMMISSIONER STEBBINS: Thanks,
3 Jeff. The last presentation you have in
4 your book is from the Springfield Regional
5 Chamber. Unfortunately, the representative
6 wasn't able to join us. He had other
7 business.

8 What intrigued me about going
9 through their information, obviously, they
10 have been working closely with the City of
11 Springfield to strategize about how to
12 build off the pending economic impact of
13 MGM. But, I think, as you go through that
14 material, you will see the themes tied
15 consistently to a lot of what we heard this
16 morning, especially this afternoon,
17 especially when it comes to workforce
18 development, the potential for other
19 businesses to want to grow and locate here
20 and the benefit from the workforce of the
21 Valley, and as well as doing a better job
22 of or a continued job or a renewed job of
23 marketing the region.

24 The last piece in this section of

1 the packet you'll see is a general letter
2 of support from on behalf of MGM
3 Springfield from Seth Stratton. I think,
4 again, kind of hitting on some of the
5 points that we've already talked about, you
6 know, increase transit opportunities, which
7 is something they raised this morning,
8 regional marketing, new business
9 development, how to continue to help
10 businesses up and down the Valley grow as
11 well as some capital projects that don't go
12 into too much detail but certainly focus
13 on, you know, strong solid public/private
14 partnerships.

15 So we appreciate MGM adding their
16 voice to a lot of the issues that have been
17 raised and the strategies presented to us
18 today.

19 So with that, I thank all of the
20 presenters and organizations who came in
21 and talked about it. I'm sure we'll have a
22 lot of follow-up and additional questions
23 and conversations. Again, our time frame
24 is to pull all of this together and share

1 it with the legislature and the
2 administration before the end of the year,
3 get some additional feedback from a lot of
4 the state partners that have been mentioned
5 and highlighted today and, hopefully, have
6 some good sound recommendations that the
7 legislature will consider for
8 appropriation.

9 We want to remind people we wish
10 that this was our money. That would make
11 it a lot easier. It's not. But at the
12 same time, we credit the legislature. I
13 think, they, again, from the research we've
14 done to this point, we have not found a
15 gaming jurisdiction that has kind of
16 thought this strategically about how to use
17 gaming revenue and new tax revenues coming
18 into the Commonwealth. So, hopefully, we
19 can take advantage of that.

20 We certainly have been encouraged by
21 the legislative leadership. We've talked
22 to them. They are anxious to hear
23 thoughts, ideas and strategies. Hopefully
24 this is something that will be as the fund

1 gets recapitalized every year and hopefully
2 due to the success of our two Class I
3 licensees that, you know, we will have an
4 opportunity to kind of revisit this
5 strategy process periodically and think
6 about, okay, where do we come from, what
7 measures have we used to measure our
8 success and kind of where we can build off
9 of that as our licensees all have 15 year
10 licenses, so let's think of it at least as
11 a 15-year process.

12 CHAIRMAN CROSBY: And, once again,
13 thanks to Commissioner Stebbins who dreamed
14 this idea up and has driven this bus, and
15 it's working out really great. Thank you
16 all for you ideas. We look forward, as
17 Bruce said, look forward to running this
18 through the process and hopefully something
19 will come out of it. Thank you all.

20 I have any other business or any
21 Commissioner reports?

22 COMMISSIONER STEBBINS: I just have
23 one Commissioner update. I think, I
24 mentioned at a previous meeting we had had

1 a meeting with Secretary Bonner of
2 Secretary of Elder Affairs. She raised the
3 issue, concern with Mark Vander Linden and
4 my myself about what they categorize as
5 senior financial exploitation. It is an
6 issue that was brought to their attention
7 by the state division of banks.

8 The other day I had a conversation
9 with the commissioner of banking division.
10 A lot of what goes on in the casino mirrors
11 activity of a bank, cash, uses of ATMs, et
12 cetera. They have pulled together some
13 training material. They have offered to
14 share with us. I've talk with Director
15 Bedrosian. I've talked with Karen Wells
16 and Bruce Band in thinking about doing some
17 training for our staff that will be within
18 these facilities to be mindful of those
19 signs of where seniors getting taken
20 advantage of either by a family member or
21 by a caregiver or something but protect our
22 seniors along the way.

23 CHAIRMAN CROSBY: That's a great
24 idea. Thank you. Anything else? Motion

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to adjourn?

COMMISSIONER CAMERON: So moved.

CHAIRMAN CROSBY: Second?

COMMISSIONER ZUNIGA: Second.

CHAIRMAN CROSBY: All in favor?

Aye.

COMMISSIONER CAMERON: Aye.

COMMISSIONER ZUNIGA: Aye.

COMMISSIONER STEBBINS: Aye.

CHAIRMAN CROSBY: We are adjourned.

(Meeting adjourned at 2:33 p.m.)

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APPEARANCES:

MASSACHUSETTS GAMING COMMISSION STAFF:

- Catherine Blue, General Counsel
- Edward Bedrosian, Executive Director
- John Ziemba, Ombudsman
- Michael Sangalang, Digital Communications
Coordinator
- Alex Lightbown, Director and Chief Veterinarian
- Jill Griffin, Director of Workforce, Supplier and
Diversity Development

GUEST SPEAKERS:

MGM SPRINGFIELD:

- Mike Mathis, President and COO
- Brian Packer, Vice President, Construction/
Development
- Alex Dixon, General Manager
- Marikate Murren, Vice President, Human Resources
- Sarah Moore, Vice President, Brand Marketing &
Retail

1 APPEARANCES (Continued):

2

3 GUEST SPEAKERS:

4 Domenic Sarno, Mayor of City of Springfield

5 David Narkewicz, Mayor of City of Northampton

6 Richard Kos, Mayor of City of Chicopee

7 Janis Santos, HCS Head Start

8 John Cook, President, Springfield Community

9 College

10 Christina Royal, President, Holyoke Community

11 College

12 Jeffrey Hayden, Holyoke Community College

13 George Brown, Massachusetts Thoroughbred Breeders

14 Association

15 Arlene Brown

16 Greg Rose

17 Kay Simpson, Springfield Museums

18 Richard Sanderson, Springfield Museums

19 Anne Burke, Western Mass. Economic Development

20 Council

21 Mary Kay Wydra, Greater Springfield Convention &

22 Visitors Bureau

23 Michelle Goldberg, Greater Springfield Convention

24 & Visitors Bureau

1 APPEARANCES (Continued):

2

3 GUEST SPEAKERS:

4 Timothy Brennan, Pioneer Valley Planning

5 Commission

6 David Cruise, Regional Employment Board of Hampden

7 County

8 Jack Benjamin, Assistant City Planner, City of

9 Chicopee

10 Christopher Sikes, Common Capital

11 David Elvin

12 Michael Bolton, Westover Municipal Airport

13 Maura Geary

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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 3rd day of
October, 2017.

Kristen M. Edwards