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THE COMMONWEALTH OF MASSACHUSETTS
MASSACHUSETTS GAMING COMMISSION

PUBLIC MEETING #55

CHAIRMAN

Stephen P. Crosby

COMMISSIONERS

Gayle Cameron

James F. McHugh

Bruce W. Stebbins

Enrique Zuniga

March 12, 2013, 8:30 a.m.

OFFICE OF THE DIVISION OF INSURANCE

First Floor, Hearing Room E

1000 Washington Street

Boston, Massachusetts

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

CHAIRMAN CROSBY: I am pleased to call to order the 55th public meeting of the Mass. Gaming Commission on March 12, 2013.

Unfortunately, our live streaming is not starting yet but it will soon. There will be tremendous high demand for Tom Glynn's notes because we're not on streaming, but we'll get them.

We are now very deep in the process of talking about the evaluation criteria that we're going to use to select the licensees for expanded gaming in Massachusetts.

We have invited three guests today because of two particular questions, although we are interested in anything they have to say about anything. But in particular, we are interested in suggestions on what we can do to incent and support our licensees in their attempt to attract out-of-state visitors. Those are the visitors that are the most significant for the Commonwealth, the most economic impact (A). And (B) suggestions on what we can do to enhance,

1 support, augment the existing tourism business by
2 leveraging investments of our licensees.

3 Those are kind of the special focus
4 that we had in mind today for these guests. But
5 as I said, we are game for wide-ranging comments
6 on anything.

7 We have three guests. Tom Glynn who is
8 the CEO and I guess Executive Director, right, of
9 Mass. Port. Jim Rooney who is the Executive
10 Director of the Mass. Convention Center Authority.
11 And Betsy Wall whom we are getting to know well who
12 is the Executive Director of the Mass. Office of
13 Travel and Tourism.

14 Tom Glynn has to move on. So, we've
15 asked him to go first. Welcome, nice to see you
16 again. Fire away.

17 MR. GLYNN: Thank you and good
18 morning, everyone.

19 COMMISSIONER CAMERON: Good morning.

20 COMMISSIONER MCHUGH: Good morning.

21 MR. GLYNN: I'd like to thank the
22 Commission for giving me and the others an
23 opportunity to offer a few comments this morning.
24 I will try to address the issues that the Chairman

1 laid out.

2 I think this is an important economic
3 opportunity for the Commonwealth. And I
4 appreciate the transparency in the process that
5 the Commission has adopted to try to make this as
6 successful as it can be for all of the citizens of
7 the Commonwealth.

8 International tourism is an important
9 part of the Mass. Port mission, and certainly the
10 Logan and the Cruise Port mission. So, last year
11 at Logan Airport, we had about 29 million visitors.
12 And we estimate that probably around six million
13 of those were international.

14 But international means both people
15 from Massachusetts going overseas as well as
16 people coming back. So, if you say what
17 percentage of the six million were people who were
18 international visitors, it was probably a little
19 bit more than half. So that's important component
20 of the Logan story, about 10 percent of all of our
21 passengers at the moment.

22 At the Cruise Port, we served about
23 380,000 passengers last year. Those are both
24 people who left from Boston and came back. And

1 also, ships that stopped in Boston as part of their
2 cruise around a number of destinations. So, we
3 have a pretty healthy commitment to an investment
4 in the international market.

5 The Governor and the Board have asked
6 us to do a strategic plan. And one of the top
7 priorities of the Governor and the Board is the
8 question of trying to strengthen our relationship
9 with more nonstop flights to international
10 markets, primarily to serve the global economy and
11 to serve the important institutions in
12 Massachusetts that rely on us in order to stay
13 current in their fields.

14 So, the four areas that we've been
15 focusing on, the first one is Japan. Some of you
16 may remember a year ago we started direct flights
17 -- nonstop flights from Boston to Japan with Japan
18 Airlines. That's been a very, very successful
19 flight that is run seven days a week. Roughly, I
20 would say 400,000 passengers a year. And the
21 flights tend to be very, very full when they take
22 off and land. So, that's been a good indicator of
23 an opportunity that's out there.

24 The second priority has been Latin

1 America. We announced in January that Copa
2 Airlines which is a very well known airlines in
3 Latin America is going to start direct flights from
4 Boston to Panama City on July 11. And Panama City
5 is kind of the gateway to the rest of Latin America.
6 So, that's going to be a very important opportunity
7 for people from New England and Boston to have a
8 better access.

9 The third priority is to have nonstop
10 flights with Israel. We've had a number of
11 discussions with El Al Airlines. They're very
12 interested. We're competing in that instance
13 with Miami and Chicago. They currently fly to New
14 York, to Newark and to LA. So, another U.S. city
15 would be a big step for them.

16 They recently took on a minority
17 investor. So, things are a little bit on hold
18 while they sort out kind of what their corporate
19 strategy is going forward.

20 And a fourth area that we've targeted
21 is China. And we have some significant
22 relationships with China in terms of the container
23 port that we run. And we are developing stronger
24 relationships in China to open up the opportunity

1 to have nonstop flights to China.

2 The big constraint there as it is with
3 some of these others is just the availability of
4 aircraft. Because once an airline acquires an
5 airplane, they put it into service right away.
6 So, when you're kind of thinking what you might do,
7 it takes usually take a year to a year and a half
8 for them to acquire the aircraft to run the
9 service. So, there's interest on the part of
10 China in having us have some flights. But that's
11 a little bit further down the road.

12 So, obviously, those four things feed
13 very directly into the notion of the destination
14 resort approach that the Commission and the
15 administration have adopted. And we look forward
16 to kind of working with and enhancing the
17 attractiveness of this as a place.

18 So, that when the airlines look at the
19 market in Boston, one of the disadvantages that we
20 have on a population basis is we are smaller than
21 Chicago or Miami. But if we can convince them that
22 because of the important businesses and
23 institutions, the hospitals and universities that
24 there's a big population of travelers, even though

1 the overall population may not be quite as
2 significant. Then that will help us, I think,
3 attract these airlines that we're interested in
4 having serve the Logan customers.

5 So obviously, the existence of a
6 destination resort is going to make a big
7 difference in terms of their thinking about
8 possible passengers that can help fill up the
9 plates that they are committed to.

10 So, I think there's a lot of potential
11 synergies in what you're trying to do and what I'm
12 trying to do with the Governor and the
13 administration and the Board to try to strengthen
14 our international component at Logan, which as I
15 say has been successful over last few years. But
16 we need to keep pushing forward and finding more
17 ways for more people travel in and out of Logan with
18 an international agenda.

19 I guess I would just say quickly I would
20 be remiss in this opportunity not to mention a few
21 of the sensitivities that we see down the road,
22 which I think can be worked out.

23 If you take a step back and look at the
24 big projects that have been done in our broader

1 community over the years, whether it's Jim
2 Rooney's BCEC or when John Drew developed Great
3 Woods or the football stadium in Foxboro, we've
4 been able to work out accommodations and things
5 like that. So that the communities end up, I
6 think, being more comfortable with the change that
7 a big organizational development is going to bring
8 to their community.

9 Having said that the relationship that
10 Logan has with East Boston is very intimate. On
11 a daily basis probably between 90- and 100,000
12 people go through Logan. So, that's a lot of
13 folks. And in addition to that about 17,000
14 people work at Logan.

15 So, you put those two numbers
16 together, it's a pretty active place. It's almost
17 a small enterprise unto itself.

18 We dispatch on an average day about
19 6000 cabs. So, there's just a lot of activity
20 that's already kind coursing through that part of
21 the city. And ironically one of our biggest
22 challenges at the moment is parking, because we
23 don't have enough parking spaces even though we
24 have a lot of parking spaces. We have almost

1 18,000 parking spaces.

2 But we are now in a situation we're on
3 40 days out of the 250 workdays, we have to valet
4 people cars because we just don't have enough
5 spaces, even though we have the highest use of
6 high-occupancy vehicles in the country at about 40
7 percent. So, we are doing very well between the
8 Blue Line and the Silver Line, but we are still kind
9 of facing a crunch. So, that's something that we
10 want work through, depending on which of these
11 potential bidders might be selected. We look
12 forward to having some kind of win-win solution to
13 that problem.

14 Finally, I guess I would say in at least
15 one instance and may be in two, there may be some
16 concerns that we have to work out with the FAA about
17 flight paths and the height of buildings. And
18 that's a constraint we face at the airport and
19 obviously anything that's in the adjacent area
20 what we may have to face.

21 And finally, the other issue that we'd
22 want to work through is the labor market. A lot
23 of the folks who work at the airport live in East
24 Boston. And if there's a new major employer in the

1 immediate area that might create the need to do
2 more training or more preparation.

3 Obviously, we don't want to stand in
4 the way of people getting higher paying jobs. At
5 the same time, we want to make sure we have a
6 pipeline of people that are feeding the new
7 development as well as the existing 17,000 jobs
8 that are already there.

9 So, I think overall, we are very
10 optimistic about the opportunity that this
11 presents. But being a good neighbor in East
12 Boston, we want to try to make sure that those
13 issues are on the table as well. As I know they
14 are from reading some of your previous meetings and
15 materials. So, let me stop and see if I can take
16 any questions.

17 CHAIRMAN CROSBY: Go ahead, anybody.

18 COMMISSIONER MCHUGH: What can the
19 Commission do to stimulate the desirability of
20 whatever casino materializes in this area or
21 farther West in any of the regions as a draw for
22 foreign travelers? Is that something that is best
23 left to you who are out there trying to sell airline
24 gate space? Is it best left to the developer and

1 operator of the facilities? Is it best left to the
2 tourism board?

3 MR. GLYNN: It begins with the tourism
4 board. They're the experts in this regard.
5 They're looking at the whole tourist experience.
6 We're looking at getting them here and getting them
7 home, which is a small subset of their overall
8 experience.

9 So, I think Betsy's probably in a
10 better position to give you a more thoughtful
11 answer. But I think, as we all know in this
12 community, partnerships usually work. And things
13 that don't have partnerships often don't work.

14 So, I suspect at the end of the day
15 between Betsy's organization and whatever
16 developer and ourselves, we'd have to work out some
17 kind of a plan so that people would have a positive
18 experience. Because we have some constraints in
19 our current footprint that we operate on. And we
20 would want to try to figure out how to make sure
21 that that was not -- people wouldn't have a
22 negative experience.

23 COMMISSIONER MCHUGH: But to get back
24 to the Chairman's opening remarks, we are in the

1 process now of trying to create evaluation
2 criteria. These are the things we are going to
3 look for from applicants. You are simultaneously
4 out there trying to sell routes here.

5 This is a slightly different question,
6 is there a way that we can coordinate with you?
7 You have an idea of how to pitch your sales. And
8 is there some way we can coordinate with you to add
9 things to your pitch that would be useful based on
10 the criteria we are looking for a development?

11 MR. GLYNN: That's a great question.
12 I think the extent to which the target markets of
13 the developer would overlap with the four target
14 markets that I identified that would from our point
15 of view be helpful. You'd have to figure out how
16 important you want to make that.

17 But I think that growing these new
18 markets in these new areas is very, very important
19 to the economy that we have these kinds of
20 relationships.

21 I was able to go with the Governor on
22 his trade mission to Columbia. The Columbia GVP
23 is growing at seven percent a year. And there's
24 a lot of things that I saw and reports that I think

1 were very, very impressive.

2 So, we need to be more part of the
3 global economy. So, we need to not just focus on
4 the existing routes, but also these new routes to
5 these new markets.

6 So, to the extent to which the
7 marketing strategy of the developer would overlap
8 with these four that would probably be something
9 that would be helpful. But again, Betsy would be
10 in a better position to give you a kind of overview
11 of how all of the markets currently function. But
12 we are focusing on these four.

13 COMMISSIONER MCHUGH: Right.

14 COMMISSIONER CAMERON: Question. I
15 know from the Atlantic City experience, small
16 private planes and helicopter were far more
17 frequent as ways to get to the casinos. Your
18 capacity to handle those smaller private jets and
19 helicopters, is that something anyone's
20 approached you about or any thought been given to
21 that?

22 MR. GLYNN: No. It's come up. I
23 guess I would say we have tried historically to
24 move most of that traffic to Hanscom. We've been

1 pretty successful.

2 There are under the FAA guidelines
3 pilots of private aircrafts have certain rights.
4 We were very famous on the day after the election,
5 Paul Krugman mentioned there were a large number
6 of private aircrafts that landed at Logan.

7 We've had to accommodate them, but it's
8 not really the way the master plan for Logan was
9 designed. It's really how many commercial
10 aircraft. And the strategy was to have the
11 private aircrafts land at Hanscom. And that's
12 basically the way it's worked. So, that would be
13 a big question of how to accommodate that. I don't
14 think -- We have not figured out a good answer to
15 that question.

16 COMMISSIONER ZUNIGA: I have a
17 question perhaps that Commissioner McHugh was
18 already alluding to. But let me see if I can raise
19 it with a different aspect.

20 What kind of incentives can some of
21 these operators have, if you will, towards
22 enhancing tourism on the point that you mentioned?
23 And I understand that there's differences in the
24 location. And you alluded to some of those.

1 But from a general standpoint, we're
2 trying to think of incentives via our regulation
3 criteria to have some of these operators enhance
4 or mitigate the travel experience here. We'd love
5 your thoughts about that either now or at some
6 other point.

7 MR. GLYNN: I think that as I
8 understand it, you have kind of put on the table
9 the need for the developers to think about
10 mitigation. I think in our instance, again,
11 depending on who was selected, in one instance
12 we're an abutter practically in terms of the
13 location. In another instance, we're down the
14 road pretty close.

15 So, there is traffic mitigation, which
16 is very significant. There's parking mitigation.
17 There's the question of the Blue Line and whether
18 that could play a bigger role in the mitigation.
19 There's the taxicab question because we're a
20 pretty big user of cabs. It gets down to looking
21 at day-by-day and hour-by-hour, kind of what the
22 use is. Because conceivably a developer might
23 argue well, their use is going to be off-peak
24 compared to our use. So, that I think would have

1 to be looked at.

2 There's some probably discussion will
3 take place about water shuttles and whether that's
4 a piece of the mitigation. And then there's the
5 training mitigation. And there's the FAA
6 question.

7 So, I think there are a lot of things
8 that can be looked at in terms of how you want to
9 create the incentives for people to address these
10 issues, particularly in a high-density urban area.
11 Maybe less different issues in a different
12 location. But certainly, in a high-density urban
13 area, these issues need to be sorted out and
14 mitigated to the extent possible. So, that people
15 in the adjacent communities feel like this was a
16 success for them in terms of their quality of life
17 and their economic opportunities.

18 COMMISSIONER MCHUGH: Can I try and
19 pick up on that theme, unless somebody else has a
20 question. Mass. Port has been through periods
21 when the relationship with the neighbors was
22 uneasy.

23 MR. GLYNN: Correct.

24 COMMISSIONER MCHUGH: It is now from

1 all I read a good relationship, one that I'm sure
2 you've worked very hard at and continue to work
3 very hard at. Are there any overall strategies
4 for that that you could share with us for things
5 that are sort of the keys to success in maintaining
6 a good neighbor relationship?

7 There's obviously a lot of concern,
8 understandable concern in communities where one of
9 these casinos may go about the impact and the
10 negative impacts. And we do and are talking about
11 and in the criteria we will ask for mitigation
12 plans. But beyond that, are there approaches that
13 you found to be successful in your relationship
14 with the neighbors?

15 MR. GLYNN: Well, I would just say I've
16 been at Mass. Port a pretty short amount of time.
17 But I agree that in the last say six or seven years,
18 certainly when Tom Kinton was running Mass. Port,
19 things seemed to be much more positive compared
20 to some of the issues when Steve and I were involved
21 in state government in the 70s and into the 80s.

22 I would just say about the communities
23 that we work with, the so-called impacted
24 communities, the community groups are very, very

1 sophisticated. A lot of them have been around for
2 a long time and have a lot of experience in raising
3 issues. Many of them have access to very highly
4 skilled professional experts in these areas.

5 There are people in East Boston who
6 know the FAA rules and regulations as well as many
7 people who work at Mass. Port.

8 So, I think you have to be very
9 respectful. And you also have to recognize
10 there's a diversity of groups in East Boston.
11 There are many, many groups in East Boston. So,
12 it's not the case that you can just say well we meet
13 with X. So, you have to be respectful of the
14 diversity of opinions in East Boston.

15 The same thing is true in South Boston,
16 which is an impacted community for us and for
17 Revere and Chelsea. I'm not as familiar with
18 Everett. So, it's a big component of working out
19 these successful partnerships.

20 These are very sophisticated groups,
21 as they should be. And they have a track record
22 of making sure big institutions are responsive to
23 their agenda. And it isn't just a case of
24 mitigation. They want to be part of the planning

1 and part of the solution.

2 So, I think the recent past, one of the
3 reasons Mass. Port has been a little bit more
4 successful and has been a little bit more
5 respectful and not just kind of a trade. You agree
6 to this if we do this, but trying to approach things
7 a little bit more and include people a little bit
8 more in the planning and on the ground floor.

9 That's easy to say and hard to do. But
10 I think that would be the thing that I would say
11 is true of our recent experience, which again it
12 mirrors what other people have done. I'm sure if
13 you ask Jim Rooney, he has the same experience in
14 South Boston.

15 CHAIRMAN CROSBY: And our legislation
16 happens to be quite aggressive on those points.
17 The Legislature got this one right, I think, from
18 that standpoint.

19 COMMISSIONER STEBBINS: A question on
20 the workforce, the 17,000 people you have over
21 there. The forecast speculate as to if a
22 destination resort comes to the greater Boston
23 area, kind of what classifications of jobs
24 employees you might be at risk of losing? I think

1 I look at it as it's sad to lose an employee who's
2 pursuing a different career pathway but it creates
3 an opportunity to give somebody else a chance to
4 kind of backfill that spot. Do you speculate or
5 forecast a number or types of people that you might
6 lose should a casino come to the area?

7 MR. GLYNN: The one think I should make
8 clear is roughly 1000 people work for Mass. Port,
9 but 17,000 work for the airport, because TSA, FBI,
10 State Police, American Airlines, JetBlue. So,
11 it's a kind of diverse group of employers when you
12 aggregate it up.

13 I think that as we thought this through
14 in preliminary stages, I think that the two groups
15 that probably would most be recruited in a kind of
16 early phases would be people who have experience
17 in the hospitality component. So, we have two
18 hotels on the Logan campus, a Hyatt and a Hilton.

19 And then second, there are a lot of
20 subcontractors to the airlines who are responsible
21 for cleaning the aircraft, helping people who need
22 wheelchair assistance and make roughly around
23 minimum wage.

24 So, I suspect that people in that group

1 which is a significant number of the 17,000 would
2 be interested. Again, I haven't seen what kind of
3 salary scales the developers would be considering.
4 But to the extent that they would be looking at
5 something that would be north of these roughly
6 minimum-wage jobs that exist now, then we'll
7 foresee.

8 Now a number of these communities in
9 what I would kind of describe as kind of the North
10 Suffolk area of East Boston, Chelsea, Revere,
11 Winthrop, they have been gateway communities.
12 So, in the sense that's what you're saying. This
13 could be a good thing in the sense of a next
14 generation has a chance as these folks move up,
15 members of the group that comes in behind them.

16 But I just don't think we should leave
17 it to chance. And the free market is good up to
18 a point. So, I just think we have a kind of
19 obligation to make sure that we've kind of thought
20 that through.

21 When the Big Dig was being
22 contemplated, there was a lot of discussions about
23 what was going to happen with the labor force. And
24 I think the labor force adjusted to a certain

1 extent. We didn't have some of the shortages that
2 we had anticipated. So, you don't want to
3 overreact. But it does seem, just looking at the
4 numbers that it's something that would be -- needs
5 to be on the agenda.

6 COMMISSIONER STEBBINS: Another quick
7 question I guess relative -- related to
8 infrastructure. I don't travel in and out of
9 Logan as frequently as some.

10 MR. GLYNN: We could change that if
11 you'd like.

12 COMMISSIONER STEBBINS: I'm happy to
13 find a way. But trying to get in and out of Logan
14 in late 80s compared to now, obviously, is a huge
15 difference. Do you forecast any other major
16 improvement transportation mitigation projects
17 either on the drawing boards or in the coming
18 years?

19 MR. GLYNN: That's a great question.
20 We are making some improvements. We're building
21 a consolidated rental car facility. Currently,
22 each rental car agency has its own lot and its
23 office space. And we're putting them all
24 together. This is one of the things that has been

1 encouraged by EPA. And you say well, why does EPA
2 care? Well, at the moment on an average hour,
3 about 120 buses circle the airport. When we're
4 done, 30 buses will circle the airport. So,
5 that's a big impact on air quality. So, that's a
6 project.

7 We're also connecting the two parts of
8 terminal B. Because at the moment, if you fly in
9 on American and you want to fly out on US Air, you
10 have to go through security a second time, which
11 is not people's favorite activity. So, most
12 airports now are trying to do the same thing and
13 make it so you connect post security parts of the
14 airport.

15 So, we have those projects which are
16 underway. So, I think that there are some things
17 that we want to still try to do.

18 Interestingly enough as you point out,
19 and this is why we are concerned -- I'm trying to
20 be appropriate and not overly concerned about some
21 of the traffic and parking. Because in the 80s and
22 early 90s as you said, people had a hard time
23 getting to the airport, both because of the
24 original design and then because of the

1 construction around the Big Dig.

2 So, during that period both Providence
3 and Manchester saw significant increases in their
4 traffic, passenger traffic. And since the Big Dig
5 has been finished and the system is so easy to get
6 in and out now of Logan, we've seen an increase at
7 Logan and a decrease from Providence and
8 Manchester.

9 So, people's access to Logan matters in
10 terms of their decision-making in terms of whether
11 they're going to come to Logan or not. So, that's
12 something we need to be mindful of when we talk
13 about some of these other issues because it can
14 have an impact on people's decision-making.

15 COMMISSIONER ZUNIGA: How are we on
16 time, Mr. Chairman?

17 CHAIRMAN CROSBY: Are you all right
18 with the time?

19 MR. GLYNN: Yes.

20 COMMISSIONER ZUNIGA: One question
21 that I'd like to pick up on that you mentioned,
22 which was partnership not just with you but the
23 likes of others, which is the whole point of today,
24 I suspect.

1 If I could characterize our process,
2 the process of the Commission in the next two
3 phases. One in which will be evaluation. And
4 then after that really overseeing and making sure
5 details come to fruition on what promises are made,
6 etc.

7 What do you see -- How do you see those
8 partnerships in those next two phases where the
9 focus ought to be more prior to the selection of
10 an operator, but also perhaps during the project
11 coming to fruition? Do you have any thoughts
12 around whether that's a distinction that we need
13 to think about, especially as we talk about
14 partnerships?

15 MR. GLYNN: Yes. I think that
16 probably the of level discussion might be
17 different with different partners during the two
18 different phases. But I think it's a pretty high
19 bar on having the partnerships be part of the
20 equation.

21 And I think when the Governor asked
22 Steve to be the Chairman, he recognized the
23 importance of partnerships and recognized Steve's
24 knowledge of the public policy landscape in

1 Massachusetts, and his ability to kind of
2 understand the different organizations. So, I
3 think that's going to be very important.

4 But I think it will change to a certain
5 extent. But you're going to end up with a pretty
6 significant set of issues around that in both
7 phases. Fortunately, I think you have under
8 Steve's leadership somebody who understands from
9 all of his work in government and with a lot of
10 these different groups kind of how to have
11 productive partnerships. Because it's not an
12 easy task. There's going to be a lot of
13 expectation as you see and as you experience around
14 this stuff. But I think it will sort itself out.

15 CHAIRMAN CROSBY: The point that I was
16 going to make, and this is obvious but our point
17 of maximum leverage is between now and the time we
18 make the license awards. And we want to use that
19 to the maximum extent possible short of
20 prejudicing people's ability to do their business
21 well.

22 So, post award, there'll be plenty of
23 time to work out working relationships, and with
24 good faith and experience and so forth. Now is the

1 time when we can get people to really stretch and
2 really think creatively.

3 So, from the way you've talked, it
4 doesn't seem like there is or are, but if there are,
5 if there become and there are ideas about specific
6 things -- if you had a China marketing initiative
7 that you were desperate to do but didn't have the
8 extra million bucks, that could be something that
9 maybe some of the bidders would want to do, because
10 they're interested in marketing to China.

11 It's a huge market potentially for us.
12 And maybe somebody would put that on the table. Or
13 if you had a parking facility that you couldn't
14 afford to buy the land but it could be a joint
15 something or other. So, if there are any specific
16 things, commitments to marketing plans, anything
17 like that --

18 MR. GLYNN: That's a great offer.

19 CHAIRMAN CROSBY: -- we could lay out
20 there that they might or might not pick up that's
21 what we're looking for.

22 MR. GLYNN: I predict you might be in
23 receipt of a letter in the near future along those
24 lines. I think that is the right way to think

1 about this. And it's the right timing.

2 COMMISSIONER STEBBINS: Just to pick
3 up on that point, is there somebody at Mass. Port
4 if an applicant was looking to incorporate
5 information about your initiatives into their
6 business strategies, who would be that person that
7 they could reach out to?

8 MR. GLYNN: So, Jim Doolin, who is
9 sitting there, he's been kind of the point person.
10 He's in charge of our real estate and economic
11 development portfolio at Mass. Port. And what's
12 your phone number?

13 MR. DOOLIN: 617-568-3102.

14 CHAIRMAN CROSBY: One thing that
15 occurs to me out of this already is that on our
16 checklist of mitigation efforts, one of the things
17 we ought to have is at least the Eastern license
18 is a coordinated conversation with Mass. Port in
19 terms of traffic, parking and labor force. That
20 hadn't really occurred to me before but that's the
21 connection that bidders probably ought have
22 present to us that they've done a good job and
23 touching base with you all. And are as
24 coordinatord we can be on those three variables.

1 MR. GLYNN: I know at least one bidder
2 has met with us for a number of times. In
3 fairness, that bidder --

4 CHAIRMAN CROSBY: A very close bidder.
5 That was the second thing I was going to ask you.
6 Obviously, you're a neighbor to Suffolk Downs, but
7 Everett is a stone's throw from that.

8 MR. GLYNN: Right. We're nextdoor
9 neighbor to Suffolk Downs but we're a neighbor of
10 Everett.

11 CHAIRMAN CROSBY: Right. Is it
12 materially different? In terms you talked about
13 if it were Suffolk Downs license that that would
14 impact you in a material way. The way you spoke,
15 it sounded as if you thought that would really be
16 significantly different from the way it would
17 impact you if, for example, it were in Everett.

18 MR. GLYNN: I didn't mean to make that
19 distinction. I'm not disagreeing that I probably
20 made it, but I didn't intend to make it. I think
21 the Everett location is pretty close as well in
22 terms of Route 1A and the whole traffic system.
23 Many of the issues, I think, would be very, very
24 similar in a sense.

1 But Suffolk Downs folks have a
2 disadvantage. They're a little further down the
3 road, so there's more specifics on the table to
4 kind of react to. But I don't think we should view
5 it in any way that the materially different. The
6 specifics may be different, but I agree. I'm glad
7 you clarified that.

8 CHAIRMAN CROSBY: Okay. Anything
9 else? This is great. Every time I read something
10 about a marketing effort and a new airline and so
11 forth, a new daily route, I keep thinking there's
12 just got be something that we can ask folks to do
13 to work with it. So, if there's any ideas you got,
14 would be much appreciated.

15 MR. GLYNN: We're getting ready to do
16 a big launch with Copa, the Latin American airline.
17 So, that's an example of something that would be
18 before you folks and make some decisions.

19 CHAIRMAN CROSBY: Great. Thank you
20 very much. We appreciate you coming.

21 COMMISSIONER MCHUGH: Thank you.

22 COMMISSIONER CAMERON: Thank you.

23 CHAIRMAN CROSBY: We might get -- Is it
24 Jim? -- your card or something, because we have

1 ongoing task groups that are there are talking
2 about a lot about these issues.

3 COMMISSIONER MCHUGH: I have his card.
4 I'd be happy to share it with everybody.

5 CHAIRMAN CROSBY: We had Jim Rooney
6 and Betsy Wall in that sequence. Were you going
7 to come up together? Or Betsy were you going to
8 come first? Either way, however you want to do it.

9 We're going to take a short break.

10

11 (A recess was taken)

12

13 CHAIRMAN CROSBY: Let's reconvene the
14 55th meeting. Let's welcome Director Betsy Wall
15 from the Mass. Office of Travel and Tourism.
16 We're welcoming her for I think the third time,
17 something like that to us. Thank you. Our
18 apologies that we can't make this work, but we've
19 all see your proposal and have it in hardcopy, your
20 presentation. So, why don't you fire away.

21 MS. WALL: First of all, I have
22 something in my eye. So, if I start crying, don't
23 take it personally. I just want to highlight a
24 couple of facts about Massachusetts tourism for

1 your consideration. One is that tourists in
2 Massachusetts currently spend almost \$17 billion
3 here a year. That number went up almost nine
4 percent last year.

5 Tourism is considered globally to be
6 growing. And the United States to be outpacing
7 other industries, like ours in Massachusetts.
8 Also many of the jobs of which there are now about
9 125,000 in Massachusetts in the tourism sector are
10 entry-level positions. They offer great
11 opportunity for people who may not have graduate
12 degrees even college degrees.

13 There are 21.3 million people who came
14 to Massachusetts last year. When our numbers
15 differ from Mass. Port's, the reason is because
16 they are referring to inbound travelers whose
17 ultimate destination might be Vermont or upstate
18 New York or somewhere else.

19 We're referring to people who arrive
20 here and are here for the purposes of leisure
21 travel. The industry definition of tourism is an
22 individual who travels over 50 miles from home
23 and/or spends the night. So, it's not someone who
24 comes from the suburbs into Boston for an evening

1 of entertainment. That is not -- It's great
2 economic activity, and it's important. But in
3 terms of the statistics that we follow under the
4 guidance of the US Department of Commerce that is
5 not considered tourism.

6 We do measure all of these things. I
7 always point this out, because not every state pays
8 as much attention as we do to measuring the
9 economic impact of tourism. We work with the US
10 Department of Commerce. We work with several
11 private companies to provide travel stats. We get
12 information drilled down to the county level from
13 the Department of Revenue monthly, in some cases
14 weekly. In Boston, we can get it weekly. And we
15 get stuff from the to the US Travel (INAUDIBLE).

16 Massachusetts is now considering the
17 small size of the state, I think it's a remarkable
18 accomplishment that among all of 50 United States
19 we rank sixth in international visitation. That
20 includes the Hawaiian islands which has an obvious
21 advantage as regard to Asia and also other places.

22 We take international visitation --
23 Tom Glynn referred to that. One reason that we're
24 all after the international visitor is because

1 they spend three times more per visit than
2 Americans do. Canadians spend about one and a
3 half times per visit more than Americans.

4 But the international visitor is
5 highly sought after. And as Tom mentioned, there
6 are some emerging markets. On the tourism side,
7 the President of the United States has already
8 designated and we completely concur that the
9 emerging markets on the international side are
10 India, Brazil and China.

11 In Massachusetts, we have unique
12 opportunities in all three of those markets
13 because of our international students. We have
14 just over 41,000 international students in
15 Massachusetts right now. And those numbers are
16 going up every year.

17 The estimate, and I would not want to
18 testify to this in a court of law, but the estimate
19 is that every international student brings a
20 family member to Massachusetts for 47 nights
21 through a calendar year. So, there's significant
22 visitation.

23 CHAIRMAN CROSBY: Wow.

24 MS. WALL: They come and they tour the

1 colleges. They revisit the colleges or prep
2 schools in some cases. They come back and stay.
3 And if you have come as far as China to deliver your
4 child, you're not just dropping them at the curb
5 and going. Sometimes the parents will stay.
6 They can tell you Metro West hotels and Boston
7 hotels have a lot of experience with the families
8 who are coming from these large, what they call,
9 long-haul travel.

10 In terms of domestic visitors to
11 Massachusetts in terms of numbers that's the
12 majority of our visitors. It's about 19 million.
13 Thirty-three percent originate in state. That
14 seems to be me very relevant for the consideration
15 that you have as far as repatriating dollars and
16 figuring out what's going to move the needle
17 economically.

18 This 33 percent that originates in
19 Massachusetts does not refer to that overblown
20 word staycation. It does not mean people who are
21 not going anywhere.

22 That means people who live in Metro
23 Boston and decide to go to the Berkshires. Or they
24 live in the Worcester area and they go to the Cape.

1 So, they're traveling over 50 miles and/or staying
2 overnight. Thirty-three percent of our visitors
3 live in Massachusetts. That's a large percentage
4 for any state to claim.

5 It directly affects our marketing. We
6 make sure that we have one message for people who
7 are in state and other messages for people who are
8 out-of-state, have to travel some distance.

9 Domestic visitors, 76 percent of them arrive here
10 by car. So, they're not experiencing Logan
11 Airport or other mass transit. So, much the
12 typical length of stay is about three days.

13 The gravy train for Massachusetts is
14 New York. Those are the visitors who spend the
15 most here and who spend the most number of people.
16 It's also the most expensive media market in the
17 country. So, it poses some challenges for us.

18 We have an extensive social and digital
19 media campaign, which we initiated a few of years
20 ago for a variety of reasons including
21 measurability and economy. One of the things
22 we've done that you'll see in your packets is gone
23 through to the exercise of creating what's called
24 a Geo Heat Map where we can see on a map of the

1 United States where the visitors to our social
2 platforms are coming from. So, you can see that
3 the opportunities for us -- This is not actual
4 travelers. These are people who are traveling to
5 our website.

6 So, we have some interesting
7 opportunities in areas that we're not currently
8 marketing, in particular the western/southwestern
9 United States.

10 As I said we have an aggressive social
11 media campaign. We communicate with about two
12 million domestic visitors every year.

13 Internationally we have campaigns ongoing
14 everyday campaigns in seven markets. We have
15 websites in four languages plus English. Around
16 the world, we have representatives who work for us
17 in those markets.

18 Our top international markets are
19 Canada, United Kingdom, Germany, France and Japan.
20 And the top reason they give for visiting
21 Massachusetts is leisure travel. The
22 international visitor, as you may know, books
23 travel very differently from the way Americans do.
24 Forty-two percent of them use a travel agent. And

1 fewer than one-third, quite a bit fewer than
2 one-third, I would say about one-third of them to
3 their original research on the computer, but they
4 don't book on computer for a variety of reasons
5 including the fact that they come for a longer trip
6 and they are more likely to want to purchase trip
7 insurance and all that stuff.

8 The other advantage of international,
9 or the other characteristic of international
10 visitors that's important to notices is that they
11 are not affected by weather. People who live in
12 New England, when they hear there's rain coming to
13 the Cape, they might cancel. But people who live
14 in Germany do not cancel. So, they're
15 weatherproof and they're much more likely to come
16 year-round. International visitors make up a big
17 portion --

18 CHAIRMAN CROSBY: Might now come next
19 year.

20 MS. WALL: That's right. That's up to
21 our the hospitality industry to bring them back.

22 And as Tom mentioned, we have launched
23 -- when Mass. Port launched air service to Japan,
24 we relaunched our marketing campaigns in Mass.

1 Port. The partnerships that he referred to, we
2 are much more integrated with Mass. Port than we
3 have ever been in terms of their route development
4 efforts and their marketing initiatives. Since
5 there's been some changes at Mass. Port, it's made
6 a huge difference in the way that Massachusetts is
7 integrating all of their the resources.

8 That's important on the international
9 side. I can tell you that we have about \$4.5
10 million invested in our international markets.
11 No other New England state has as much as \$200,000.
12 Most of them are at \$100,000. So, we have a
13 campaign internationally that far exceeds what our
14 New England neighbors.

15 CHAIRMAN CROSBY: How is that use? Is
16 that individuals who are there to talk to travel
17 agents or is it advertising? How do you spend that
18 money?

19 MS. WALL: We have fully integrated
20 campaigns that include some consumer advertising.
21 We particularly work with the travel trade. Those
22 are tour operators, the tour operators who build
23 the packages overseas, work with receptive
24 operators here in Massachusetts who then receive

1 the visitors and have their itineraries planned
2 for them.

3 Some of them travel in groups. Some of
4 them travel individually. But a travel trade is
5 very, very important to us. And working with the
6 international travel press to make sure that we
7 host them for visits to Massachusetts so they write
8 about what they're experiencing. We host TV shows
9 from overseas that come here, all kinds of
10 documentary filmmakers, all of that stuff so that
11 we will get broadcast and coverage.

12 We do less consumer although we are
13 about to launch TV ads in Canada for the first time.
14 We'll be doing two flights, one in the spring and
15 one in the early fall. Massachusetts has not done
16 TV ads in Canada before. But there's a new first
17 ever United States marketing campaign called Brand
18 USA which is overseen by the US Department of
19 Commerce. And we've entered into a partnership
20 with them.

21 So, the issues that we see when I talk
22 to the tourism people about the prospects of gaming
23 here are few. One is the repatriation. The
24 loyalty systems that exist whether or not any of

1 the -- I don't know whether any of the bidders have
2 a vested interest in any gaming outside of
3 Massachusetts. But if they do, we want -- the
4 Massachusetts industry is obviously hopeful that
5 they will figure out a way to bring people back to
6 Massachusetts so they're spending money here.

7 They all have these loyalty systems and
8 others that may encourage people to stay there.
9 People are very interested in branding. And
10 whether gaming offers the opportunity for
11 enhancing our brand or diluting our brand. Many
12 casinos around the country do not attach the name
13 of a state or even any particular geographic
14 information.

15 It's like if you see an ad in the Sunday
16 New York Times for some very glamorous apartment
17 building on the water, you have to read really the
18 fine print to figure out it's in Alabama or
19 something.

20 A lot of the gaming facilities do not
21 stress where they are located. And Massachusetts
22 tourism industry takes our brand very seriously.
23 This is a place that is known around the world.
24 International travelers choose to come to

1 Massachusetts. In some markets, New England
2 might be the better known brand, but Boston is
3 universally known. It's a first top-tier
4 destination for Europeans. It's on everybody's
5 list of places they want to come. And there's a
6 lot of concern about that.

7 Tourism industry loves the idea of any
8 enhanced assets. Whenever anything new comes, it
9 could be Cape Cod rail service this summer.
10 That's a great thing, because it's a new thing.
11 It's something we can talk about and make visitors
12 understand that there's some new way to see things.

13 So, a new asset is a good thing if it
14 doesn't crowd out the smaller businesses that have
15 been here for many years and that really define the
16 Massachusetts tourism experience.

17 I know you know about there's a lot
18 interest in an open-wall design idea where some
19 existing facilities would be considered part of a
20 casino. So, that some of the businesses that
21 already exist could be integrated into these
22 plans.

23 There's also concern in the tourism
24 industry about the lodging revenue. The lodging

1 term is 80, our average daily rate. Boston does
2 very, very well and has worked very, very hard
3 since the recession to get the average daily rate
4 up for hoteliers. And they are concerned -- I
5 don't want to put words in anybody's mouth. -- but
6 there are some concerns that casinos would offer
7 discounted rooms which would compete unfavorably
8 with existing property. I'm happy to take any
9 questions.

10 COMMISSIONER MCHUGH: Can you talk a
11 little bit more about degradation of the brand, the
12 concerns about degradation of the brand? Is it
13 the absence of a location in the advertising, those
14 kinds of things or is it something deeper than
15 that?

16 MS. WALL: I'll give you an example, a
17 few years ago before I started in this job, my
18 office ran a TV ad that showed a very complicated
19 amusement park, a fun ride. And when my office
20 tested that ad, people outside of Massachusetts
21 thought that looked fun. It looked like a nice
22 place to go. People inside Massachusetts thought
23 what are you talking about. That's not what
24 Massachusetts is all about.

1 We're about beaches, small towns,
2 white picket fences, art galleries and much
3 smaller scale. So, there's a lot of pride in the
4 tourism industry. Many of these business are
5 family-owned. They're small businesses. Many
6 of them have existed for a very, very long time
7 through generations. You just think about
8 Massachusetts and think about almost any other
9 state, there are certain unique qualities that
10 come to mind.

11 So, I think they are concerned about --
12 I know there has been some discussion just from
13 what I read in the paper about the architectural
14 design of casinos and so on. There's a lot of
15 concern about whether or not these large
16 destinations will add to, just be another
17 wonderful asset or whether they will crowd out the
18 -- Brand is such an overused word. -- the
19 definition, the perception that people have of
20 Massachusetts as a unique, interesting,
21 innovative, spirited, historic place.

22 COMMISSIONER MCHUGH: I've heard that
23 before. I've read that before. To put it most
24 bluntly, casino is not consistent with Paul

1 Revere. How does one mitigate that? Or look for
2 an evaluation criteria, measures casino operators
3 will take to harmonize what they're doing and their
4 marketing efforts with the existing attributes of
5 Massachusetts that have proven to be the effective
6 sales lures in the past? Awkward question.

7 MS. WALL: I don't think that by the
8 way -- Paul Revere was great. Don't get me wrong,
9 but we try to move past Paul Revere, because been
10 there, done that. So, Massachusetts tourism
11 assets that are innovative that offer green
12 technology that have some sense of newness and the
13 spirit of innovation that Massachusetts has
14 exemplified are good things.

15 When Massachusetts passed same-sex
16 marriage, that became from my perspective a great
17 advantage to Massachusetts. Because whether you
18 come here for gender equality or not it helped the
19 brand. That this is a place where there's
20 innovative thinking. It's welcoming.

21 So, I don't think it has to yield the
22 church tower, but for example the Convention
23 Center is I think a great asset to the Boston brand.
24 The fact that it's modern architecture, that it's

1 full of light, that it's got views that people
2 don't have the opportunity to see, that it's got
3 green technology. That's great.

4 It doesn't have to be all gingham
5 curtains and all that stuff. But I think that what
6 people are wary of is that big-box. I could be in
7 New Jersey. I could be in Las Vegas. What is it
8 that feels Massachusettsy about the place?

9 COMMISSIONER MCHUGH: In the sense of
10 excitement, innovation green, those kinds of
11 qualities that you're talking about.

12 MS. WALL: And I would argue there is
13 sort of a dignity to the Massachusetts tourism
14 experience. Most people don't come here just in
15 order to get painfully drunk and get tattoos.

16 People come here for the immersion in
17 art and architect. They come here for boating.
18 They come here for fishing. They come here for the
19 great outdoors. They come here for cultural
20 things. There seems to be some purpose to the
21 reasons that people come here.

22 We test visitors and ask them the
23 number one reason why domestic visitors go
24 anywhere is to visit friends and family. But

1 after that when we ask people why they come here,
2 there's no one thing. Just think of yourself or
3 your own family or friends, people like to do
4 different things even within a small group.

5 COMMISSIONER MCHUGH: Right. I saw
6 one of your slides, 27 percent are visiting art
7 museums, art galleries and the like. That
8 obviously is an important part.

9 MS. WALL: Yes.

10 CHAIRMAN CROSBY: That's huge.

11 MS. WALL: That's not just the Museum
12 of Fine Arts, but that's places all over the state.
13 It's smaller galleries. It's lots of innovative
14 interesting places. And there are things popping
15 up all the time now. You can go into the South End
16 and take glass blowing classes and stuff like that.

17 COMMISSIONER ZUNIGA: To some degree,
18 I believe that the architects speak a lot about
19 that point on their community linkages point. The
20 AIA has given us this great White Paper that
21 creates this process for evaluating those
22 community linkages.

23 COMMISSIONER CAMERON: There are
24 examples where casinos, resorts have really

1 enhanced the tourism too. Is that something
2 you've taken a look at as well to see what's worked
3 effectively in other locations?

4 MS. WALL: I wouldn't say I have any
5 great expertise on that, no. Sort of waiting to
6 see you all come up with and then we'll deal with
7 it.

8 Our job is to market Massachusetts
9 tourism assets. And I've got opinions on almost
10 everything, but my actual job is to promote what
11 is here, not what I think should be here. But I
12 do think that the Massachusetts tourism industry
13 does have some just great qualities.

14 There are people who work -- I can tell
15 you we hosted of the National Governor's
16 Association here a few years ago. And for
17 security reasons the State Police and the Secret
18 Service had to go through the staff who would be
19 dealing with the governors and cabinet secretaries
20 who were attending, hundreds of employees. Not
21 one of whom had been employed by the Sheraton
22 Boston for less than 20 years, not one. That's the
23 back of the house. That's the front of the house.

24 These are people who are committed to

1 an industry that is providing really important
2 service. They do a wonderful job on behalf of the
3 visiting public. They work very hard. And even
4 if they're in a big organization like the Sheraton,
5 they make a huge difference in the experience that
6 people come here.

7 It's a wonderful asset in
8 Massachusetts. And we have so many workers who
9 are international who speak various language and
10 can welcome visitors. There are also businesses
11 all over the state that have been in the same
12 family. And they wake up in the morning thinking
13 about how they're going to do it better. They have
14 tremendous pride and they do a very important job.
15 They're bringing about \$17 billion worth of
16 revenue to Massachusetts every year with very
17 little support.

18 COMMISSIONER STEBBINS: Betsy, you've
19 been great in the time that I've been on the
20 Commission in sharing information with us,
21 relaying a number of the concerns that your network
22 of convention and visitors bureaus has.

23 I'll ask one of the same questions
24 well, one of the same questions I asked Tom. Who

1 on your staff is somebody that an applicant can get
2 to to talk about not only maybe buttressing their
3 application with facts and figures but tying into
4 the promotional efforts that you have so that
5 hopefully --

6 MS. WALL: They should come to me.

7 COMMISSIONER STEBBINS: Oh, they
8 should go directly to you.

9 MS. WALL: We do have a full-time
10 research person. I know you've seen some of his
11 work. We do have a lot of great assets in the
12 office but it's just -- Just start with me and I'll
13 take it from there.

14 COMMISSIONER STEBBINS: Okay. I
15 think I was blown away by the emerging market out
16 of China, which has grown over 120 percent I guess
17 since the previous year. A lot of that can be
18 attributed to not only foreign visitors, but
19 foreign students coming here with parents. I
20 probably, like everybody else, am blown away by the
21 47 nights that they generate per school year. My
22 parents were prompt to just drop me off at the curb
23 and head back home.

24 MS. WALL: Maybe if you had gone to

1 school in China, they would have spent a little
2 more time.

3 COMMISSIONER STEBBINS: They might
4 have stuck around for a couple of extra days. Tell
5 me a little bit about, if you can delve into a
6 little more detail, because obviously China is an
7 expanding gaming market, what your plans are
8 there. What you plan to invest in. How you plan
9 to, I guess, promote Massachusetts through your
10 efforts in China.

11 MS. WALL: Well, we're in the process
12 of developing that plan with Brand USA, which I
13 mentioned is the first US international tourism
14 marketing program, which was created by the
15 passage of the Travel Promotion Act, which was
16 sponsored by Massachusetts Congressman Bill
17 Delahunt.

18 And Brand USA is an entity that does not
19 use any public money, but is overseen by the
20 Commerce Department. It raises money from
21 departure fees on international flights for
22 international visitors and through partnerships
23 with states like Massachusetts.

24 I believe that we're in a partnership

1 with them at a level that is only a couple of other
2 states, I'm sure, only a couple of other states are
3 in there. So, we are working out what that program
4 will be.

5 For starters, it is completely
6 unlikely that we'll be doing any big consumer
7 advertising in China because the numbers are way
8 too high. And there are obstacles with online
9 communications and others.

10 So, we start by working with the
11 colleges and the tour companies that bring college
12 students and their families here. And then with
13 the tour companies in Massachusetts and elsewhere
14 in the United States, particularly New York that
15 are accustomed to dealing with the Chinese market
16 and working with them to build itineraries.

17 We hosted some Chinese journalists who
18 were here doing sort of a travel show on US
19 destinations. And they were very interested.
20 They say that when you survey prospective Chinese
21 visitors, the one thing they can tell you about New
22 England can be summed up in one word and that's
23 Harvard.

24 So, we have a head start. And there

1 are tours of Harvard you can take even if you're
2 not looking to go to college there. That's our
3 entrée really.

4 But we're still building up the
5 program. It will be through tour operators and
6 through the business and student market. The
7 business market is a big part of this, because
8 people come here for a conference at the BCEC or
9 they come here for a program at MIT or something,
10 if we can convince them to bring their families,
11 stay for a few days, see other things that's a big
12 part of it. I would say that's still in the works.

13 COMMISSIONER STEBBINS: Whereas Tom
14 obviously has better knowledge of the Boston
15 market and the potential licensee here in the
16 Boston market, you have the virtue of seeing the
17 whole state. Focus a little bit, if you will, on
18 the Western Mass. market.

19 How do you see a license applicant
20 being able to buttress tourism activities in both
21 regions?

22 MS. WALL: Again, I have no unique
23 expertise in the gaming stuff but --

24 CHAIRMAN CROSBY: But you have

1 opinions.

2 MS. WALL: I have opinions. We've
3 established that. A couple of things, first of
4 all as you well know Western Mass., particularly
5 the Pioneer Valley, the sliver where all the
6 colleges are is already a fairly international
7 part of the world with faculty and students from
8 all over the place, and just by definition a
9 transient population, people coming and going.
10 So, there's a lot going on there already.

11 There's a sense that in that part of the
12 state the casinos would be more of a destination.
13 Not in the middle of a town that's already got a
14 look and feel that they've been selling for some
15 time.

16 So, I think there's also, as you know,
17 in much of Western Mass. some pretty significant
18 economic issues, which people are hopeful that the
19 casinos will address in terms of employment.

20 Parts of Western Mass. have very few
21 opportunities for young people who want to stay
22 there. So, I think there is enthusiasm in that
23 regard, but tempered with the concern about what
24 happens to the existing.

1 Some of Western Mass. tourism
2 destinations, one of the biggest ones is Yankee
3 Candle. That's a very sophisticated business.
4 It's a charming place that people come from all
5 over the world to visit. And it is a mom and pop
6 operation, as you know. But it's very
7 sophisticated, very international. They're very
8 involved with international marketing. And they
9 understand their importance.

10 So, there's plenty of sophistication
11 out there. In the Berkshires, the cultural
12 organizations market aggressively in New York
13 where they are competing for the visitation from
14 people who make very sophisticated choices about
15 where they're going and spend a lot of money but
16 their numbers are pretty small.

17 COMMISSIONER CAMERON: I can give you
18 a couple of examples of the casino industry
19 increasing tourism.

20 I was involved in New Jersey in hosting
21 or our organization hosting national conferences.
22 And if we held them in Atlantic City, we would
23 triple our enrollment. It could be the most -- a
24 subject that I wouldn't find all that exciting,

1 hazardous-waste for example. If we held the
2 conference in Atlantic City, we would triple our
3 enrollment.

4 One of the other things I did recently
5 is I served as a commissioner with law-enforcement
6 accreditation. And these agencies from all
7 around the world have three times during the year
8 -- their accreditation is up. They have to go.
9 And we hold them regionally three times a year
10 because we're worried about people's travel costs.

11 Two years ago we held it in Las Vegas.
12 We had the majority of the agencies from around the
13 world who wanted to be accredited that third. So,
14 we really scrambled to offer incentives in the
15 other two locations around the country. It really
16 does make it more attractive for people when
17 they're traveling and when they're attending a
18 conference to do it in a location where there are
19 casinos.

20 MS. WALL: Well, Jim Rooney can speak
21 to this better than I can, but I can tell you that
22 when conferences in a variety of places and Boston
23 is one of them, Boston gets more people already.
24 When we've had any number of tourism conferences

1 including the National Governors Association, the
2 attendance is higher when it's in Boston.

3 So, Boston already has that draw. And
4 I'm sure Jim sees this all of the time with
5 conferences that are held in different places.
6 And I'm sure that's right. The concern that
7 people have is is a casino going to be a cruise ship
8 that people get on and they don't get off until they
9 leave.

10 So, they want to figure out a way that
11 people can enjoy the gaming experience and all of
12 the entertainment and dining and all that but also
13 see what else there is out there.

14 There are very sophisticated dining
15 opportunities all around Massachusetts, not just
16 in Boston. So, they want to make sure that they're
17 not just kept out of it.

18 That's the challenge facing you to make
19 it, as you say, a great asset and a lure but also
20 getting people out into the world.

21 CHAIRMAN CROSBY: I would say the same
22 thing that I said to Tom that this is the time when
23 we can get people to stretch. And if you have --
24 Again, I think we should probably have on our

1 evaluation criteria that each of our bidders
2 should have touched base with your office. And we
3 should be assured that you think that they have
4 talked in the kind of language about coordination
5 that makes sense. That's one item that I think
6 come out of this.

7 But specifically, you've got this
8 marketing to China program you said you were just
9 starting to work on. We're talking about the
10 margins here, but significant margins. Our
11 destination resorts are going to have an interest
12 in that market as well.

13 And maybe there is some relationship
14 that you could suggest now people step up and talk
15 about. Do you want our bidders to participate in
16 some way or other, commit to marketing with you,
17 dollars, coordination, whatever towards that
18 evolving program or any other specific ideas? If
19 you have specific ideas that would be enhancements
20 of your work and your objectives that we could
21 throw out there for bidders to step up to that would
22 be great. And the more specific the better.

23 When the licenses are awarded, we will
24 become like you. We'll become a proponent.

1 We'll be pushing, we'll be coordinating. As well
2 as regulating, we'll also be advocates for this
3 industry and for Massachusetts.

4 But right now is where we have the
5 maximum leverage. So, any specifics that you can
6 put out there that would enhance your work that our
7 bidders might be interested in participating in,
8 please let us know.

9 MS. WALL: They certainly work with
10 the travel trade. Just here in Massachusetts,
11 Sunshine Travel, for example, that runs all of the
12 tour buses multiple times a day from Boston and
13 other areas outside in Metro Boston, Malden,
14 Everett, some other places down to Foxwoods or
15 Mohegan Sun, whatever. The casinos are going to
16 have relationships with those tour operators
17 already do that business. That's just domestic.
18 But they particularly cater to the
19 Chinese-American market. They have people on the
20 buses that speak Chinese. So, that's one thing.

21 Of the top of my head, I'd say another
22 thing is Massachusetts should be mentioned,
23 prominent in their marketing stuff. We see this
24 with the movies. We have the Massachusetts film

1 markets that's in my portfolio. And
2 Massachusetts was a little late to the game. So,
3 we had not previously required that the studios put
4 in the credits made in Massachusetts. In some
5 states, the film tax credit is tied to -- in
6 Georgia, they have to put the peach, the artwork.

7 So, there probably are some what would
8 fall literally under branding that could be
9 thought through.

10 CHAIRMAN CROSBY: Any thoughts you
11 have about that, further thoughts would be great.

12 You've talked about this and this is
13 again, I know we're playing on the margins here,
14 but they're important margins. We are having a
15 meeting next week with the president of Mass.
16 Hospital Association and a consulting team that's
17 coming up from New Jersey to talk to us about the
18 medical tourism industry. It's enough of an
19 industry that it's an industry.

20 And when I talked to her, she was very
21 interested in trying to figure out what we could
22 do to coordinate that. Similarly, as you
23 mentioned, I talked to the Dean of Admissions and
24 Financial Aid at Harvard. And he said without

1 question, having the right kind of a destination
2 resort casino here would help us compete against
3 Yale and Princeton for some of the top students.
4 It differentiates us just a little bit more. And
5 it would help us particularly in some of the
6 international markets.

7 So, there's a role that we can play in
8 collaboration with those two key industries of
9 ours in reinforcing and enhancing their market.
10 And again, we're looking for as many particulars.
11 I know you're interested in and have a program in
12 the student market, in the student family market.
13 So, if there's anything in particular there that
14 we could put out on the table to encourage people
15 to do, we would love to hear about it.

16 MS. WALL: The top five markets,
17 international markets send students to
18 Massachusetts, awkwardly phrased. But of the
19 five countries that send international students to
20 Massachusetts, top four out of five are Asia. So,
21 it's definitely --

22 CHAIRMAN CROSBY: That's huge. It's
23 right where the sweet spot is for the big money in
24 gambling. The whole idea of promoting -- These

1 developers, casino operators are so far beyond
2 anything I can imagine in terms of the
3 sophistication of their marketing, but they do
4 have these as you said these loyalty programs and
5 these relationship programs. And so do you.

6 You've got lists. You've got social
7 media relationships. If there's ways to create
8 synergies with their social media and our social
9 media or ways to require synergies between their
10 marketing, our marketing, some kind of access to
11 or cross-marketing with their marketing lists,
12 whatever, all of that kind of stuff.

13 MS. WALL: When you keep in mind that
14 Massachusetts' core domestic market is New York,
15 that provides some guidance in terms of any casino
16 or company that also draws on New York.

17 CHAIRMAN CROSBY: Right.

18 MS. WALL: There's intention there.

19 CHAIRMAN CROSBY: Right.

20 COMMISSIONER MCHUGH: But a more
21 mundane level, it would be really helpful if you
22 had the time when we finish our draft of the
23 evaluation criteria to take a look at it and see
24 if there's any obvious things that we have missed

1 or that would not from your standpoint be
2 attractive marketing tools.

3 We'll have that done in draft form
4 fairly soon and would welcome any input you have
5 on the criteria we are using for our evaluation.

6 MS. WALL: Great.

7 CHAIRMAN CROSBY: Anybody else?
8 Thank you very much Betsy for your several visits.
9 All right to go ahead? Does anybody need a break?

10 All right. Director Rooney, welcome
11 Jim Rooney, Executive Director of the
12 Massachusetts whatever it is, MC, Massachusetts
13 Convention and everything big in the world
14 authority.

15 MR. ROONEY: I'll take another stab at
16 that. Good morning, I'm Jim Rooney. I'm the
17 Executive Director of the Massachusetts
18 Convention Center Authority. We own and operate
19 four assets, facilities in Massachusetts. What
20 is not so new anymore the Boston Convention and
21 Exhibition Center, which will celebrate its 10th
22 year in operation next year actually. The Hines
23 Convention Center in Boston's Back Bay, in Boston
24 the Boston Common Parking Garage and in

1 Springfield, Massachusetts, the MassMutual Center
2 formerly the Springfield Civic Center.

3 We're in the business of attracting
4 meetings and conventions primarily to
5 Massachusetts. In Boston, we hold about 250 or so
6 meetings each year. About 50 of those would be
7 classified as major conventions. By that I mean
8 conventions by our standard would produce more
9 than 1000 hotel room nights on its peak night.

10 We in total generate about 700- to
11 800,000 visitors to Massachusetts each year
12 producing over 600,000 hotel room nights. And in
13 2012 about \$560 million in economic impact.

14 To generate all of that, the taxpayers
15 in Massachusetts has made about a billion dollars
16 in investments. In particularly in the BCEC in
17 Boston and in Springfield and upgrades to the Hines
18 over the past decade.

19 So, given all of that and our
20 relationship to the travel in bringing visitors to
21 here, I want to thank you for this opportunity to
22 speak to you today. And I applaud as Tom did the
23 integrity and the transparency with which you are
24 doing this. And I also applaud the signal you're

1 sending that you're seeking compatibility and
2 synergy in ways to leverage the introduction of
3 casinos into Massachusetts to the better of all of
4 us for what we're doing. That's clearly what we
5 do.

6 Some random thoughts based on what I
7 heard Tom and Betsy say before me, one about brand.
8 When we think about the way that we market and brand
9 Massachusetts and Boston in the convention and
10 meetings industry, it's a little different than
11 many of my colleagues in the industry in that we
12 try to be true to who we are.

13 In fact, most recently Boston was
14 featured on a cover of an industry magazine and
15 labeled as an intellectual destination. So, we
16 don't think of ourselves or market ourselves the
17 same way that Las Vegas or Atlantic City or Orlando
18 or New Orleans would in terms of what we bring to
19 the table, because that's not who we are.

20 And it is reflected in the types of
21 meetings we hold. Most of our meetings are in
22 knowledge-based industries, 35 to 40 percent in
23 medical/life sciences. And that's our biggest
24 segment. A significant number of academic,

1 financial, high-tech meetings come here.

2 CHAIRMAN CROSBY: Thirty to 40 percent
3 is life-science?

4 MR. ROONEY: Life sciences, medical
5 combined. That's our sweet spot. We're
6 generally a high-priced city and we acknowledge
7 that. So, we are not able to offer \$99 hotel room
8 nights. So, we cannot market in price-sensitive
9 segments of the market.

10 So, government types of events or
11 fraternal types of events, Kiwanis that sort of
12 thing where people are generally looking for
13 paying out of their own pockets generally and
14 looking for opportunities to pay less than perhaps
15 someone who is able to use a corporate credit card
16 to stay.

17 Our formulas worked. Boston had never
18 been among the leaders in conventions and meetings
19 before we opened the BCEC. Since 2006 in terms of
20 market share, while Las Vegas, Chicago and Orlando
21 are far above everybody else, Boston regularly has
22 ranked since 2006 in the six, seven, eight slot in
23 terms of its market share.

24 Last year we had about 20 events that

1 broke records for attendance. In those segments,
2 people like coming here. People like what we have
3 to offer in terms of medical institutions, the
4 biotechnology industry, the academic industry,
5 the high-tech industry and so forth. So, there's
6 a great deal of synergy between what we're trying
7 to accomplish in terms of bringing meetings to
8 Boston along with what the brand has to offer.

9 We have a marketing and sales force
10 that is broken up into several segments. We, of
11 course, have a local sales force that does social
12 ballroom events and small meetings and so forth.
13 We have a national organized, geographically
14 organized sales force where people are assigned to
15 Washington, DC, Chicago, the West Coast and so
16 forth. And we have an international salesperson
17 who works in partnership with Betsy's organization
18 and with the CBB when we get into seeking
19 international events.

20 We are very successful and I think
21 something that will surprise or does surprise most
22 people, there's an organization, an international
23 organization that ranks cities and countries
24 across the world in terms of international

1 meetings and how many are hosted in a destination.
2 The United States by far is the largest hosting
3 country of international meetings.

4 But when you go city by city, many of
5 the European cities, Vienna and Paris are number
6 one on those lists. But in the last three years,
7 Boston has been the highest ranked international
8 meetings destination in terms of number of true
9 international meetings held.

10 Washington, DC is another one that does
11 very well. But I think people are often very
12 surprised to learn of the attractiveness of Boston
13 as an international, truly international meetings
14 destination.

15 But overall that puts us in about 46th
16 to 47th place on the world cities scale. So,
17 there's plenty of room to grow terms of
18 international meetings. Another phenomenon we
19 are seeing with respect to international is the
20 degree of international participation in
21 meetings.

22 As I said, most of our meetings are
23 medical, life-sciences driven by associations.
24 There's an association for everything in this

1 country. And their business strategy is to grow
2 membership outside of the United States.

3 If you as a medical association about
4 their saturation rate within an industry, they'll
5 tell you that 90 to 95 percent of the medical
6 professionals in their field are already members.
7 So, growing more membership, which is what they're
8 about, they've pretty much captured the American
9 market. So, the phenomenon like in every industry
10 is for them to grow into the European and Asian
11 marketplace.

12 We're seeing that reflected in
13 international attendance at conferences that are
14 held in the United States and here in Boston. We
15 do very well when international is a component.

16 As we are sitting here today, the
17 International Seafood Show is at the BCEC with over
18 20,000 people, 65 countries and about 40 percent
19 of the attendance being international. While we
20 do primarily concentrate on knowledge-based
21 industry, I would be remiss in the prime month of
22 St. Patrick's Day not to mention that we also are
23 hosting the World Irish Step-Dancing
24 Championships at the end of March, which will

1 attract 20,000 people from across the world.

2 I also want to mention and I'll get into
3 this is a little more deeply, Springfield. We
4 operate the MassMutual Center, of course. The
5 MassMutual Center is a little bit different in that
6 it is a combination small convention and meetings
7 facility along with an arena that has about 6500
8 seats.

9 In that arena we have a professional
10 hockey team, a professional basketball team. We
11 host family events, Disney on Ice, those types of
12 things, concerts and the like. And in the
13 convention center half of the building, we do
14 regional types of small events that might be
15 interested in that really third tier market in our
16 industry.

17 In Springfield, it is sometimes a
18 difficult market because we are competing with, if
19 you think about the sort of geography of Worcester
20 on one side, Albany on the other, Hartford,
21 Connecticut to the south. And particularly
22 challenging for us as it relates to the
23 entertaining component, because we are competing
24 with casinos in Connecticut. There are certain

1 non-compete issues, difficulties that we have
2 attracting major acts into the Springfield
3 marketplace because of the dominance, if you will,
4 of the casino entertainment that takes place just
5 30 minutes south of us. And I'll come back to that
6 as well.

7 As we think about the impacts, we think
8 that the introduction of casinos, both into the
9 Boston area and into the Springfield area. Our
10 view is that they could be positive or negative.
11 And as I mentioned, we have these facilities that
12 represents substantial taxpayer investments.
13 They were built for the purposes of hosting
14 conventions, meetings and in Springfield
15 entertainment and the like.

16 So, when you think about it, a facility
17 in the Western region that might be built to host
18 entertainment or sporting events or anything like
19 that would have a significant impact on what we're
20 doing and what we're built to do out in
21 Springfield.

22 So, our view is that anything that is
23 built should not compete with facilities that have
24 already been built. And in terms of being able to

1 host major conventions, I know that when one thinks
2 of a destination resort casino and you think of
3 some of the international models or the Las Vegas
4 models, some of them contain major physical
5 components that will directly compete with
6 convention space, entertainment space that sort of
7 thing.

8 So, rather than think about that, we've
9 thought about as is the tone of this conversation,
10 seeking compatibility, seeking synergy, seeking
11 to leverage the opportunities. And frankly, we
12 see the greatest opportunity in the Western region
13 and hope that whatever is decided out in the
14 Western region will be one that we will have the
15 ability to have a coordinated effort in terms of
16 bringing people to use the MassMutual Center in
17 downtown Springfield.

18 Naturally we look at geographic
19 proximity to our facility as key. So, without
20 tipping my hand too much about our preferences out
21 there, facilities that are built miles away from
22 downtown Springfield that have the potential to be
23 drawing events away from the MassMutual Center
24 doesn't seem to make a whole lot of sense to me.

1 On the broader issue of sort of what
2 these facilities offer and can offer to the
3 industries like the tourism industry and the
4 components of it, hotels, what we do and others,
5 I've thought of this phrase destination resort
6 casino and what they are. And I'm not sure that
7 there is any single definition other than, at least
8 my perception and I think a general public
9 perception, is that they're somewhat built with a
10 business model to think inwardly, to bring people,
11 capture them. And in the most extreme cases, hold
12 meetings and conventions, feed them, entertain
13 them, house them and then they don't create the
14 synergy that we hope for. Certainly, I don't
15 think any of us want to see that.

16 So, I sort of played with the words and
17 thought that perhaps from a criteria standpoint it
18 should be flipped to resort casino in a
19 destination. And to emphasize the fact that the
20 objective here is to enhance economic value to the
21 entire destination and what is already there.

22 So, instead of this model that thinks
23 inwardly, perhaps there's a model that thinks
24 outwardly and is designed to deliberately

1 integrate into the features that are already
2 there.

3 And as I said specifically as it
4 relates to Springfield, if the thought process in
5 selecting an operator for Springfield was filtered
6 in that way, who is best proposing to leverage
7 tourism and hospitality features that exist
8 already in Springfield as opposed to thinking
9 inwardly, I think that that would be an interesting
10 criteria to think about.

11 A couple of other issues, notes I made
12 as others were speaking that I would underscore.
13 Transportation both in Boston and in Springfield
14 will be a huge issue.

15 I actually sat on a panel yesterday at
16 the of Mayor Sarno in Springfield. They had a
17 public forum yesterday afternoon in which the
18 present proponents talked about transportation
19 and entertainment and hospitality and what they
20 were going to offer. And they talked about where
21 people come from and how they were going to get
22 there and so forth.

23 It's a huge issue. There's already
24 the economic systems that exist. And I think that

1 the proponents need to be ready and should be ready
2 through the criteria to demonstrate that the
3 impact of what they're going to do is somehow
4 thought of in their plan.

5 Now as someone who listens to the
6 morning news reports on traffic and hears that
7 there's traffic associated with a big event at
8 one of my facilities, I view that as good news.
9 But I understand that economic activity is going
10 to generate traffic, whether it's at a stadium, an
11 arena, a convention center, a casino, there's
12 going to be some traffic. But it needs to be
13 managed. And I would think that one of the
14 criteria is that a proponent would need to think
15 about what the impacts are going to be and how that
16 should be managed in both regions.

17 Workforce development, I'm glad Tom
18 brought that up. It is a big issue in our
19 industry. And I'll give you a little anecdote.
20 We opened the Westin Hotel adjacent to the BCEC in
21 2006. We had job fairs, 550 jobs. Two things
22 happened that I think sort of are noteworthy. One
23 is that about half of those jobs were filled by
24 drawing people from other places.

1 CHAIRMAN CROSBY: Places meaning?

2 MR. ROONEY: Other hotels, other
3 hotels in the local market. People just sort of
4 jumped at a better opportunity, which is good
5 except that then those hotels had to back fill.

6 The other half had absolutely no
7 experience in the hospitality industry. They
8 were just people looking for jobs and needed to be
9 hired. And I think in hindsight, we wouldn't say
10 this at the time, it showed. It showed we were
11 running a four-star hotel with people who had not
12 worked in hospitality before. And we spend a lot
13 of time in our facilities training people in
14 hospitality culture and what it means to be in our
15 industry.

16 I don't know what the current
17 projections of sort of workforce and jobs is as it
18 relates to the casino developments, but I would
19 submit that for their benefit and for the broader
20 sort of hospitality, tourism industry, the issue
21 of workforce development and labor supply is
22 something that ought to be thought about.

23 There is not a cohesive workforce
24 development strategy. I think we're all kind f

1 doing our own thing right now. So, this may be an
2 opportunity to leverage that.

3 By way of expectations, I think that as
4 people have suggested to me or asked me what will
5 it mean particularly in Boston, which is I think
6 probably where more people are focused due to the
7 size of our facilities, what will it mean to us?
8 I've talked about the potential downside if there
9 is something that is built to compete with me. And
10 it's been suggested to me that there is or could
11 be indeed an upside.

12 And to be honest I think that it will
13 be on the margins. I don't think given where we
14 go in terms of what we seek to attract in terms of
15 conventions, I don't think there's a medical
16 meeting planner that's holding back bringing their
17 event to Boston until we get casinos here.

18 We had a focus group about two years ago
19 of about 18 major meeting planners that do business
20 in Boston. We asked them these questions. Their
21 preference was that there be some geographic
22 distance between the convention center and the
23 casino so as not to draw people away for the
24 business of the convention either the tradeshow

1 floor or the meeting.

2 So, while they thought of it as I think
3 about it as a nice additional amenity, it will not
4 change our marketing as an intellectual place that
5 has leadership in medical, life-sciences and
6 knowledge-based industries.

7 We just started using the tagline,
8 borrowing from our friends in Las Vegas that says
9 what happens in Boston changes the world. So,
10 that's kind of thematically who we think we are and
11 how we intend to market.

12 On the other hand, in Springfield and
13 in the Western region, there is substantial
14 opportunity, I think, for an uplifting synergy
15 between our facilities and what might be built out
16 in Springfield if there is a relationship that can
17 be established between our asset and the potential
18 casino development.

19 The last thing I'd sort of mention is
20 we've been on the sort of the choosing side of
21 proposed developments, hotels and other venues for
22 a long time. And as we sit through and listen to
23 presentations like I did yesterday in Springfield,
24 the two proposals have great visions and

1 aspirations and all wonderful things that they're
2 going to do, and we just went through a major hotel
3 RFP process, we think about, I guess three
4 categories in terms of trying to understand and
5 evaluate how to think about the proposals.

6 One is the capacity of the entity to do
7 what they're doing. And I know what they're
8 proposing to do. And I know that you're thinking
9 about that. So, that's important.

10 The other is the degree to which what
11 they promise, propose to do, hold out as a vision
12 is intended to be a secondary amenity, a gesture
13 of goodwill, a component of mitigation or
14 something that sort of they feel they need to do
15 to win. Versus a key element of their business
16 success factor. If they need to do it to be
17 successful, the chances of it happening are
18 greater than if it is just something they feel they
19 need to do to win the bid. So, that's one thing
20 that we look for.

21 The last is the reality and
22 enforceability of making sure that what gets said
23 gets delivered. And nothing speaks louder in that
24 regard than money. So, we have for example in our

1 current hotel, there's a performance deposit that
2 needs to be made of \$10 million that is
3 nonrefundable if their performance doesn't work.
4 We did the same thing with the Westin Hotel. And
5 as things got hairy and things were going in the
6 wrong direction, in that particular case I think
7 it was \$30 million that was sitting in an account
8 that was going to be forfeited if they didn't
9 perform.

10 So, I think that's an example. But
11 nothing speaks louder than some mechanisms for
12 making sure whatever commitments are made either
13 with respect to the hotel development -- the casino
14 development itself or to some of the commitments
15 that are made along the way with either local host
16 communities or with respect to transportation and
17 so forth. How those things are actually going to
18 be enforced is important.

19 So, those are my thoughts and I'd be
20 happy to answer any questions.

21 CHAIRMAN CROSBY: As usual, Jim,
22 really helpful. Thank you. Commissioner
23 McHugh?

24 COMMISSIONER MCHUGH: We've got a

1 statute that says we have to have destination
2 resorts. That's what these three things are.
3 We've got an environment in the Boston
4 metropolitan area for convention goers that you
5 described.

6 If you were in charge of creating the
7 criteria for an award of one of these casinos in
8 any region, what would be the top two factors you
9 would be looking for?

10 MR. ROONEY: Well, I guess one if I
11 could write it, I would limit the amount of certain
12 space that people could build.

13 COMMISSIONER MCHUGH: I'm sorry. You
14 would limit --

15 MR. ROONEY: -- the amount of space
16 that would compete with others including my
17 facilities. So, for example, I wouldn't want to
18 see anything that is defined as exhibit space in
19 one of these things. I wouldn't mind seeing space
20 that is associated with a normal major hotel type
21 business of doing social events, business
22 meetings, but not trade shows and exhibit types of
23 things.

24 So, my personal preference would be

1 that they couldn't compete with me or other venues
2 like the World Trade Center that has 120 -- it's
3 a small venue 120,000 square feet of exhibit space.
4 That wouldn't be just sort of taking an event that
5 would be in Boston anyway and putting it in a
6 different location. So, that would be sort of one
7 of thing I'd look to define.

8 I'd look to express that an objective
9 is to leverage this opportunity and enhance the
10 economic vitality of industries like conventions,
11 hotels, restaurants and others in the destination.
12 And that's what I meant about flipping the words.
13 And I wouldn't necessarily be prescriptive about
14 how one would do that. I would look at how the
15 proponent offered to do that.

16 And I would judge the degree to which
17 they were, as I said, inward looking or outward
18 looking. And if their business model -- And you
19 can tell, whether they tell you directly or whether
20 you infer from what they say, I think you can tell
21 what their success, business success factors are.
22 And if it is keeping people at the casino, then it
23 really doesn't do too much for the rest of us. So,
24 I would look within their presentations to

1 determine whether they're uplifting to the
2 destination or whether their business strategy is
3 much more inward looking.

4 And I think again, I'm probably being
5 repetitive, but I think that particularly in the
6 Western region and particularly in Springfield,
7 you all, we all have a tremendous opportunity for
8 something that can be transformative to the
9 region, not just to the City of Springfield.

10 Because if we can at this point force the hand of
11 the proponents to think that way, how are you going
12 to be uplifting to the economy of that region? And
13 how are you going to integrate what you do into the
14 existing assets, facilities and needs of that
15 region? I think we can achieve something great
16 out there.

17 COMMISSIONER MCHUGH: Our statute of
18 course calls for us to have a regional focus as well
19 as a host and surrounding community focus in siting
20 these casinos and the like. Do you have in your
21 marketing efforts, do you have a regional focus as
22 well? In other words, are you looking for people
23 to come to the convention and then stay or come
24 early?

1 MR. ROONEY: We do that primarily
2 through the partnerships with Massachusetts
3 Office of Travel and Tourism and with the Greater
4 Boston Convention and Visitors Bureau and the
5 Eastern and the Greater Springfield Convention
6 Bureau in the Western part of the state. We think
7 about it, although there's some overlap as to we're
8 the inside game and they're the outside game. And
9 what I mean by that is that when we work with
10 bringing a major event to the city, we are focused
11 primarily on the execution and the needs of their
12 event inside the building.

13 Our partners at the Bureau will then
14 market, and they're all regional as you know,
15 market the destination attributes, the historic
16 sites and sort of what exists within this region.
17 As part of that, and this is what I mean by there
18 is some overlap, we in all of our facilities have
19 information and staffing available to help people
20 understand what they can do while they're here.
21 For many of the events that seek to do companion
22 or spouse things or come early, stay late, we'll
23 help connect them in the ways that they need to be
24 connected.

1 It's not our core objective. Our core
2 objective is to get the 20,000 people here that are
3 here today. And then allow for others who seek to
4 benefit from the fact that they're here to do that.

5 And we work the same way, for example,
6 with the biotech industry. When we bring the bio
7 convention here, we will work with the people who
8 want to do business with them, but it's not sort
9 of what we wake up in the morning thinking about.

10 COMMISSIONER MCHUGH: Are there
11 circumstances under which you would use the
12 existence of a casino in a region where you have
13 a location as part of your marketing efforts?

14 MR. ROONEY: Absolutely. Once the
15 casinos are in, they will be in our marketing
16 materials. Yes. As is Fenway Park, the Kennedy
17 Library, the Museum of Fine Arts. We market on two
18 levels. We market the destination attributes and
19 what your attendees are going to be able to while
20 you're here.

21 And then we market the specifics. A
22 meeting planner wants to know how many meeting
23 rooms I have. How big are they? How many chairs
24 do you own, the kitchen. So, they have very

1 specific things. So, our marketing efforts
2 exists on two levels. To the 3000 people who
3 choose where meetings go, it's very specific and
4 oriented to the ability of the destination to host
5 that meeting. But for a lot of the attractiveness
6 of the destination, sure, we'll be including all
7 of that.

8 COMMISSIONER STEBBINS: I'm not as
9 familiar with the Boston market. The potential
10 addition of hotel rooms either in Western
11 Massachusetts or the Boston region, does that help
12 position you better for any exhibitions or
13 conventions that maybe you can't get now because
14 of that lack of hotel room space?

15 MR. ROONEY: Yes. One of the big
16 issues -- We're on a campaign now. We call it Top
17 Five. As I mentioned, we starting in 2006
18 elevated Boston into the top 10, and each year
19 since. I think we're eighth this year. But we're
20 stuck there. And when you think about it, my
21 primary product is future time and space. Space
22 in a convention center and space in hotels.

23 The biggest limiting factor that we
24 have is hotel availability. There's about 20,000

1 hotel rooms in Boston proper, about 30,000 in
2 greater Boston. Occupancy last year was 79
3 percent, which is virtually full. Anyone who has
4 tried to get a hotel room in certain parts of the
5 year know you either can't or you're going to pay
6 \$700 a night if you choose to. So, it is. And we
7 do an analysis on every piece of business we lose.
8 And hotel room inventory is a major factor,
9 particularly proximate to the Convention Center.

10 CHAIRMAN CROSBY: Which means what as
11 a practical matter?

12 MR. ROONEY: Half a mile, walking
13 distance. That's what we need, We need more in
14 the South Boston waterfront and we need more in the
15 market, both in South Boston waterfront but in the
16 broader geographic market more price diversity.

17 If you look at the hotel inventory
18 that's developed in Boston in the last 15 years,
19 it's primarily four-, five-star hotels. It's the
20 Intercontinental, it's the Mandarin Oriental,
21 it's the Ritz. And that's all driven by hotel
22 economics that we could spend all day on.

23 But generally speaking, we need more
24 overall. We need more in the South Boston

1 waterfront. And we need more at a midprice, a
2 lower-priced level than currently exists in the
3 city.

4 So, if one of the Eastern, I guess, or
5 Boston region hotels was to produce a hotel
6 inventory, I'm sure that we'd use it to the extent
7 that they would be willing to play. That's an
8 issue in every city, the degree to which the hotel
9 strategy is compatible with the convention and
10 meeting strategy. There's a couple of examples,
11 New York, Philly, Washington where they the
12 convention market as kind of a secondary market.
13 So, they're not as willing to give up rooms to
14 attract conventions because they have higher
15 priced business travelers and leisure travelers
16 that they can get as opposed to these discounted
17 rate conventioners.

18 So, to the extent that the developer
19 saw it in their best interest to provide a block
20 of rooms. The way that I do business is I will go
21 to a hotel for convention that is not going to be
22 here until 2017, 18, 19. And I will say that I
23 would like 400, 600 of your rooms. And I'll block
24 them so that they can't can sell them. Some hotels

1 don't want to do that.

2 They want to wait for the business
3 traveler, the leisure traveler to come in. And
4 I'll negotiate the rate down for my convention.
5 So, some of them don't want to do that.

6 The short answer is yes. More hotel
7 inventory helps. But where the rubber meets the
8 road is on the business behavior once they get
9 here.

10 CHAIRMAN CROSBY: There's a
11 conundrum. One of the interesting things you said
12 was the criteria that you would use. This reminds
13 me, Commissioner McHugh was leading the process
14 for, among other things, looking at the process,
15 functional process of evaluating these big
16 proposals. And Jim knows as much about this kind
17 of stuff as a lot of people and might be a
18 conversation worth having as another conversation
19 to pick his brain about how we do that.

20 But one of the criteria you mentioned,
21 the second one was make sure that the cool vision
22 stuff that they present to you is actually central
23 to their success and not just fill-ups that they're
24 doing to try to win the business.

1 We have made a big point about talking
2 about we don't want just a big box with everybody
3 inside. That's been one of our probably strongest
4 messages. As you know, the casino industry is
5 changing anyway a little bit from that kind of
6 model. Partly because the casino market is
7 getting saturated and they need revenue from other
8 things, shopping and so forth and so on. But as
9 a practical matter, it's clearly in their business
10 interest to keep the people inside the building.

11 COMMISSIONER ZUNIGA: On the seat.

12 CHAIRMAN CROSBY: On the seat most of
13 all. But if they're going to get up out of the
14 seat, they want them to go to your shops, your
15 restaurants, your hotel rooms, your spa.

16 So, if you were a casino operator, how
17 do you make your interest as the casino operator
18 compatible with that vision? As opposed to just
19 doing the least you can get away with to convince
20 the Commission that you're going to at least go
21 through the motions of trying to coordinate with
22 the region and the community and the tourism around
23 you?

24 MR. ROONEY: Well, I think that what is

1 proposed to be built sends a strong signal in that
2 regard. So, I am aware of generally speaking of
3 proposals both in the Boston region and the
4 Springfield region. And as I understand it, for
5 the most part, there isn't any real remarkable
6 amounts of exhibit space, for example.

7 So, they're kind of sending a pretty
8 strong signal that their business strategy isn't
9 to sort of host major conventions and events ala
10 the Sands or Singapore or other places that have
11 twice as much exhibit space, frankly, as I have.
12 So there's that.

13 So, what's in there? That will tell
14 you what their business strategy is once they tell
15 you what's in there.

16 The second is the degree to which as
17 they are proposing and developing their
18 relationships even today, they are intending to
19 rely on something that already exists.

20 So, I'll give you two examples. Out in
21 Springfield I heard yesterday one of the
22 proponents that is developing a relationship with
23 an existing entertainment venue. They're not
24 going to build one. They're going to use one

1 that's there. There's another proposal that
2 proposes to link directly and build a bridge into
3 our building. They're not going to build
4 anything. They're going to use what's there.

5 So, I agree Steve that the purest of
6 business models is keep them there and sort of meet
7 all of their needs. But you can I think look at
8 what they're physically proposing to do along with
9 sort of some of the strategic components of what
10 they're intending to do as a way to kind of get at
11 that.

12 I wouldn't say -- I believe in the
13 capitalist system. So, I'm not begrudging them
14 making money and trying to sort of do those things.
15 But how they strategically and cleverly think
16 through achieving both, I think, is what might be
17 interesting to ask for.

18 CHAIRMAN CROSBY: We have this clause
19 I'm sure you're aware of that the bidders have to
20 sign agreements with live entertainment venues in
21 their area. Is your facility in Springfield
22 covered by that? Is that a live entertainment
23 venue?

24 MR. ROONEY: I'd like to think so.

1 COMMISSIONER MCHUGH: It may be a
2 matter of debate?

3 MR. ROONEY: Yes, I think it would be.
4 If I remember right, we took a look at it. And I
5 think there's some specific language in there that
6 would make it a debate related to private
7 facilities that we're not. So, that being said
8 that doesn't mean we don't try to leverage our
9 presence.

10 CHAIRMAN CROSBY: Right. Anybody
11 else? Thank you very much, Jim. It's really
12 helpful stuff. Thanks a lot.

13 COMMISSIONER MCHUGH: I wonder before
14 you leave, I'd like to ask you the same question I
15 asked Betsy when she was here. That is when we
16 come up with the draft evaluation criteria, things
17 that we're going to be using to evaluate bidders,
18 which we will do hopefully in the next few days,
19 if you or somebody on your staff has time to take
20 a look at that and give us your feedback that would
21 be enormously helpful.

22 MR. ROONEY: That would be -- actually
23 enjoy the opportunity. Thank you.

24 CHAIRMAN CROSBY: Thank you very much.

1 Appreciate it. We'll take a brief break.

2

3 (A recess was taken)

4

5 CHAIRMAN CROSBY: We will reconvene
6 and welcome John and Julie. You want to introduce
7 yourselves and take over? Thank you.

8 MR. NUNNARI: For the record, my name
9 is John Nunnari. And I am the Executive Director
10 of AIA in Massachusetts.

11 MS. TAYLOR: I am to tell Julie Taylor.
12 I'm a lawyer with the law firm of Noble and
13 Wickersham in Cambridge and work with John and a
14 team of other people to prepare the White Paper on
15 casino design standards.

16 MR. NUNNARI: So, our thought here was
17 to just sort of touch on some of the highlights of
18 the forum itself. And use those highlights to
19 sort of talk about what we put into the White Paper
20 in terms of the recommendations or how those
21 highlights helped us get to some of those
22 recommendations. Talk a little briefly about
23 what the recommendations are. And then hopefully
24 have some questions and answers about potential

1 next steps.

2 So, in terms of the forum itself, we had
3 a number of speakers, seven speakers in total.
4 Vernon Woodworth who is our president did an
5 introduction and overview. Laura Wernick
6 discussed some concepts of design excellence.
7 Julie Taylor talked about the gaming statute and
8 in design sustainability. Mark Walsh-Cooke
9 talked about sustainability features of
10 high-performance buildings.

11 Anne-Marie Lubeneau spoke from the
12 perspective of being involved with the Pittsburgh
13 casinos and talked little bit about what worked and
14 what didn't work in that process. Alicia McDevitt
15 spoke about the Clean Energy Center and the
16 programs that that center can offer to prospective
17 casino developers. And lastly, Easley Hammer
18 spoke from his personal experience on designing
19 casinos in Singapore and Las Vegas.

20 After hitting those topics, we had our
21 discussion back and forth between the Commission
22 members and our members. And what we heard was
23 really a need for some help in two big areas.

24 One putting some design standards in

1 place about what these casinos might be in terms
2 of physically what they may look like and how they
3 might be built. And secondly, a design review
4 process to help you figure out once you take these
5 11 applicants, how you actually review them to
6 determine -- to bring them down to the three that
7 you actually want to grant licenses to.

8 And then how you follow that through
9 after you've granted the license, how you follow
10 the project through to ensure that they're
11 actually complying with everything they said they
12 were going to do.

13 So with that, Julie's going to talk a
14 little bit about the recommendations that we made
15 on the design standards. And then I'll talk a
16 little bit about the design review process that we
17 propose.

18 MS. TAYLOR: So, the White Paper was
19 the result of a lot of collaboration among a lot
20 of people who have a lot of experience with design
21 criteria. And we reviewed the gaming statute and
22 the criteria that were explicit in there as well
23 as the authority that provided you to do things
24 beyond what was specifically listed there.

1 We came up with a list of 20 specific
2 criteria that we call the design, sustainability
3 and community linkages standards. I would
4 suggest to you that you adopt these or use a similar
5 framework.

6 And the criteria were grouped into
7 eight categories. The first being overall
8 design, design quality, design excellence
9 including integration into the surroundings and
10 tourism appeal, linking to the communities in
11 which they are going to be situated.

12 The second grouping of criteria was
13 LEED, the energy and efficiency and design and
14 materials.

15 Third area for criteria was in energy
16 including renewables and equipment, monitoring of
17 energy and increasing energy efficiency.

18 The next set of criteria had to do with
19 operations, which I'd really like to stress. That
20 in terms of post-occupancy, people tend to think
21 of design criteria as something that you start
22 with. But for purposes of meeting the statutory
23 goals as well as sort of sustainability and quality
24 design in general, you really want to be having

1 standards that require ongoing operations to be
2 monitored and tweaked to the standards that they
3 were designed to. And the statute also requires
4 improvement.

5 So, energy efficiency in year one, in
6 year seven you want make sure that you're not just
7 going back to what is now old hat, but that you're
8 continuing to require high standards.

9 Next set of criteria had to do with
10 community impacts from a couple of perspectives
11 including the sort of lighting and noise impacts
12 on communities from the casino operations, as well
13 as a robust inventory of community resources and
14 linkages to those community resources.

15 Following up on sort of your last Q &
16 A about how do you have it be outward looking. And
17 I think having a requirement for robust design
18 review process that John will talk about a little
19 bit more would help the developer fulfill the
20 requirement to have the casino be linked to the
21 community.

22 Next criteria category had to do with
23 water and water conservation.

24 Another category had to do with climate

1 and climate resiliency. In light of Super Storm
2 Sandy, we learned the importance of that.

3 And then the final was traffic and
4 access, both the function and appearance of how
5 people come and go from the casino area.

6 So, I will just briefly touch on the
7 project has overall design and concept excellence,
8 both the entire project as well as each element.
9 You wouldn't want one beautiful building and
10 everything else to look like Soviet bunkers. That
11 the project is integrated into its surroundings in
12 terms streetscape and scale.

13 And one of the things I'd really like
14 to emphasize is that because these resorts are not
15 just going to be one function, create in effect a
16 small village that you could have a casino, you
17 could have a hotel, you could have entertainment
18 facility. You could have sort of pathways where
19 people walk through and that those pathways could
20 be linked to the community. So, it doesn't need
21 to be one model as its structure. And that's a way
22 to have it be integrated into the surroundings.

23 And the project has tourism appeal.
24 That's one of the things that in terms of having

1 the success for the casino developer and operator
2 be tied into its own self-interest is that the more
3 tourism appeal, the more successful the casino
4 resort is going to be. And that tourism appeal can
5 link into the surrounding communities.

6 Some of the most significant projects
7 around the world are ones that draw huge amounts
8 of tourists because of high-quality design,
9 because of linking to the site. Whether it's the
10 Bilbao Museum in Spain or other places where the
11 tourism appeal is a big part of the successful
12 factor.

13 LEED and materials, we recommended
14 that the projects and their elements be certified
15 as platinum under new construction and major
16 renovations. This is the sort of leveling of the
17 playing field that both renovation of existing
18 facilities as well as new construction can be
19 eligible through LEED and LEED platinum under
20 LEED-NC.

21 But also to take into account the
22 community impacts in terms of LEED for
23 neighborhood development and that be a LEED gold
24 standard. And to prohibit certain materials on

1 the red list.

2 On energy, have each building in the
3 project exceed the stretch energy code. Several
4 of the communities are green communities and
5 already require the stretch energy code. And the
6 existing stretch energy code is easy for any
7 developer to meet now. You should set the bar not
8 so high that they can't meet it, but high enough
9 to set a new standard.

10 The project should generate onsite at
11 least 25 percent of its annual electricity for
12 renewable sources, which all of the engineers will
13 tell you is pretty easy to meet. And that it
14 procures offsite the rest of it from renewables.
15 And given that there are renewable energy credits
16 in Massachusetts again, that's easy to do and
17 relatively short money as one engineer said to me.

18 The project would submeter and monitor
19 all of the major sources of energy consumption,
20 part of the statutory requirement. Annually
21 maintain and biannually improve energy
22 efficiency, again, this sort of continuous
23 improvement. Demonstrate that gaming equipment
24 is energy-efficient and other equipment as Energy

1 Star labeled.

2 That it incorporates district heating
3 and cooling technologies. This can be a fabulous
4 way where these huge resorts to have cogeneration
5 of combined heat and power to be a demonstration
6 model and also to save money for the casino
7 operator in the long run.

8 Have at least one key building aimed
9 for net zero energy and within three years actually
10 operate at net zero energy. So that the onsite
11 generation of energy equals or exceeds the energy
12 consumed onsite. That's feasible these days.

13 There initial commissioning. There's
14 annual reports that would be submitted. The
15 project after opening would be certified under the
16 LEED for existing buildings. There's a LEED
17 criteria that looks to operations and maintenance.

18 So again, it's important to not just
19 sort of have your plan and put it on the shelf and
20 be done with it when the building opens, but make
21 sure that it continues to operate.

22 Community impacts that there can be
23 benefits and amenities for schools, for children,
24 for elders, for local organizations, whether it's

1 community theater or whether it's making the space
2 available, providing discounted benefits and
3 tickets.

4 Having a community resource assessment
5 process through the host community and potentially
6 with neighboring communities. And have
7 sustainability education programs for employees
8 and visitors.

9 In terms of water, to conserve water so
10 that each building would use 40 percent less water
11 than the standard building of that type and size.
12 And promote reuse and recharge of water. The
13 Institute for Sustainable Infrastructure has a lot
14 of techniques to impact -- minimize the impacts of
15 storm water, which is not only from roads but from
16 the buildings themselves, from the roofs and
17 particularly garages.

18 And to aim for net zero storm water but
19 given that that may be technically difficult to do,
20 to provide some offsite water savings mitigation.
21 And that could be an agricultural project if
22 there's a project out in the Springfield area. Or
23 in the Boston area there's a great need for storm
24 water collection and recharge. And that would be

1 something that would be easy for a developer to
2 come up with.

3 In terms of climate, there's a lot of
4 dialogue these days among architects and engineers
5 about climate adaptation and resiliency and how to
6 think about extreme weather events and where you
7 should place things and what the design should be.

8 And that would be particularly
9 important for these landmark buildings that are
10 going to be having thousands and thousands of
11 people in them. People don't always pay attention
12 to the weather when extreme weather events are
13 coming.

14 The project can also be available as a
15 community resource in extreme weather. So, that
16 if people are flooded out or lose power that there
17 would be the ability to use at least some of the
18 buildings at the casino resort for sort of a safe
19 haven and a coordination for first responders.

20 The traffic impacts of these projects
21 are going to be immense. And that there is a
22 requirement in the statute to mitigate vehicle
23 trips and reduce impacts. And you will need to
24 consult with a good traffic engineer about the best

1 practices and the ways that that can be done.

2 Even within the site, the parking and
3 circulation, you don't want to neglect the fact
4 that people are going to be walking from one
5 location to another. And there are going to be of
6 delivery trucks. And you need to provide for the
7 safe function as well as the visibility of how
8 those things are going to work.

9 And finally, that there would be at the
10 time of the initial opening access to multimodal
11 means of transportation so that there are
12 functioning public transit options whether it's
13 rail or subway or bus. And that there would be
14 plans for linkage to -- in the urban areas,
15 linkages to the existing public transit system.
16 And in rural or suburban how it can be linked up
17 to RTAs, the regional transit authorities.

18 Finally, we had noted that you could
19 include whatever sort of rating system that you
20 come up with for the 20 or other criteria that there
21 be extra points. So, if a proposal suggested that
22 it would work with a UMass Amherst or UMass Boston
23 or Harvard and MIT to come up with an innovative
24 demonstration project on renewable or energy

1 efficiency, sustainable education that that would
2 get extra points. Or if there was a proposal to
3 partner with the State Department of Energy
4 Resources on a demonstration pilot on renewable
5 energy, anaerobic digestion from the restaurants
6 and food waste, for example, that that could also
7 get extra points.

8 So, I'm happy to answer questions.

9 CHAIRMAN CROSBY: Thank you.

10 MR. NUNNARI: On the design review
11 process, one of the things that we heard was you
12 were struggling with trying to understand how you
13 would take these applications and actually figure
14 out on the building portion of it what is a good
15 proposal, what's not.

16 And what we thought of was sort of
17 two-step process. One that you would take the
18 standards that Julie just spoke about, but in the
19 first process, you would take those standards and
20 you would use those standards literally to help you
21 rank, if you will, the actual proposals per region.

22 The second portion of the process would
23 be putting together design review boards. So,
24 after you've ranked your proposals and decided on

1 who you want to award licenses to, you would create
2 these design review boards to follow the process
3 from -- literally from giving the license, to
4 concept design all of the way through the end of
5 construction and past.

6 The design review boards, what we
7 thought of was or what we're suggesting is a
8 three-representative design review board. One
9 representative would be a direct representative of
10 the Gaming Commission. A second member would be
11 a member from the host community. And then the
12 third member would be a member who is designated
13 as the collective representative of the
14 neighboring communities.

15 The representative from the Commission
16 would be the official voice, call them the chair
17 if you will, of the three. But it would be
18 encouraged, obviously, that they should work --
19 whatever decisions they come up with should be done
20 in the form of trying to reach a consensus.

21 But in situations where consensus
22 can't be reached, it still would be on the chair
23 or the Commission representative to actually be
24 the voice of the Commission. This person,

1 obviously, wouldn't be speaking for the Commission
2 without consulting with the board or this
3 Commission but that would be that one particular
4 person's role.

5 We're suggesting that the people that
6 serve on this Commission should have at a minimum
7 10 years experience in design and construction,
8 ideally architects. We suggest that you might
9 want to consider, if you like the idea of design
10 review boards, that you would actually establish
11 design review boards for the three actual projects
12 as opposed to one person who works for the
13 Commission sitting on all three projects.

14 Our concern is these projects are big.
15 They're immense. They're long. And that's a lot
16 of work for one person to try to do. So, you might
17 consider either hiring staff or hiring a
18 consultant to work in that regard.

19 But again, this design review board,
20 they would be your eyes and ears. They would be
21 the ones who look at the standards that you
22 approved when you gave the license. And they
23 would work with the developer and the communities
24 from concept design all of the way through the end

1 of construction to ensure that everything that was
2 said upfront actually occurs.

3 And these folks would actually have the
4 power through you to essentially stop the project
5 if they felt that the project was going off track.
6 If at the beginning of the project, the development
7 team offered X and nine months into it X sort of
8 fell by the wayside, the design review board could
9 bring this to your attention and would have the
10 ability to tell them to stop, go back, solve this.
11 And once you've solved it, we can move on.

12 That's one way to ensure that you're
13 actually going to get the buildings that you want.
14 And some of the issues that were raised earlier
15 about making sure that the building process that
16 we're talking about in terms of trying to link to
17 communities that is one way to ensure that you are
18 actually linking with the communities and that the
19 community process doesn't fall to the wayside by
20 being able to tell them no, stop. We're not happy
21 with what you're doing. Go back, solve it and then
22 you can move along.

23 Really that is essentially it in terms
24 of the design review process. There's a little

1 more in the proposal here in terms of the details,
2 but I don't particularly want to go through all
3 that now unless you have specific questions about
4 it.

5 What I think would be a little more
6 useful is having a conversation with you in terms
7 of what you feel was either good or bad in this
8 proposal and how we might be able to work with you
9 in terms of taking either the design standards and
10 moving them forward into your regulatory process.
11 So, that the idea would be that hopefully these
12 standards in some way are given to the 11
13 developers that you've approved that have to then
14 come back and answer these questions as to how
15 they're going to meet these standards.

16 And also to work with you to figure out
17 the suggestion that we've made for these design
18 review boards, whether that's something you like
19 or not like. And if there's other ways that we can
20 do it, how can we work with you to do it. I guess
21 I would ask are there questions from the Commission
22 as to what we've proposed?

23 COMMISSIONER ZUNIGA: I have a
24 comment. I wanted to be the first one to make

1 this. Because I really thank you and applaud what
2 you've put forward in this White Paper.

3 I think your recommendations are very
4 good, on point out of the statute but really
5 fleshed out, and out of your collective experience
6 as well in other jurisdictions. So, I think
7 you've laid out really well holistically but also
8 very nuanced when it comes to things like what the
9 transportation may mean in an urban setting versus
10 a suburban setting and many other examples like
11 this.

12 So, I read and reread your paper
13 because it requires sometimes rereading with
14 interest. And I really thank you. I really think
15 that we are -- we should be thinking about the next
16 step that you allude to John, which is taking these
17 into the regulatory process. When what is a smart
18 regulation -- You speak to much of that here, what
19 should be a standard versus a prerequisite.

20 And prior to this, I was personally
21 thinking that there were going to be a lot more
22 prerequisites. The theme does not appear to be on
23 that side. My read is that you are more on the side
24 of meeting standards or setting standards, setting

1 high aspirations and letting the proponents really
2 create -- bring together the best proposals, if you
3 will.

4 And I also want to comment a little bit
5 on the whole design review process, because I think
6 that is key. One idea that I hope to take to other
7 aspects of the application, like the finance
8 evaluation, you speak really well to the building,
9 the site -- the building design, the site design
10 and the community linkages, but it has a tremendous
11 parallel to what we will hope to accomplish in my
12 view relative to just the purely financial
13 evaluation.

14 Some of these proposals will not come
15 with 100 percent financing, for example. And
16 having that kind of review along the way is going
17 to be important. So, I wanted to mention that now.
18 At least in my view, your recommendations are not
19 just limited to the design element. I think they
20 really transfer to other key aspects of the
21 application. So, a big winded way of saying thank
22 you very much for all of the work that you've done.

23 COMMISSIONER MCHUGH: You mean in
24 terms of the ongoing evaluation.

1 COMMISSIONER ZUNIGA: Evaluation,
2 yes.

3 COMMISSIONER MCHUGH: I thought that
4 was quite -- I echo Commissioner Zuniga's thanks
5 for the thought and care you've put into this.
6 These are, as he put it so well, nuanced and very
7 aspirational criteria.

8 And the notion of an ongoing review
9 process, a team assembled to ensure that the -- to
10 monitor what's going on, is an excellent way to
11 address this and I think other aspects of it as
12 well. So, he said it more eloquently than I can,
13 but I do echo the thanks for what you've done.

14 I was curious about the overall goal in
15 light of what we've heard here today and something
16 we've been thinking about, I think all of those,
17 in various ways. That is this. That you, Julie,
18 talked about this as a little island, a little
19 community or something so we have pathways through
20 it. That is certainly what destination resort
21 seems to suggest. That's the statutory
22 definition.

23 Yet we have heard from not only the
24 people who spoke here today but from others along

1 the way about the need for interconnectedness with
2 and an outward lookingness, if you will, to
3 surrounding communities. So, there's the first
4 kind of dichotomy that occurs to me.

5 The second is that the
6 interconnectedness with the surrounding area is
7 one thing in an urban setting where a casino is
8 plunked in the middle of a vibrant or could be
9 vibrant urban setting. And it's different, it
10 seems to me, in a much more rural area. Not that
11 the concepts aren't useful in both places, but
12 they're different. And they're achieved, it
13 seems to me, in different ways. Could you talk
14 about both of those in whatever way you think would
15 be helpful?

16 MR. NUNNARI: As Mr. Rooney was
17 speaking, I was actually thinking about that
18 question actually. And it seems to me there's two
19 scenarios that came to my mind.

20 One was a casino that's totally inward
21 looking. They know how to make their money.
22 They're going to make their money. They're going
23 to build a building and that's I guess the Vegas
24 model maybe or the now changing Vegas model.

1 There's an argument I think that could
2 be made that says if presented in the right way,
3 it is more beneficial to the developer to truly
4 reach out to the community. If they truly become
5 engaged with the community, in all its aspects,
6 funding a Sunday parade, allowing the community
7 theater twice a month to use their theater,
8 sponsoring school sports, those sort of things,
9 that it only works to their benefit. It only helps
10 them, quite frankly, make more money if they are
11 strengthening their tie to the community, because
12 then the community will help, quite frankly,
13 promote the casino because they will see a mutual
14 benefit in their relationship. That's what I was
15 thinking.

16 And in terms of how do you do that, I
17 think you can sort of to a certain extent do it
18 through physical built environment by making the
19 two sit down and figure out literally what do these
20 roads look like? Is it literally just a paved road
21 that winds forever? Or are there things that
22 occur along that road?

23 Could the casino developer be engaged
24 with the community's planning department and be

1 part of the master planning exercise that looks at
2 the growth of the community? And literally, how
3 are they going to grow? Yes, maybe this casino in
4 a rural area does sit way out, sort of the golden
5 road to Oz.

6 But there's a community somewhere that
7 you have to go through to get to that Oz. And one
8 way might be literally to have them sit down with
9 the zoning board and the planning board and talk
10 about the overall master plan of the town. How do
11 we want to build up development on that golden road
12 that leads to your casino so that it works for both
13 of us? What sort of businesses should be there?
14 Just what kind of businesses that could be there.

15 So, I think that there are ways to do
16 it. I don't think that there is any silver bullet
17 that I can offer you right now that answers that.
18 I think some of it will come out through the way
19 they respond to some of the questions that we've
20 phrased in the standards as to tell us what your
21 plan is for linking to the community.

22 If the developer responds by saying I'm
23 going to make a \$500,000 donation, well, that tells
24 you something. But if they say I'm going to make

1 a donation but I'm going to do this, this and this,
2 that tells you something else. And I think that
3 is a way to look at it. It may not be a perfect
4 way, because I'm not sure there is, again, any real
5 perfect answer to that question. But I think it's
6 a start.

7 MS. TAYLOR: Just a couple of further
8 comments I think. If you make clear in your design
9 standards package that go out to the developers
10 that interconnectedness is a key criteria for you,
11 that they will find a way to try to convince you
12 that they are going to being more interconnected
13 than anybody else who's submitting an application.

14 And they will have creative planners
15 and architects and designers on their staff,
16 traffic engineers who will be thinking about these
17 issues. So, whether it's promoting a new public
18 square where there can be this sort of European
19 public square activities and cafés around the
20 edges, whether it's something like that.

21 Or whether it's in a more rural setting
22 and thinking, as John said, sort of how is the
23 experience of the space along the road going to be.
24 How can it tie in to this sort of geologic and

1 historical factors in some of the other buildings?
2 How can it sort promote some of the regional
3 resources in the area?

4 If you make that a key criteria as I
5 said in a presentation in the forum in December,
6 if you require things of developers, they are
7 extraordinarily good at convincing you that they
8 know how to meet them. So, just put a lot of the
9 aspirational, put a lot of the high standards in
10 the application. And that will draw out from the
11 developers.

12 The second comment I think is to also
13 make clear that perhaps in one of the standards
14 itself, and we didn't put it this way in the White
15 Paper, but that one of the design standards is in
16 the initial stages a very robust engagement with
17 the community on the design review process on these
18 issues of interconnectedness and the surroundings
19 and sort of supporting the surroundings.

20 And if you have that part of the
21 process, if you have that kind of process being
22 part of the criteria, that will function to bring
23 out the best possibilities for the different site
24 specific locations.

1 MR. NUNNARI: To a certain extent,
2 that's what the design review boards that we're
3 talking about will do. So, when you ask for it in
4 the standard, when we say these design review
5 boards will then follow the project, they will be
6 there at all of the local zoning meetings and all
7 of the planning board meetings. They will be at
8 all of the community meetings that are going to
9 occur just about what the design is.

10 So, it's sort of at that level that as
11 Julie said, these developers are going to be very
12 good about telling you here's why I'm better.
13 Here's the way that I'm going to do it, which is
14 better than this other person.

15 It's the design review board that you
16 can use that they actually do do it and that they
17 stay on track. It could be again, one of those
18 things --

19 MS. TAYLOR: And to help them do it.

20 MR. NUNNARI: Yes. But if they're not
21 doing it, then you have that authority to say wait
22 a minute. You got off track here. And we can
23 still pull back your license if you don't get back
24 on track.

1 MS. TAYLOR: Just to give a pretty
2 short example, when I lived in Vermont for several
3 years I was General Counsel of a company that was
4 based up there. And I sat on the Act 250 review
5 panel, which is their state sort of major projects
6 review panel.

7 And there was a major sort of
8 warehousing type building that was going up in an
9 area that was on an incredibly scenic highway.
10 One of the areas in Vermont where you just go, oh,
11 isn't this beautiful.

12 The developer came in with sort of this
13 is what he wanted to do. And we said no. That's
14 going to be glaring and it's going to take away
15 everybody's eyes from viewing the mountains and
16 the lake views. And you need to make it recede.
17 You need to use darker colors. And you need to do
18 more landscaping to hide it.

19 And I remember meeting with that
20 developer a few years later and he said thank you.
21 You made our project a better project because of
22 the back-and-forth that we required during these
23 review hearings. That we wouldn't have thought
24 about the colors receding and the landscaping and

1 placing it over there rather than placing it over
2 there.

3 So, a good developer can find a good
4 review process helpful.

5 And on including in the criteria on our
6 proposed criteria number 15 under the community
7 impacts, does talk about having a community
8 resource assessment process. And you might look
9 at sort of beefing that up as a key criteria.

10 COMMISSIONER ZUNIGA: Can I pick up
11 those comments. This morning I'm not sure if you
12 heard our three speakers. I know you at least Jim
13 Rooney, the one before you.

14 One of the common themes, if I could
15 summarize, was along the lines of branding. And
16 that the tourist that comes to Massachusetts is
17 perhaps or that Massachusetts as a tourist
18 destination may be thought of as more intellectual
19 or sophisticated. And there were a couple of
20 comments along those lines.

21 I am wondering if you have some
22 reaction to that or ideas? You talked to some
23 degree relative to community linkages. And I
24 think that's great in the context of the region.

1 But I would be interested in your thoughts now or
2 later relative to branding.

3 I know that in the forum, the design
4 forum that you hosted a few weeks ago, Mr. Woodward
5 talked about perhaps branding from a
6 sustainability perspective. That maybe casinos
7 Massachusetts could be the ones that have net zero.
8 If you could speak a little about that or any other
9 comments in that venue.

10 MS. TAYLOR: I'll just very quickly
11 say that I think that Massachusetts -- it's not
12 that I think. Massachusetts is a leader in
13 energy, energy efficiency and renewables and the
14 research at the universities that relate to
15 Harvard and MIT, the Lowell Institute. So, to be
16 able to take that and sort of do fun stuff with it
17 and have it be neat demonstration projects and
18 things. And have it be family resorts, bringing
19 more people in, not just sort of single gamblers
20 who sit there and smoke all day or something.

21 You could broaden the appeal with a
22 Massachusetts branding about sustainability and
23 energy. And the other is -- two others. One is
24 sort of the university and the fact that there is

1 such a wealth of resources here in terms of
2 universities and linkages.

3 But the third is the Massachusetts
4 landscape. We have beautiful landscapes. We
5 have hills out in the Berkshires. We have coasts
6 on the North and South shore. We have Cape Cod.
7 We have water. We have lakes. We have hiking.
8 So, all of the sort of recreational, outdoor, New
9 Englandy kind of stuff. So, I think energy,
10 university and that sort of recreation and the
11 beautiful varied outdoors is a lot to go on there.

12 COMMISSIONER STEBBINS: Betsy Wall
13 from -- I think the point you're making is about
14 the tourism industry is worried about branding the
15 ideal of Massachusetts to international visitors,
16 which is a subject of a lot of discussion, how we
17 get them here.

18 Betsy was worried about the branding
19 and talked about quaint little New England with
20 picket fences. And all I could think of was we're
21 going to build a 300,000 square-foot saltbox house
22 to house one of these casinos.

23 But she flipped it and did talk about
24 the energy piece and the efficiency piece. And

1 the pictures of buildings that you included from
2 Massachusetts are certainly, I think, very well
3 blend those two.

4 I had three areas, I guess. of concern
5 and question. The first is you talked about the
6 use of LEED for neighborhood development rating
7 system. And reading through the criteria that the
8 neighborhood development rating system uses, it
9 worried me or concerned me a little bit that it may
10 tend to focus or favor an urban facility than a
11 rural facility.

12 Access to civic and public spaces,
13 agricultural land conservation, housing and jobs
14 proximity. Is there a way to still use that
15 criteria but a way to blend it so it doesn't favor
16 a rural location over and maybe an urban location?

17 MR. NUNNARI: I think so. We had a big
18 debate about LEED, quite frankly. And it's in one
19 of our notes about LEED. Because LEED was a smart
20 enough organization to grab onto something that
21 they saw happening years ago, which was this
22 movement toward sustainability. And they jumped
23 on and grabbed a hold of it. And now we all talk
24 about LEED. The reality is it's a for-profit

1 organization that we all use.

2 So, we had some concerns about the
3 idea of saying should you use LEED or not, which
4 is why in this recommendation we said not becoming
5 LEED certified but becoming LEED certifiable.

6 That being said, the sort of beauty of
7 LEED at the moment is that it is a checklist. But
8 the checklist is up to you to decide which
9 requirements you want. So, if you are in a rural
10 setting as opposed to an urban setting, you can
11 check off the requirements that this is what I'm
12 going to do. Or this is what I'm going to do.

13 As opposed to in the rural requirement
14 there may not be as much of an ability to tie into
15 a public sewer system, for instance. But in an
16 urban setting, it's pretty much a foregone
17 conclusion that you are going to tie into that
18 system.

19 So, I think that there is some leeway
20 within the LEED's checklist to allow for that.
21 The other thought that we had, which could be a
22 requirement is something called the International
23 Green Construction code. And it's a code that has
24 not been fully adopted across the country yet.

1 It's still sort of going jurisdiction by
2 jurisdiction.

3 But what it is is a code that uses the
4 matrix of LEED in terms of the checklist but
5 instead of it being a checklist from a third-party,
6 a for-profit organization, it's actually a
7 building code. And it operates the same way.

8 Whereas you have a certain amount of
9 points on a base that you need to comply with. I
10 think it was like 14 points. And then there was
11 a whole set of electives. And you could go per
12 your project and choose the electives that you
13 want. And there were certain standards that you
14 would want to get to on the electives. You might
15 want to get to 10 to reach a certain level. Then
16 if you want to go to the next level, then you want
17 to get to 15 or 17 or something to that effect.

18 The problem with that is that
19 Massachusetts has not adopted the International
20 Green Construction code because of the issues
21 surrounding trying to resolve the jurisdictional
22 issues. Because that code actually gets into
23 issues of water use, which because it's a building
24 code and regulated by one state agency, water use

1 is regulated by a different state agency. And we
2 haven't figured out how we're going to make that
3 work yet. So, the state hasn't looked at it.

4 But that being said, there are -- it is
5 a building code that could be use and could be
6 referenced. And those standards that are in that
7 code could be used by you or by those projects if
8 you so choose.

9 So, they are building code language
10 that hasn't been adopted. And it would be a
11 process to work a little bit with the Building
12 Board of Regulations and Standards to make sure
13 that if you're going to use that for these projects
14 that we're using it appropriately and not
15 circumventing the building code in some way.

16 But it does allow for a process that is
17 a little more geared, I'd say than LEED to looking
18 at suburban versus urban. And it's a very -- I
19 don't want say it's complicated, but I don't think
20 anybody's done it yet. So, you would definitely
21 be a trailblazer if you tried to do it.

22 MS. TAYLOR: I have a question that
23 sort of relates to your question, which is are you
24 going to be issuing draft regulations for public

1 comment or are you going to be sort or issuing
2 regulations?

3 CHAIRMAN CROSBY: The former times two
4 or three.

5 MS. TAYLOR: Because I think that you
6 can -- any good set of government standards is
7 always going to have some discretion built into it,
8 and always some room for sort of exceptions at the
9 discretion of the Commission.

10 And you can invite comments from more
11 rural sites, proposals in more rural sites about
12 how would they propose to meet the intent of
13 LEED-ND in terms of maximizing the benefits for the
14 community and minimizing the negative. How would
15 they meet the intent of that requirement given that
16 it's in a more isolated setting?

17 And the LEED-ND don't -- I didn't give
18 all of the criteria in there, but you can sort of
19 rank different points within them. And there are
20 some more rural community set of standards. It's
21 not all based on sort of density of urban
22 neighborhoods if that's helpful.

23 COMMISSIONER STEBBINS: That's
24 helpful. One of the big takeaways from the case

1 examples you presented at the forum was the
2 experience in Pittsburgh where hey, that's not
3 what we asked for. When you had the two-story
4 building and a 15-story parking garage right
5 behind it right on the riverfront. I do look at
6 the design review board as a way of kind of
7 protecting against that.

8 I think a lot of people out there have
9 questions and concerns about especially in the
10 host communities is what we're being proposed, how
11 do we make sure that's what we get at the end of
12 the day.

13 Can you give an example of where design
14 review board has been used kind of in the similar
15 manner in which you're suggesting on a project that
16 we might be familiar with in Boston or nearby?

17 MR. NUNNARI: I think when we were
18 first here, Mike Davis had made a presentation to
19 you, who is the chair of the Boston Civic Design
20 Commission.

21 I think anything, quite frankly, that
22 goes to the Boston Civic Design Commission or just
23 the BRA in general through their large project
24 review, I can tell you I did -- My background in

1 school is I did a charter school up on Pope's Hill
2 that I remember we did our initial design,
3 submitted it to the BRA. Went through the large
4 project review and came out with a much different
5 looking building.

6 For good or bad, we built it. We liked
7 it. We photographed it. We certainly marketed
8 it. Some people liked it. Some people didn't.
9 But the point was there was a process. It was a
10 public process that engaged with the City of Boston
11 in that instance.

12 And a building was built from it. The
13 client was very happy. The neighborhood was very
14 happy. And they were happy because they were
15 involved in the process. So, I think that's the
16 one that immediately jumps to my mind.

17 I think you could probably point to
18 every community that each of you lives in through
19 your planning board and zoning board or school
20 boards when they go through the process of
21 designing a building.

22 I right now work, am a member of my
23 town's building committee. And we're doing a
24 police master plan study, which also incorporates

1 a school that's across the street from the
2 police/fire station. And tomorrow night, we're
3 having actually our second public presentation on
4 what it is we're thinking.

5 We actually just started. We just had
6 our initial meeting where we talked to the public
7 about what it is we were doing. Now the second
8 meeting will be they've met the architect. Here's
9 what we're thinking. And it's a range of ideas.
10 We're literally opening it up to say tell us what
11 you think. Do you like this option? Do you not
12 like this option? Give us your feedback.

13 So, I think there's plenty of examples.
14 It's hard to really narrow it down to one specific
15 that you might know of. Here in Boston I think the
16 BRA and the Civic Design Commission are certainly
17 two examples that have a very direct impact on
18 literally, physically what these buildings look
19 like in this town, city.

20 MS. TAYLOR: I would also add that all
21 proposals change from what they're first proposed,
22 all. So, don't feel like you would be doing
23 something either detrimental or unusual by having
24 a process that would require changes. All

1 developers expect that reviews will result in
2 changes.

3 MR. NUNNARI: One of my biggest issues
4 with new technology these days is -- I'm sure
5 you've seen them. We've all seen the pictures in
6 the paper of going back months here was the casino
7 proposal for XYZ site. And you already saw what
8 the building looked like with lights going off and
9 cars driving by. And it looks like a finished
10 product.

11 The problem with that is people see
12 that and think all right. It's done. That's what
13 it's going to look like. And it's a struggle that
14 I've had and others in my profession have had of
15 trying to get people to understand that no, it does
16 change. There's a process for this. It will
17 change. It's literally just in keystrokes. And
18 we'll make another rendering and it'll look just
19 as finished as the last.

20 MS. TAYLOR: Even in the Globe, you saw
21 Sasaki came up with a very different -- reducing
22 a lot of storm water. Putting stuff underground.
23 Okay. And you want something else? Okay, we'll
24 do something else.

1 MR. NUNNARI: It is part of the process
2 that it does change from concept design on through.
3 It changes less and less obviously the further you
4 get into the process. Just by virtue of building
5 things and what things cost. And you don't want
6 to be in the middle of your construction documents
7 and decide to add 500,000 square feet to the
8 building. That's not a particularly good idea.
9 But things do change and you shouldn't be afraid
10 of that.

11 COMMISSIONER CAMERON: I had a similar
12 question I'm just going to ask. First, I want to
13 thank you and your team for this thoughtful
14 document as well.

15 With that three-person review process,
16 are you familiar with any other jurisdictions who
17 license casinos using a similar process? I know
18 you had folks you met with with architects from
19 Singapore and other jurisdictions. But are you
20 familiar with another jurisdiction or did your
21 research --

22 MR. NUNNARI: lead us to that?

23 COMMISSIONER CAMERON: Yes.

24 MS. TAYLOR: I would say that we did

1 not do an extensive search for what other casino
2 review processes have been. But our comments both
3 on the standards and on the design review process
4 were very much informed by the casino experience
5 in Pittsburgh and by the experience in Singapore
6 and the standards that they used.

7 MR. NUNNARI: And the two folks,
8 Anne-Marie and Easley who respectively looked at
9 those, agreed this was a good first step.

10 We didn't obviously in this particular
11 presentation we didn't detail it to the Nth
12 degree as to how exactly this would work. But the
13 overall concept of saying that you should get a
14 group of people together that really should be
15 charged with making sure that the project,
16 whatever project that is approved initially, is
17 the project that is built.

18 And those people, one person should be
19 from this Commission. One person should be from
20 the host community. And one person should be from
21 the other surrounding host communities. And that
22 they should be charged with ensuring back to you
23 that this happens.

24 That that basic concept was a concept

1 that everybody wholeheartedly agreed with.
2 Because it does allow for communities to be heard.
3 It gives them a voice at the table, which is clearly
4 what the problem with Pittsburgh was was they
5 didn't have or at least they didn't feel as though
6 they had the voice at the table to advocate on their
7 behalf.

8 MS. TAYLOR: But I think it would be a
9 wonderful step for the Commission and our staff to
10 take.

11 COMMISSIONER STEBBINS: I'd be
12 curious. One of the jurisdictions I followed is
13 Ohio, even though Ohio introduced gaming in
14 particular communities, there is a blend of new
15 construction as well as building renovation. And
16 the investment size is somewhat on the same level
17 and magnitude of what we're requiring in
18 Massachusetts.

19 COMMISSIONER ZUNIGA: Ohio, the site
20 and the operator was selected as part of the
21 referendum. So, that's a key difference. But
22 nonetheless.

23 COMMISSIONER STEBBINS: It moved
24 their process little faster.

1 COMMISSIONER ZUNIGA: A little
2 faster.

3 CHAIRMAN CROSBY: If I read the design
4 review process right, you're talking about having
5 the DRB would start before the licensing decisions
6 are made; is that right?

7 MR. NUNNARI: Not necessarily. They
8 could.

9 MS. TAYLOR: You would use the process
10 before the decisions are made. Whether you
11 formally constitute a DRB, not necessarily.

12 MR. NUNNARI: You could put them
13 together, quite frankly, and have them help you if
14 you wanted with the actual first portion of it.

15 CHAIRMAN CROSBY: I wasn't sure where
16 it started. So, if it started in advance of the
17 licensing decision, then I was going to ask, what
18 do you see as the role of the DRB in advance of a
19 licensing decision.

20 If you're not suggesting that it be
21 there in advance of a licensing decision, then I
22 won't ask the question.

23 MR. NUNNARI: To a certain extent, the
24 only way it can really happen in advance, in

1 fairness I think, is that you would appoint the
2 three people that you want to be -- Let's assume
3 you're going to get three licenses. And you want
4 one person to follow each of the licenses. That
5 you appoint those folks and that those folks help
6 you in the step one portion of reviewing the
7 applications.

8 I am not sure and you could probably
9 make arguments both ways, but my initial thought
10 is you wouldn't necessarily want to appoint the
11 community representatives yet, because you
12 haven't granted the license yet. So, they might
13 be a little biased.

14 MS. TAYLOR: But you could appoint
15 someone who is familiar with community processes
16 in a whole variety of projects in a whole variety
17 of locations. Not promoting Ann Ruade, but
18 someone who has been through projects in urban
19 areas and projects in suburban areas and projects
20 in rural areas and has seen 15 different varieties
21 of the community review process. That you retain
22 two or three consultants to help you in the initial
23 review packages.

24 CHAIRMAN CROSBY: I think we will do

1 that but that's different -- that's not the design
2 review board idea that you had. So, you're not
3 specifically suggesting that the DRB would be in
4 advance.

5 MR. NUNNARI: I don't think -- I think
6 there are ways that you could do it. I could
7 envision, quite frankly, a way where if you wanted,
8 you could put together say a group of five we'll
9 say architects, because we are architects. And
10 you could charge them, quite frankly, with I think
11 you have four basic criteria in the general sense
12 of what you're looking at in the applications.

13 You could charge those five with saying
14 look at this portion, the building portion. And
15 I want you to break them up into the regions. And
16 I want you to rank the proposals. And they give
17 those rankings back to you. And you take those
18 rankings and then look at them in relation to the
19 other three areas that you're looking at in terms
20 of the casino license.

21 The next step might be you take that
22 five member group that you put together and pick
23 three of them. And make those three the people who
24 will now be the individual representatives of the

1 three design review boards. That's one option if
2 you wanted to go that way.

3 Another might -- The other way is to
4 just not bring them on until after you've made the
5 selection of the three actual licenses that you're
6 going to grant. Either one could work.

7 But I think when we were thinking of
8 this, I don't think we were necessarily thinking
9 that they were going to be part of helping you
10 select the three applicants.

11 CHAIRMAN CROSBY: The other thing I
12 was going to ask about that was the post-licensing
13 work is a lot of work that you've suggested here.
14 In your mind's eye, would these folks be paid?

15 MR. NUNNARI: I would think that they
16 would be because it is going to be quite a bit of
17 work, which is why we were suggesting you might
18 hire them as consultants. You might hire them as
19 staff. Because the reality is and this goes back
20 to one of an earlier meeting that I attended here,
21 just because the building is done, doesn't mean the
22 building is done. It's going to be there for a
23 long time. It may have multiple operators. And
24 it may have additions and renovations.

1 One of the comments that we were
2 talking about earlier was LEED for new
3 construction. The reality is the minute you get
4 your certificate of occupancy, you're an existing
5 building. And you're into a different part of the
6 building code. And that's a different LEED
7 standard now for your renovations. So, there is
8 an argument that says these buildings are going to
9 go through a lot of changes over the years. And
10 it might behoove the Commission to have staff
11 following that.

12 MS. TAYLOR: And I think it is
13 extremely like that most of these are going to be
14 phased. They're not going to build out everything
15 -- they're not going to do it all at once.

16 They're going to build the casino and
17 a hotel. And then they'll add a museum or they'll
18 add some additional parking. Or they'll add some
19 other restaurant or something. I would think that
20 would be much more likely.

21 MR. NUNNARI: And it's a decision I
22 think that the Commission would have to make in
23 terms of it seems you have two options. You could
24 either bring people on staff that work directly for

1 the Commission, which you might argue you have a
2 little more control over, so to speak.

3 Or you're hiring consultants who are
4 working for you and just have a contract with your
5 for a defined amount of time who represent you but
6 don't represent you probably in the same way as a
7 staff person might. That would be decision that
8 the Commission would want to make.

9 COMMISSIONER ZUNIGA: There is
10 perhaps a third category of people in my view which
11 are those whose job it may be at the host and
12 surrounding community to think about economic
13 development for example or other impacts. People
14 that -- Public works comes to mind in some cities
15 or towns.

16 CHAIRMAN CROSBY: The RPAs.

17 COMMISSIONER ZUNIGA: People at the
18 RPAs. People at the BRA in the case of Boston.
19 Still have to think about stipends and things like
20 that, but there are people who could be part of this
21 process.

22 CHAIRMAN CROSBY: Whose job it already
23 is.

24 COMMISSIONER ZUNIGA: Right.

1 COMMISSIONER MCHUGH: But picking up
2 on the theme that both you and the Chairman said
3 a minute ago or maybe you answered it. One of the
4 things we heard from Tom Glynn this morning which
5 is proven, I think, by Mass. Port's experience is
6 the feeling of community participation in these
7 developments leads to a community enthusiasm.

8 One of the things about the design
9 review board is it's got representatives from the
10 community. Assuming that we didn't have a,
11 couldn't have really the same kind of design review
12 board in advance of a license award that you would
13 have afterwards, what other mechanism is there for
14 getting involvement of the host and surrounding
15 communities in a design review process before the
16 Commission makes the award?

17 You're going to have the host community
18 agreement, if you think about the flow. So,
19 that's going to be an abstract. You'll have then
20 presentations. That's what you've just described
21 a minute ago, Julie. That's somebody with three
22 clicks on a computer and you've got a design.

23 Then we're going to get the
24 applications. And the applications are going to

1 have people address with various schematics and
2 other kinds of things and various responses to a
3 lot of these criteria, if not all of them that
4 you've said.

5 And somebody on behalf of the
6 Commission is going to have to rank them and
7 evaluate them in each of the regions. But is there
8 a role -- And that's probably one group that can
9 do evenhanded comparison. But is there a role at
10 that stage for some community involvement in
11 saying that this is a useful, this is a great design
12 or this is a great design but for this.

13 So, if the Commission wants to award
14 this at least the community thinks that we ought
15 to have more flowers, more daffodils or something.

16 Is there some way -- Have you thought
17 about whether there'd be a way to do that?

18 MR. NUNNARI: The only thing that
19 quite frankly comes to mind is almost an open
20 public presentation by the Commission that says,
21 here's everything we've received --

22 MS. TAYLOR: Otherwise known as the
23 dog-and-pony show.

24 MR. NUNNARI: To a certain extent it is

1 that. Here's what we've received. You as the
2 host community and surrounding communities, this
3 is your day. Come tell us your comments.

4 COMMISSIONER STEBBINS: We are
5 required to do that by statute.

6 MR. NUNNARI: Barring that I'm not
7 sure what sort of formalized process you have.

8 MS. TAYLOR: But that could be
9 facilitated by people who are used to productive
10 and efficient community processes. As opposed to
11 just sort of letting the public stand up and make
12 some questions and comments.

13 MR. NUNNARI: There are facilitators
14 that will help with that.

15 COMMISSIONER MCHUGH: Surely, we can
16 do that and we have to do that. And we will do that
17 and do it enthusiastically.

18 But some of this stuff is technical.
19 And the average citizen isn't going to look at it.
20 Some of the LEED stuff, some of the aspirational
21 stuff, some of the recirculation stuff, some of the
22 things that might have been included but weren't
23 along those lines are not going to be picked up
24 unless there is a group charged with focusing on

1 it.

2 And maybe the group and certainly, the
3 Commission's group will do that, whoever is
4 advising the Commission. There may be some local
5 flavor that needs a local board, a local group, a
6 local something or other to focus on these things
7 with the rigor and intensity that the general
8 public won't and give the community's view. It's
9 worth thinking about.

10 MS. TAYLOR: There are also
11 professional organizations that could help you
12 consider the review of the proposals in light of
13 specific communities.

14 So, ACEC participated in our forum.
15 That's the group of engineers. There are the
16 architects groups. There are planners groups.
17 There are the Mass. Municipal organizations.
18 They are a whole variety of people who are
19 professionals who could help you sort of interpret
20 properly the pros and cons or the strengths and
21 weaknesses may be is a better way to put it.

22 COMMISSIONER MCHUGH: What I was
23 thinking is, and I don't want to beat a dead horse
24 here, I was thinking of the instrumental as well

1 as the intrinsic value of it. The fact that the
2 community is somehow participating in the frontend
3 in a rigorous review of this thing has its own value
4 apart from the results it reaches.

5 MR. NUNNARI: What I sort of hear you
6 saying almost is that the Commission would ask
7 let's say in the 11 communities you are the host
8 community. One of the requirements we might ask
9 of you is to literally put a group of people
10 together, internally do that and review this
11 proposal and come back to us to sort of organize
12 it a little bit.

13 Because it seems to me that that's what
14 the issue is trying to organize the thoughts of
15 lots of people into something coherent to make its
16 way up to you so you can use those thoughts as part
17 of your judgment process.

18 COMMISSIONER ZUNIGA: I would argue
19 that that process is already taking place by virtue
20 of the host community agreements and a separate one
21 with the surrounding community agreements. And
22 we decided that we would be removed from that
23 process because we would later evaluate it.

24 COMMISSIONER MCHUGH: I don't think it

1 is. I'm talking about something different. I am
2 talking about after we get the application. The
3 application -- We're not going to see the
4 application at the time in all likelihood of the
5 host community agreement.

6 CHAIRMAN CROSBY: I think he's saying
7 and I was having the same thought, and you're sort
8 of dismissive of HCA stage. You said that's just
9 going to be three clicks and they won't really --
10 I would hope that at the HCA stage, they would be
11 doing precisely what you're talking about.

12 That they would do a really rigorous
13 review of looking at the water, lots of community
14 participation, culminating in a referendum.

15 COMMISSIONER MCHUGH: I didn't want to
16 be dismissive of that. So, if we could somehow
17 without getting involved in the HCA processing
18 encourage that. Because you're going to know,
19 right, whether what's actually being proposed
20 regardless of what the HCA says until you see the
21 application.

22 COMMISSIONER ZUNIGA: I would argue
23 that I tried to make that point unsuccessfully
24 weeks ago --

1 COMMISSIONER MCHUGH: I know and
2 you're still unsuccessful.

3 COMMISSIONER ZUNIGA: -- relative to
4 dictating --

5 MS. TAYLOR: Welcome to community
6 process.

7 COMMISSIONER CAMERON: That's exactly
8 right.

9 COMMISSIONER ZUNIGA: We did discuss
10 the idea of dictating the type of advisors that
11 host communities should have. And we decided not
12 to weigh in on that. One we could have but we
13 didn't. I also remember specifically talking
14 about issuing guidelines, guidelines that as a
15 participatory agency we could put out and then
16 evaluate, which some agencies do all of the time.

17 And I think that to some degree I know
18 that process has already started without any
19 guidelines from the Commission, which is fine as
20 well. I just remind us of those times when we did
21 discuss these policy questions.

22 MS. TAYLOR: And I'd say Commissioner
23 McHugh, to follow up on my comment about these
24 review process always involve change. And

1 developers expect change. The community process
2 could start in a very robust way when the
3 applications come in. And there could be a lot of
4 changes. There could be a lot of feeling of
5 engagement and ownership and relationship
6 building between community voices after the
7 applications come in.

8 It'd be great to have everything all
9 along the way all at once, but I think it's hard
10 to do that.

11 COMMISSIONER STEBBINS: I have a
12 question from the functional or operational
13 standpoint from the Commission's perspective.
14 We've tackled or attempting to tackle, and maybe
15 there's an appropriate role for the design review
16 board in this, calculating an applicant's level of
17 investment.

18 Eight-hundred million, is it really
19 800 million or construction guidelines, etc.
20 dictate a lower or higher amount. Also,
21 functionally an applicant will be required to set
22 aside 10 percent of the investment cost. And at
23 some point in the latter stages of construction and
24 development, they come to us and say okay, we need

1 that 10 percent to finish.

2 And we've toyed with the question of
3 what type of internal help do we need to help make
4 that judgment as to are they really at that point
5 where that money needs to be released.

6 Would you envision that the design
7 review board could actually help us with those two
8 functions of the evaluation process?

9 MR. NUNNARI: Yes. What I sort of
10 hear in the second portion of your question is
11 basically a retainage. The way I think of
12 retainage is more concrete in terms of it's just
13 a building.

14 At the beginning of the project, five
15 percent of the project is held in retainage until
16 the end. And that five percent is then released
17 as the punch list is completed on the building.

18 But I think what you're talking about
19 is something much larger than just the building
20 itself. It's the overall project cost maybe.

21 CHAIRMAN CROSBY: They can request to
22 get the 10 percent when they can demonstrate the
23 amount of money needed to finish the project is
24 equal to or less than the 10 percent.

1 MR. NUNNARI: And I think if you were
2 to follow the design -- the suggestions that we
3 made with making sure that you're bringing on
4 people with design and construction experience,
5 architects, others, I think absolutely they can
6 help you with that. Because that's what we do.

7 MS. TAYLOR: Cost estimating is a
8 central factor for people who are involved in big
9 projects. So, anybody who has 10 years experience
10 with large projects is going to have some ability
11 to gauge cost estimating.

12 This is going to be a different scale
13 and a different nature of the beast, but you just
14 need somebody who's could. You may want to
15 consult with a really big cost estimating
16 companies on a couple of key points and say do an
17 integrity check here.

18 COMMISSIONER ZUNIGA: I agree. Just
19 like technology can help us produce what could look
20 like a very detailed cost estimate, it could just
21 be couple of clicks.

22 MS. TAYLOR: And a cost estimate in
23 year two is not a good predictor of a cost estimate
24 in year six. The cost of steel at various points

1 has ricocheted all over the place.

2 MR. NUNNARI: Traditionally, with the
3 projects I've been involved with, we generally do
4 a cost estimate at the end of schematic, which is
5 a little more than throwing a dart at the board.
6 But it gives you at least an understanding.

7 We're talking about a building that's
8 going to be X amount of square feet. We know it's
9 this type of building. We know these type of
10 buildings cost generally about this much per
11 square foot. So, you can start to get your head
12 around a project cost.

13 But then the estimates continue from
14 the end of schematic design, at 50 percent of
15 design development, at the end of design
16 development, construction documents, at 50
17 percent, 75 percent, sometimes 90 percent and then
18 100 percent. So, there's ample opportunities
19 through the construction project to make sure that
20 your numbers are --

21 CHAIRMAN CROSBY: One thing that's
22 interesting about what you just said is that by
23 definition therefore, our bidders who are throwing
24 these big numbers around really have no idea of

1 what kind of money they're really talking about.

2 MR. NUNNARI: At this point, I would
3 honestly say, and I'm sure there will be knives
4 thrown in my back from the development community
5 for saying this, but it is not much more than well,
6 I did it before. I built one of these buildings
7 before. I know the rough square footages. I know
8 roughly how much building I'm going to build --

9 MS. TAYLOR: I know what the labor
10 costs are these days in Massachusetts
11 construction.

12 MR. NUNNARI: -- the approximate cost
13 will be X. The only thing, quite frankly, I think
14 that's truly known at this point is the statutory
15 requirement to spend at least \$500 million in
16 actual capital construction. Besides that, it is
17 good educated guesses, but educated guesses
18 nonetheless

19 COMMISSIONER CAMERON: So, to ensure
20 that we are not just taking at face-value someone
21 that says \$1.2 billion and someone else says
22 \$800,000 and not be more impressed by the \$1.2
23 billion, we really need to get someone to
24 evaluate.

1 MR. NUNNARI: I suspect that they are
2 going to submit you a pro forma that shows why it
3 is that way. But it's never a bad idea -- In my
4 world we always have competing cost estimates that
5 get reconciled.

6 The architect will generally do one and
7 the contractor will do one. And they're never the
8 same. And then you have to get together and talk
9 about it. So, it is probably worth your effort
10 just to talk to somebody to get this is the pro
11 forma they submitted. Does this seem to make
12 sense? Are they playing with the numbers a little
13 bit?

14 MS. TAYLOR: There's always going to
15 be a value engineering process that goes on.
16 Developers by nature are people who, you know, are
17 optimists and think that things are going to work
18 out fine. And they're going to make tons of money.

19 And then they find out that to do this
20 is going to cost a little bit more. So, maybe the
21 skin of the building isn't going to look quite
22 nice. And maybe they have to scale-back the size
23 of this. That's where having the design review
24 process and saying this is something that is

1 required for you to proceed. So, you're not going
2 to take off the nicely patterned canopy and put up
3 a piece of plastic.

4 MR. NUNNARI: You're not going to
5 change it from Bilboa to the 500,000 square foot
6 saltbox.

7 COMMISSIONER ZUNIGA: One of our early
8 policy discussions, and I remember because I
9 prepared the recommendation, had the submittal of
10 different stages of the design be always
11 accompanied by the cost estimate and the schedule.
12 Because those three tools will allow the
13 Commission and/or any design review board to see
14 the progression, to see the changes and
15 cross-reference to what's now being drawn and
16 estimated.

17 MS. TAYLOR: Just on that point,
18 everybody wants the most beautiful building as
19 soon as possible for the least amount of money.
20 Those things don't go together. Something has to
21 give.

22 CHAIRMAN CROSBY: I think our
23 legislation required that the buildings be LEED
24 gold minimum.

1 MS. TAYLOR: Or higher.

2 CHAIRMAN CROSBY: Right. Can you
3 talk -- Is there any constructive way to talk about
4 the cost-benefit of a platinum? If we were to
5 require a higher standard, which we have the option
6 of doing, what are the implications to developers
7 of requiring higher standards?

8 Presumably it costs X amount more
9 money. But is it readily predicted that that is
10 recaptured under certain circumstances? Is there
11 any ball parking that you can give us on that?

12 MR. NUNNARI: It depends on who you
13 speak to. The upfront costs have been pegged
14 anywhere between seven and 15 percent for doing
15 more energy-efficiency, more things related to
16 LEED upfront.

17 CHAIRMAN CROSBY: Over gold say?

18 MR. NUNNARI: Just in general.

19 MS. TAYLOR: When he said about people
20 differ --

21 CHAIRMAN CROSBY: Let him finish.

22 MS. TAYLOR: -- the figures that I
23 hear are more in the one to four percent margin.

24 MR. NUNNARI: It depends on who you

1 speak to. Like I said, the numbers vary. I think
2 the argument has always been that even though the
3 numbers may vary upfront and that the costs are a
4 little more upfront, and you can argue about what
5 that number is, the long-term benefit, the payback
6 to the owner is worth it, because you are making
7 that money back over a 10- or 15-year period.

8 I think what's good in this particular
9 situation is the developer likely will be the owner
10 of this building and operator of this building
11 hopefully for quite some time. As opposed to a
12 different development community that is literally
13 just going to build the building to sell it.

14 So, they're not interested in paying
15 those upfront costs. So, I think the reality of
16 the standards of LEED is the higher you go you could
17 argue you might be paying a little more of a premium
18 upfront to go from gold to platinum. But the
19 payback to the owner in terms of lower operating
20 costs and lower maintenance costs will far
21 outstrip those upfront costs that they may have.

22 CHAIRMAN CROSBY: Over some period of
23 time.

24 MR. NUNNARI: Over some period of

1 time.

2 CHAIRMAN CROSBY: Is that debatable?
3 Are there people who argue with that or is that
4 pretty established?

5 MR. NUNNARI: That is pretty
6 established.

7 CHAIRMAN CROSBY: You can argue the
8 amount. You can argue how many years and so forth,
9 but it's pretty established.

10 MR. NUNNARI: The basic concept of
11 yes, the upfront costs will pay you back over time.
12 That I think is pretty well established.

13 MS. TAYLOR: If you look, there is some
14 materials that talk about the overall cost of
15 operating a large project and personnel is the
16 biggest bar. It costs the most to pay money over
17 years to people to do what you're paying them to
18 do.

19 Then there's some sort of building
20 related costs and then the construction costs and
21 then the design costs. So, the little marginal
22 cost to move from gold to platinum I would argue
23 might be almost nothing, because you're starting
24 with a large-scale project.

1 And the difference between gold and
2 platinum is not going to be very high. The design
3 costs to go from gold to platinum, what you have
4 to pay your architects and engineers will be
5 miniscule.

6 The construction costs will be
7 relatively small to go between gold and platinum
8 if you're starting early and you're designing all
9 of your mechanical systems to be smart.

10 Then you've got 15 to 25 years of
11 operations. And if you're requiring the LEED in
12 the operation and maintenance that has been
13 unequivocally demonstrably proven to save
14 building owners money by having LEED in the
15 operations and maintenance. Because by keeping
16 everything at peak efficiency, you keep your
17 electricity and water and energy, heating and
18 cooling bills far lower than if your systems aren't
19 working at peak efficiency.

20 COMMISSIONER CAMERON: What's the
21 difference in costs if your facility or part of
22 your facility includes existing buildings? So,
23 now to meet that standard you'd have to take that
24 existing facility and bring it up to the standards.

1 What kind of costs are we talking now?

2 MR. NUNNARI: That I don't feel
3 comfortable giving any particular number on.

4 CHAIRMAN CROSBY: But it sounds like
5 it would be more.

6 MR. NUNNARI: It's more because you're
7 dealing with an existing facility.

8 MS. TAYLOR: But it's also more just to
9 bring it up the code, setting aside LEED and energy
10 efficiency. It costs more to take the
11 100-year-old building and have it be access for
12 disability.

13 MR. NUNNARI: It's a pretty standard
14 thumb thing to say. The reality is renovation
15 always costs more than brand-new construction.
16 So, if you just start from that premise you can sort
17 of extrapolate from there.

18 The only thing I would say is Julie's
19 comment was absolutely correct. The only thing I
20 would actually differ or disagree with is on the
21 designer cost. I would argue, quite frankly,
22 there is no additional designer cost if the design
23 team is told upfront that this is what you're
24 doing. The fee is not going to change because it's

1 pen on paper. It's writing specifications. We
2 do that anyway.

3 So, it's just a function of what the
4 material costs are going to be for the system they
5 design.

6 CHAIRMAN CROSBY: So, the debate here
7 is between zero and miniscule.

8 MR. NUNNARI: On the design side.

9 COMMISSIONER ZUNIGA: I think at some
10 point and I also don't want to beat a dead horse,
11 it becomes a question of where the opportunity cost
12 of the investment dollars for the developer. I
13 think that a developer will assess the market and
14 try to -- the market for gaming and say we could
15 build something here for X and try to do that. And
16 to the extent, and you made that point in your
17 forum. To the extent that you're required to do
18 something, they will factor that in. And they
19 will do it. And that's not negotiable.

20 The contingencies will have to be -- if
21 something goes wrong, if they find ledge or they
22 find unsuitable materials, it'll have to come out
23 of another area, another pocket.

24 If you're not required to do certain

1 things, then that gets into the mix of what could
2 become a contingency or value engineered as you
3 develop the project.

4 This is why I was earlier thinking that
5 some of your recommendations would be along the
6 lines of requirements or prerequisites. But I
7 think you speak well relative to what's already
8 existing in terms of these communities, the
9 stretch code and the like. Because some of these
10 already are required by the statute or other
11 building codes we could just exceed in an
12 aspirational capacity.

13 MS. TAYLOR: And there are developers
14 including in sort of resort and entertainment like
15 the office developers and residential developers
16 who believe that it is a status, it is a brand, it
17 is a positive thing to be able to say that they have
18 a LEED platinum. MGM's doing that out in its City
19 Center project in Las Vegas. It's doing a lot of
20 marketing about its sustainability.

21 CHAIRMAN CROSBY: We're well past our
22 end point. Anything else for our valued guests?

23 MS. TAYLOR: Do you have a timetable
24 for when you plan to issue standards or something

1 related to what we're talking about?

2 CHAIRMAN CROSBY: You'll see a draft
3 an early draft of evaluation criteria within the
4 next few days or week.

5 COMMISSIONER MCHUGH: It's plastic
6 and we'll look at your comments.

7 CHAIRMAN CROSBY: We're starting
8 possibly this afternoon but for sure on Wednesday,
9 tomorrow, for sure tomorrow afternoon to talk
10 about the draft evaluation criteria.

11 Are they up on the Web or will they be?
12 They will be soon and we'll send them to you if you
13 want to ask for them. So, we would look forward
14 to comments any time.

15 Thank you very much as always. You
16 guys are really helpful We really appreciate it.

17 Do we have a motion to adjourn the
18 55th --

19 COMMISSIONER CAMERON: So moved.

20 CHAIRMAN CROSBY: All in favor, aye.

21 COMMISSIONER STEBBINS: Aye.

22 COMMISSIONER ZUNIGA: Aye.

23 COMMISSIONER CAMERON: Aye.

24 COMMISSIONER MCHUGH: Aye.

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CHAIRMAN CROSBY: Meeting adjourned.

(Meeting adjourned at 12:08 p.m.)

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ATTACHMENTS:

1. Massachusetts Gaming Commission March 12, 2013 Notice of Meeting and Agenda

SPEAKERS:

Thomas P. Glynn, CEO - Massachusetts Port Authority
James E. Rooney, Executive Director - Massachusetts Convention Center Authority
Betsy Wall, Executive Director - Massachusetts Office of Travel and Tourism
John Nunnari - American Institute of Architects, Massachusetts Chapter/Boston Society of Architects
Julie Taylor - American Institute of Architects, Massachusetts Chapter/Boston Society of Architects

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C E R T I F I C A T E

I, Laurie J. Jordan, an Approved Court Reporter, do hereby certify that the foregoing is a true and accurate transcript from the record of the proceedings.

I, Laurie J. Jordan, further certify that the foregoing is in compliance with the Administrative Office of the Trial Court Directive on Transcript Format.

I, Laurie J. Jordan, further certify I neither am counsel for, related to, nor employed by any of the parties to the action in which this hearing was taken and further that I am not financially nor otherwise interested in the outcome of this action. Proceedings recorded by Verbatim means, and transcript produced from computer.

WITNESS MY HAND this 18th day of March



A handwritten signature in cursive script that reads "Laurie J. Jordan".

LAURIE J. JORDAN
Notary Public

My Commission expires:
May 11, 2018