



MITIGATION

COMMISSIONER GAYLE CAMERON

PRESENTATION

CATEGORY 1 – MGM SPRINGFIELD RESORT CASINO

JUNE 10, 2014



MITIGATION CATEGORY DEFINED

How does the Applicant:

- Demonstrate community support
- Mitigate any impacts with the host and surrounding communities
- Address traffic and transportation issues
- Promote responsible gaming-address problem gambling
- Protect and enhance the Lottery

MITIGATION CATEGORY OVERVIEW

We grouped the questions into four criteria:

1. Community support

- ◆ Host Community Agreements (HCA)
- ◆ Surrounding Community Agreements (SCA)
- ◆ Impacted Live Entertainment Venues (ILEV's)

2. Traffic and offsite impacts

3. Measures to promote responsible gaming and mitigate problem gambling

4. Protect and enhance the Lottery



METHODOLOGY

- **Who:** Consultants and subject matter experts
- **What:** Materials reviewed
- **When:** Review process began on December 31, 2013
- **Where:** Springfield, Massachusetts
- **Why:** Mitigation is very important to communities

RATINGS DEFINED



Insufficient – response failed to present a clear plan to address the topic, or failed to meet the minimum acceptable criteria of the Commission



Sufficient – response provided was comprehensible and met the minimum acceptable criteria of the Commission; **and/or provided the required or requested information**



Very Good – response was comprehensive, demonstrates credible experience and plans, and/or excels in some areas



Outstanding/Excellent – response was of uniformly high quality, and demonstrates convincing experience, creative thinking, innovative plans and a substantially unique approach

WHO: ADVISORS / SUBJECT MATTER EXPERTS

Massachusetts Gaming Commission

Mark Vander Linden



Problem Gambling Solutions

Dr. Jeffrey Marotta

GMC Strategies

Gordon Carr



Green Int.

Frank Tramontozzi
Wing Wong
Jason Sobel



City Point Partners

Richard Moore



Gaming Consultant

Kathleen O'Toole



Pinck & Co.

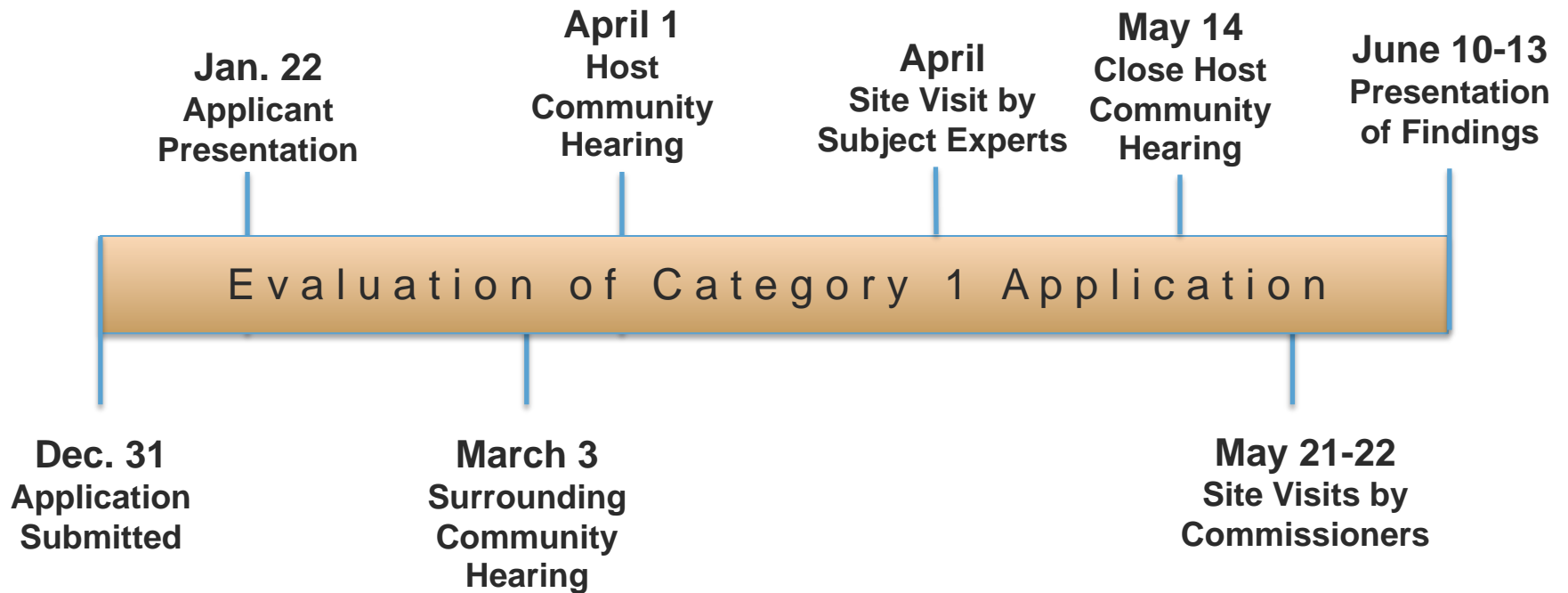
Nancy Stack
Melissa Martinez



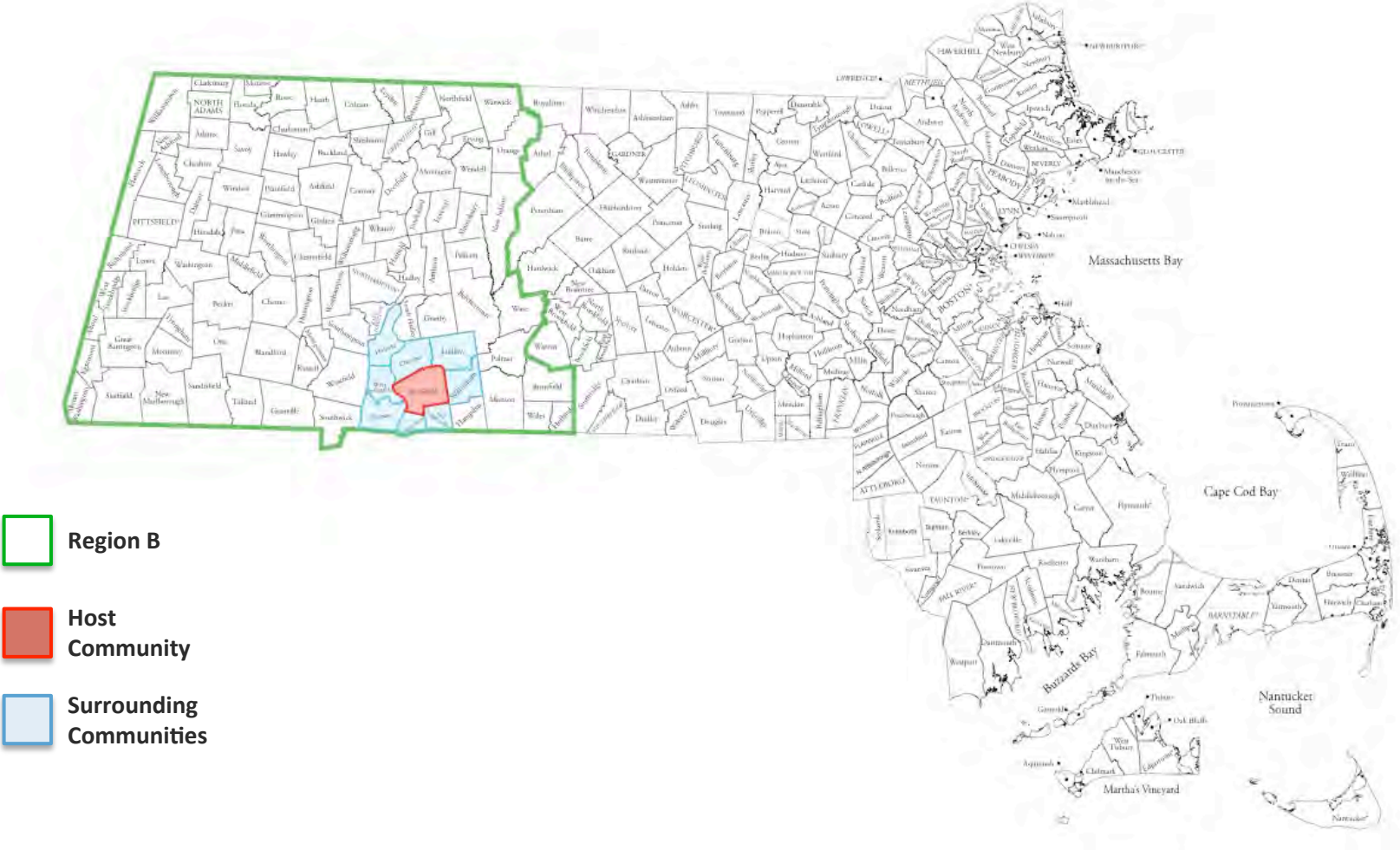
WHAT: MATERIALS REVIEWED

- Category 1 Application
- Input from public meetings and hearings
- Applicant presentations to MGC
- Environmental documents
- Public comment letters and emails
- Site visits by subject matter experts and commissioners
 - Proposed location
 - Current MGM facilities: Las Vegas and Detroit
- Website research

WHEN: SCHEDULE AND MILESTONES



WHERE: PROPOSED LOCATION



PROPOSED FACILITY



WHY: MITIGATION IS IMPORTANT TO COMMUNITIES

- It is important community voices be heard
- Transportation issues are a concern to the general public
- Applicant has a key role in promoting responsible gaming
- Important to protect and enhance Massachusetts State Lottery revenues



CRITERION 1: COMMUNITY SUPPORT



GROUPINGS OF COMMUNITY SUPPORT

1. Mitigation Related Content of Host Community Agreement
2. Host Community Agreement/election related materials
3. Public support and outreach
4. Surrounding communities
5. Regional venues (ILEV's)

COMMUNITY SUPPORT: RATINGS

1. Mitigation Related Content of Host Community Agreements:

Very Good

Applicant participated in a competitive process within the City and was selected to negotiate a Host Community Agreement. HCA was negotiated and executed that includes Community Impact Fees, other payment commitments and commitments to mitigate all traffic and other impacts.

2. Host Community Agreements/election related materials:

Sufficient

Applicant included all relevant information related to the Host Community referendum and provided the required documentation.

COMMUNITY SUPPORT: RATINGS



3. Public support and outreach:

Very Good

Applicant undertook a multi-faceted outreach effort that included hundreds of community meetings and phone and in-person outreach. Applicant opened an office in Springfield in early 2012 and has been proactive in sharing its plans and seeking support and feedback. Application describes over 400 community meetings and thousands of interactions with individuals. Public support at hearings and in the community has been strong, though opposition to this project and gaming generally is also evident.

COMMUNITY SUPPORT: RATINGS



4. Surrounding communities:

Sufficient

Applicant took the SCA process seriously and engaged several communities early in the process and was able to reach SCAs with five of them prior to submittal of RFA-2 application and an additional one shortly after. MGC granted SC status to two communities. Applicant had to complete arbitration with two. Applicant’s approach to SCAs includes look back studies at future intervals to identify actual impacts and provide funds to mitigate identified impacts.

COMMUNITY SUPPORT: RATINGS



5. Regional venues (ILEV's):

Very Good

Applicant has done considerable outreach to local and regional non-profit organizations and lists 39 community partnerships in its Application. Applicant's approach to its project is designed to partner with and benefit from local and regional entertainment venues and has a number of executed ILEV Agreements. The Applicant's project includes no competing venues or facilities and instead intends to utilize and maximize the existing cultural and entertainment resources.

CRITERION 1: COMMUNITY SUPPORT RATING

Very Good

Key factors:

- Results Host Community referendum
- Executed Host and Surrounding Community Agreements
- Input from public hearings
- Public outreach efforts
- Public comment letters and emails
- Effective approach to regional entertainment venues

CRITERION 2: TRAFFIC & OFFSITE IMPACTS



GROUPINGS OF TRAFFIC AND OFFSITE IMPACTS

1. Impact assessments and costs

- Offsite infrastructure utilities and roadways

2. Traffic management plan

- Minimize impacts of added traffic

3. Other potential impacts

- Housing, school population and emergency services



TRAFFIC & OFFSITE IMPACTS: RATINGS

1. Impact assessments and costs:

Sufficient

2. Traffic management plan:

Very Good

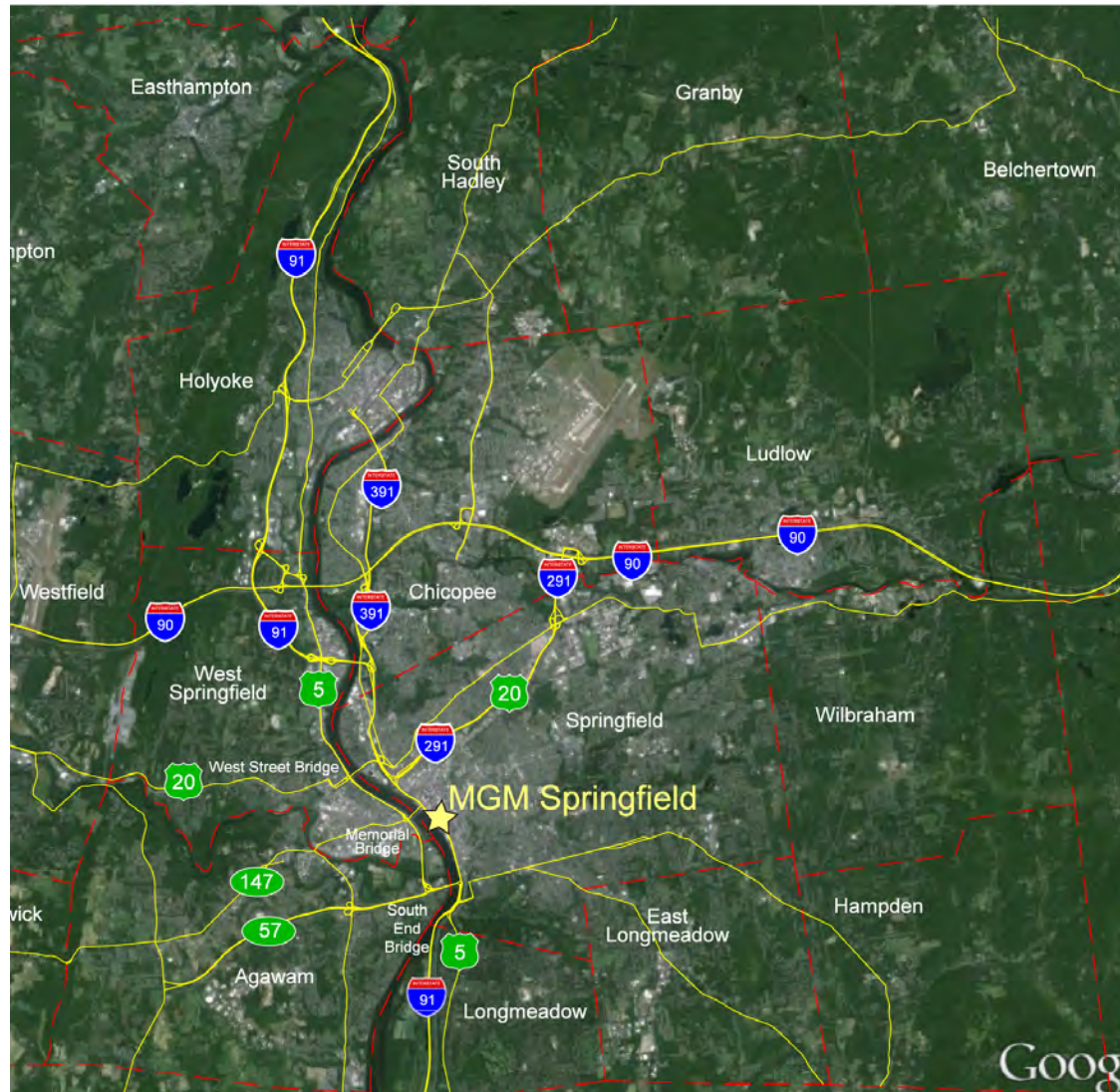
3. Other potential impacts:

Sufficient

TRAFFIC MANAGEMENT PLAN: REGIONAL ACCESS

Key rating factors:

- Adequacy of study area/ existing transportation systems
- Trip generation and distribution
- Identification of the impacts due to added traffic
- Mitigation measures proposed



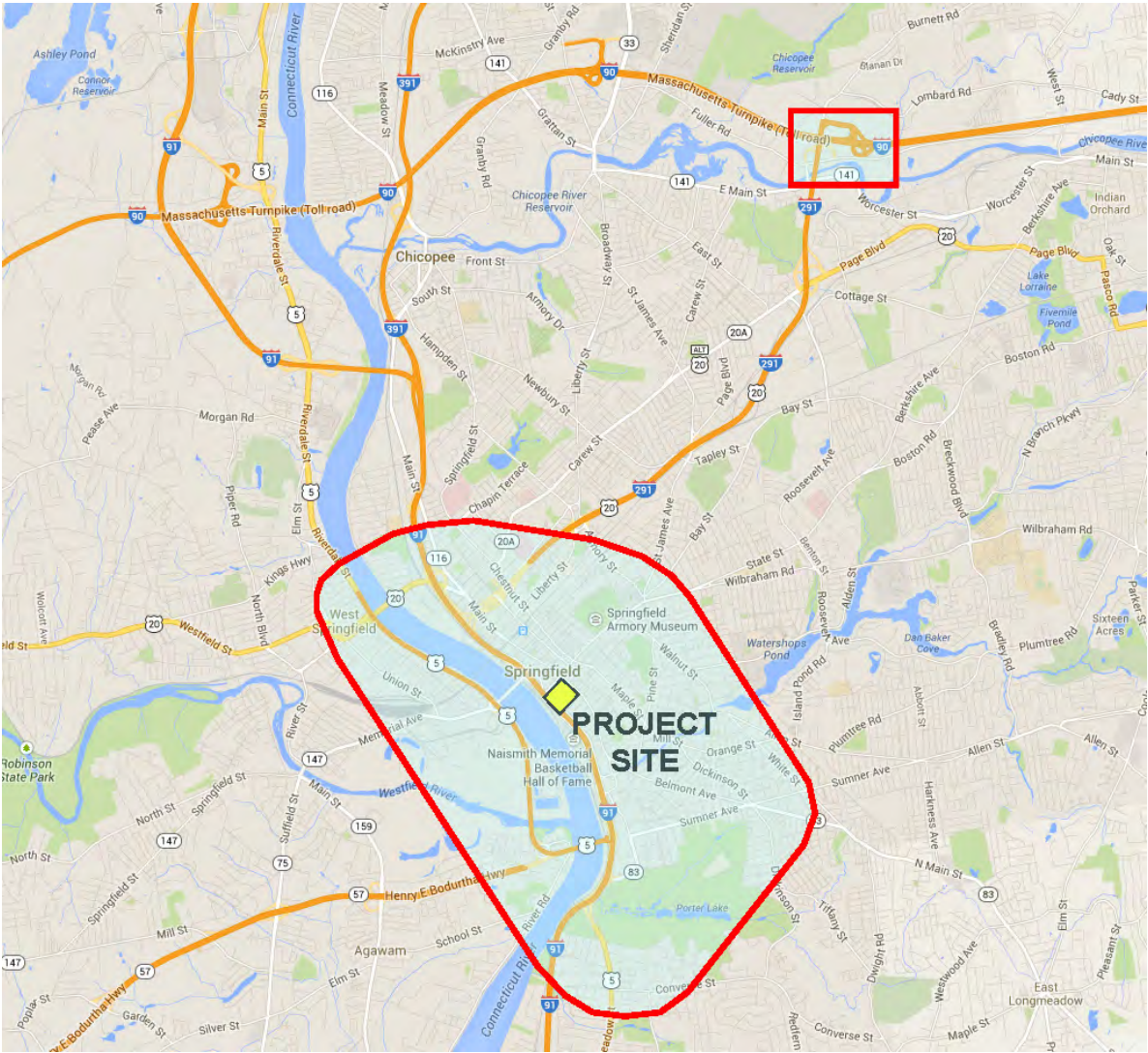
TRAFFIC MANAGEMENT PLAN: STUDY AREA

Study area:

- 47 Intersections
- 47 Ramps
- 14 Weaving areas

Legend

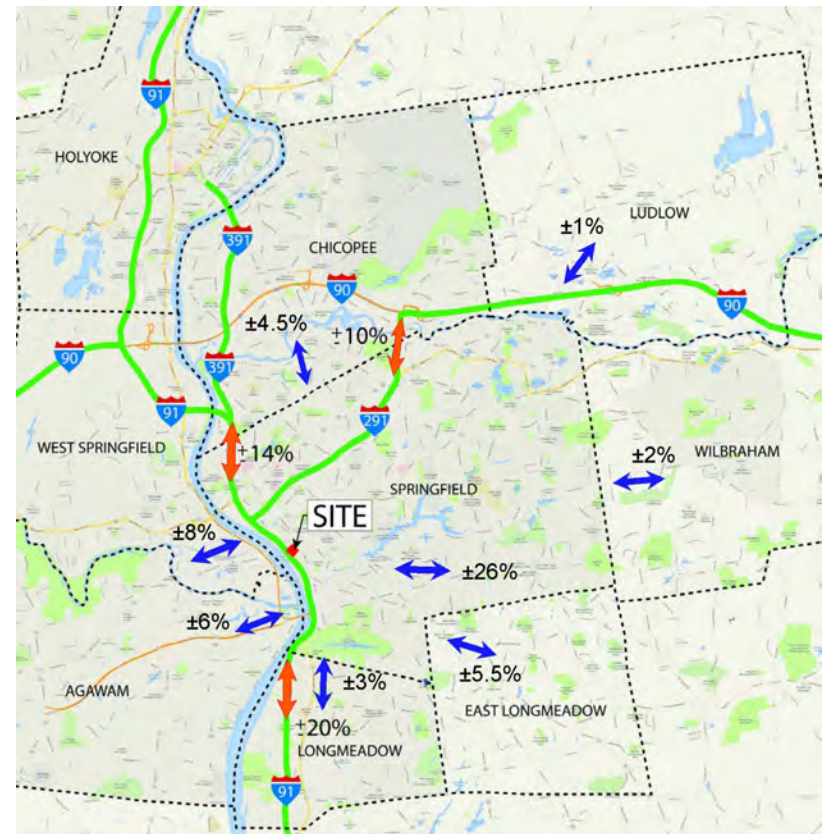
— Study area



TRAFFIC MANAGEMENT PLAN: REGIONAL ACCESS

Trip generation & distribution:

- Trip generation rate based on MGM Grand Detroit
- Trip generation rate = 0.34 trips per gaming position (Fri & Sat peak hour)
- MassDOT satisfied with trip generation rate
- Pioneer Valley Planning Commission found rate to be low
- MGC traffic analysts found rate acceptable



Legend

- ↔ Interstate
- ↔ Local

TRAFFIC MANAGEMENT PLAN: SITE ACCESS

Local Access:

- Direct access off I-91
(Exit 6 both directions)
- Local roadways adjacent to project site:
 - Main Street
 - Union Street
 - East Columbus Ave
 - State Street



TRAFFIC MANAGEMENT PLAN: SITE ACCESS

Existing Roadway Conditions:



Main Street at State Street



Main Street at State Street



Main Street at Bliss Street

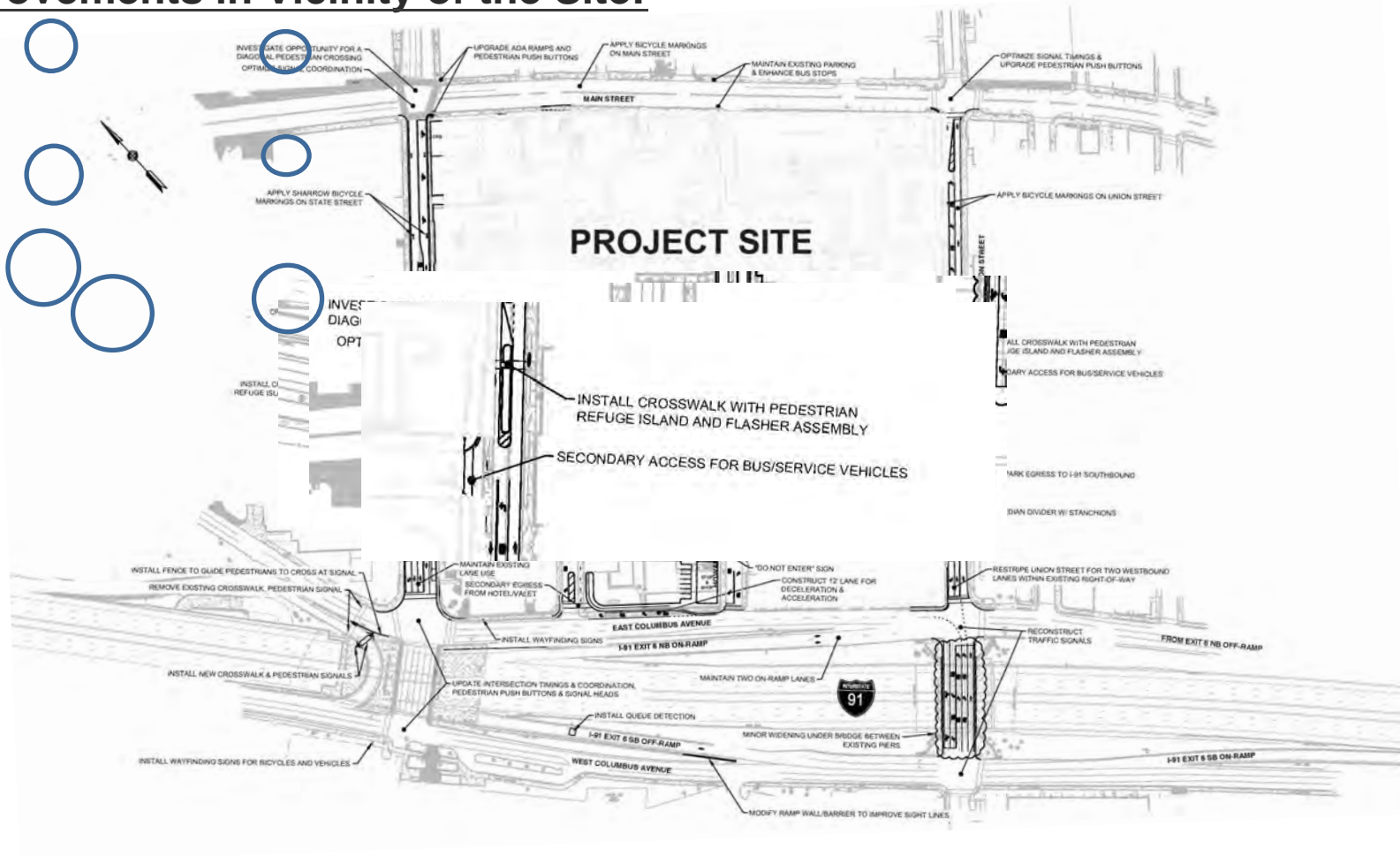


Main Street



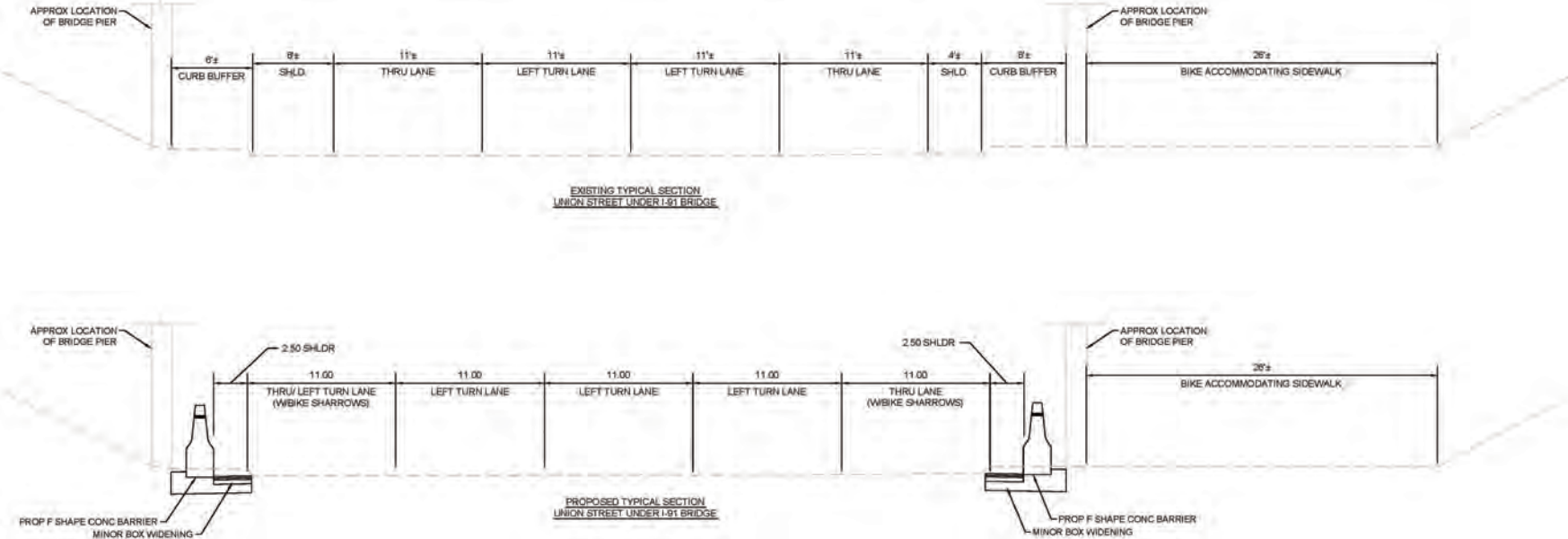
TRAFFIC MITIGATION

Improvements in Vicinity of the Site:



TRAFFIC MANAGEMENT PLAN: SITE ACCESS

Proposed Union Street Improvements:



TRAFFIC MANAGEMENT PLAN: SITE ACCESS

North End Rotary Improvements:

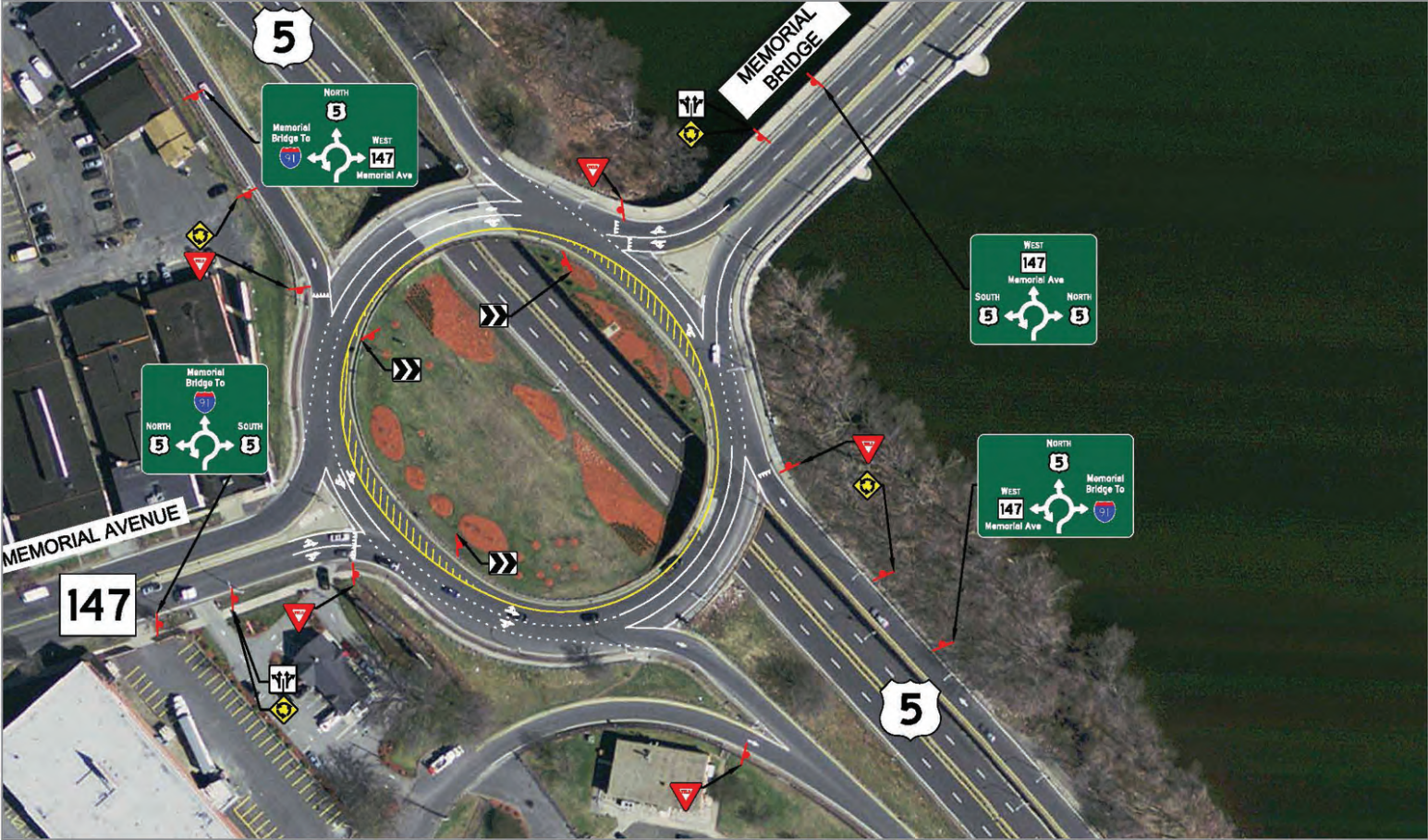


From RFA-2 Application



TRAFFIC MANAGEMENT PLAN: SITE ACCESS

Memorial Bridge Rotary Improvements:

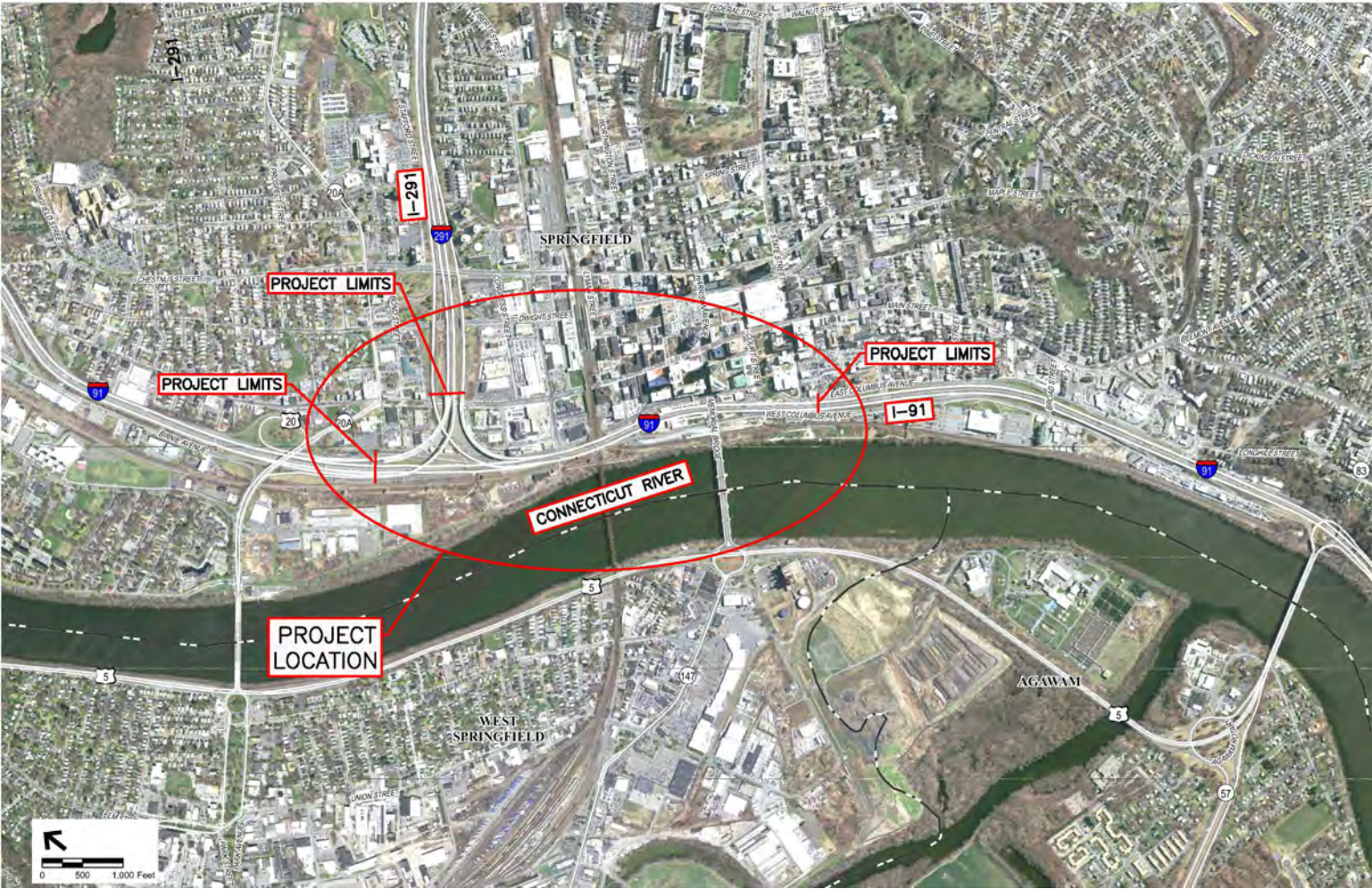


TRAFFIC MANAGEMENT PLAN: SITE ACCESS

West Columbus Avenue Improvements:



TRAFFIC MANAGEMENT PLAN: MASS DOT



CRITERION 2: TRAFFIC & OFFSITE IMPACTS RATING

Very Good

Key factors:

- Site has excellent access to an interstate highway
- Applicant has agreed to improvements to existing roadways, pedestrian and bicycle lanes
- Applicant has agreed to address local and regional traffic impacts through their Host and Surrounding Community Agreements
- No significant impacts to housing, school population and emergency services were identified

CRITERION 3: MEASURES TO PROMOTE RESPONSIBLE GAMING

The information in this brochure is provided by:



The Nevada Council on Problem Gambling is a non-profit, information and referral agency and an affiliate of the National Council on Problem Gambling.

The Council does not take a position for or against legalized gambling. Instead, our efforts are focused on reducing the impact of problem and underage gambling on our citizens, businesses and communities in the State of Nevada.

Our Mission

It is the mission of the Nevada Council on Problem Gambling to generate awareness, promote education, and advocate for quality treatment of problem gambling in the State of Nevada.

For additional information contact:

Nevada Council on Problem Gambling
4340 S. Valley View Boulevard, Suite 220
Las Vegas, Nevada 89103
(702) 369-9740
www.nevadacouncil.org

The Nevada Council on Problem Gambling is a tax exempt Section 501(c)(3) organization.

For Confidential Assistance:

1-800-522-4700
PROBLEM GAMBLERS HELPLINE

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WHEN THE FUN STOPS™

“In the beginning I gambled because it was fun. It was magical the way gambling freed me from the... When the problems began, I convinced myself that one more bet would... But one bet led to another, leaving me with the pain of lost money, lost time, lost self-re...”

—Anonymous

THE HIDDEN ILLNESS

For most people, gambling is entertainment – a fun activity that can be enjoyed without harmful effects. But for some, it's not just a game – it's a serious problem that continues, even after the fun is gone.

Just as some people can become addicted to alcohol or drugs, it is possible for a person to become obsessed with an uncontrollable urge to gamble.

This is problem gambling – an emotional illness that often remains hidden until the consequences of repeated gambling begin to affect the financial and emotional security of the gambler and the family.

As the stress of these consequences increases, the problem gambler finds he/she must seek relief through even more gambling. The result is a progressive financial and emotional deterioration which can destroy both the gambler and his/her family.

Problem gambling can affect men and women of any age, race or religion, regardless of financial or social status. It is not possible to predict who will develop a gambling problem, but once identified, the problem can be successfully treated.

THE WARNING SIGNS

Problem gambling is not easily detected. The person with a gambling problem often will go to great lengths to maintain a normal appearance, while covering up the consequences of their gambling.

Some of the indicators that a person may be suffering from a gambling problem include:

Losing time from work, school or family due to gambling

Repeated failed attempts to stop or control the gambling

Borrowing money to gamble or pay gambling debts

Gambling to escape worry or trouble

Neglecting the care of one's self or family in order to gamble

Lying about the amount of time and money spent on gambling

Gambling more money in an attempt to win back losses (chasing)

Selling or pawning personal possessions to get money to gamble

Feelings of hopelessness, depression, or suicide as a result of gambling



GROUPINGS OF MEASURES TO PROMOTE RESPONSIBLE GAMING

1. Direct efforts to mitigate problem gambling/promote responsible gaming:

- On site resources for problem gambling
- Self exclusion policies
- Identification of problem gambling
- Credit extension abuse
- Treatment and prevention

2. Processes and measures to mitigate problems:

- Code of ethics
- Metrics for problem gambling
- Historic efforts against problem gambling

3. Indirect efforts to mitigate problem gambling/promote responsible gaming:

- Advertising responsible gambling
- Problem gambling signage

RESPONSIBLE GAMING RATINGS

1. Direct efforts to mitigate problem gambling/promote responsible gaming

Sufficient

2. Processes and measures to mitigate problems:

Sufficient

3. Indirect efforts to mitigate problem gambling/promote responsible gaming:

Sufficient

CRITERION 3: RESPONSIBLE GAMING RATING

Sufficient

Key factors:

- The Applicant demonstrated their experience in operating and integrating responsible gaming practices into their casino operations.
- The Applicant currently meets minimal standards established by the American Gaming Association and MGC regulations rather than demonstrating proactive and progressive measures to promote responsible gaming and address problem gambling.
- The Applicant agreed to comply with regulations that would be adopted by MGC.
- The Applicant's Credit Extension Abuse policy lacked specific details that would ensure that credit extension would not be abused by persons with gambling related problems.
- The Applicant is in active discussions with MGC to develop a comprehensive strategy to address responsible gaming and mitigate problem gambling.

CRITERION 4: PROTECT AND ENHANCE THE LOTTERY



PROTECT AND ENHANCE THE LOTTERY



Very Good

Key Factors:

- Applicant and Lottery officials indicate that extensive discussions have taken place and the parties concur that there will be sufficient time to complete negotiations and execute the agreement following award of a casino license.
- MGM and the Lottery have been analyzing their respective technologies for compatibility to allow joint marketing and Lottery ticket sales.

CRITERIA RATINGS

Community Support

Traffic & Offsite Impacts

Measures to Promote Responsible Gaming

Lottery

OVERALL CATEGORY RATING

Very Good

The Applicant's participation in a competitive process within the city of Springfield incorporated an extensive public outreach effort to seek support and feedback. This resulted in the development of a project design that is built upon strong partnerships with existing local and regional entertainment facilities and a proactive approach to developing agreements with surrounding communities.

The project location in downtown Springfield is well-served by an existing urban street network, regional transit routes, and multiple access/egress points to the interstate highway system. The Applicant has analyzed potential traffic impacts from the casino development and proposed a program of mitigation measures to improve traffic operations, bicycle/pedestrian accommodations and facilities for existing/enhanced transit routes. The Applicant is actively coordinating with MassDOT to mitigate potential parking and traffic management impacts during construction of the state's improvements to the I-91 viaduct. They have agreed to provide shuttle service to off-site parking lots to mitigate the removal of surface parking on their site during construction and to advance construction of their garage facility to minimize impacts to court users and other downtown patrons.

The Applicant has agreed to comply with the American Gaming Association's (AGA) Code of Conduct and with the MGC's regulations to promote responsible gaming and address problem gambling that are currently under development, although they have not provided specific details on how to avoid abuse of credit extension by persons with gambling related problems. The Applicant is active in discussions with the MGC to develop a comprehensive responsible gaming program. The Applicant has agreed to execute a formal agreement with the Massachusetts Lottery Commission upon license award. Lottery officials confirmed that they are very impressed with the Applicant's proposal to provide direct access to lottery sales through their gaming software and equipment.

