



MITIGATION

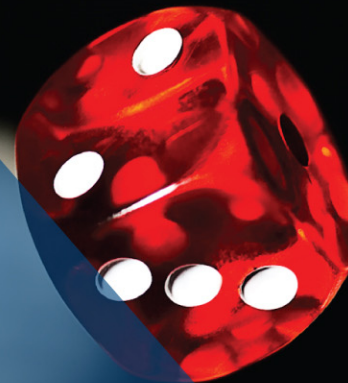
COMMISSIONER GAYLE CAMERON

PRESENTATION

CATEGORY 5 – MASS GAMING & ENTERTAINMENT

RESORT CASINO

APRIL 26, 2016



THE PROCESS

The Application Includes Five Broad Categories:

1. Overview
2. Finance
3. Economic Development
4. Building & Site Design
- 5. Mitigation**

The Mitigation section includes 34 questions.

MITIGATION CATEGORY OVERVIEW

We grouped the questions into four criteria:

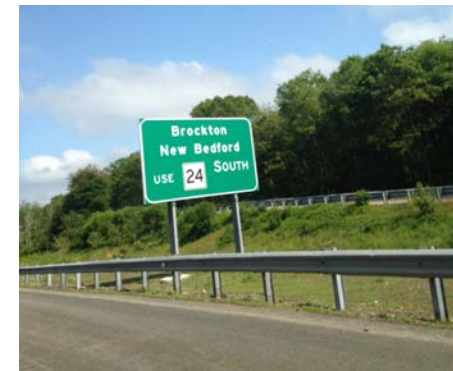
1. Community Support - 19

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

2. Traffic and offsite impacts - 8

3. Measures to promote responsible gaming and mitigate problem gambling - 6

4. Protect and enhance the Lottery - 1



REPORT

Report contains the following ratings:



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



Sufficient – Comprehensible and met the minimum acceptable criteria of the Commission; and/or provided the required or requested information.



Very Good – Comprehensive, demonstrates credible experience and plans, and /or excels in some areas.



Outstanding/Excellent – Uniformly high quality, and demonstrates convincing experience, creative thinking, innovative plans and a substantially unique approach.

ADVISORS/SUBJECT MATTER EXPERTS

Massachusetts Gaming Commission

Mark Vander Linden

Problem Gambling Solutions

Dr. Jeffrey Marotta

City Point Partners

Richard Moore

Green Int.

Frank Tramontozzi

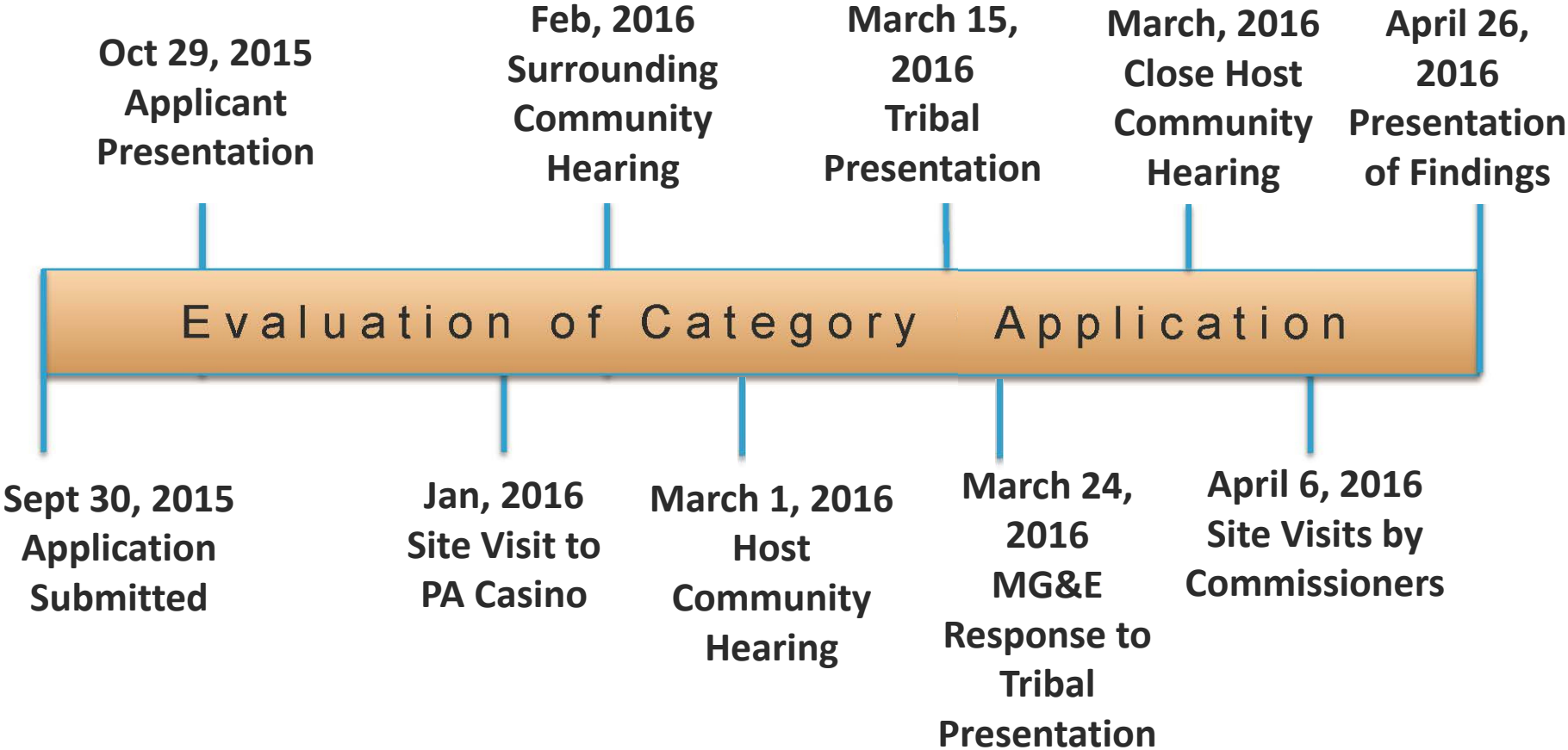
Jason Sobel





MATERIALS REVIEWED

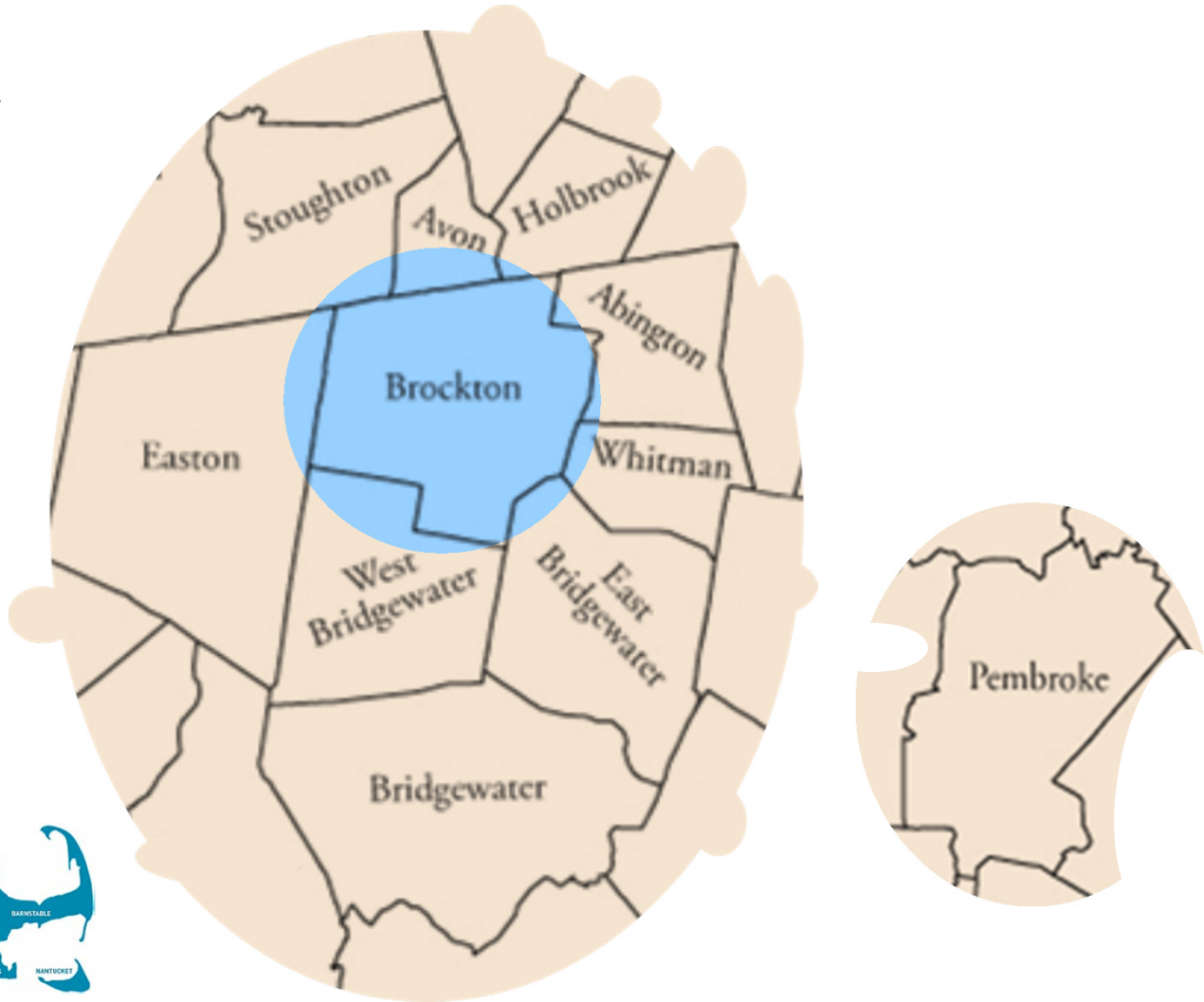
- Category 1 Application
- Input from public meetings and hearings
- Applicant presentations to MGC
- Environmental documents
- Public comment letters and emails
- Site visits by subject matter experts and commissioners
 - Proposed Location
 - Pittsburgh, PA Rivers Casino
- Website research

SCHEDULE AND MILESTONES



REGION C HOST and SURROUNDING COMMUNITIES

-  Host Community
-  Surrounding Communities

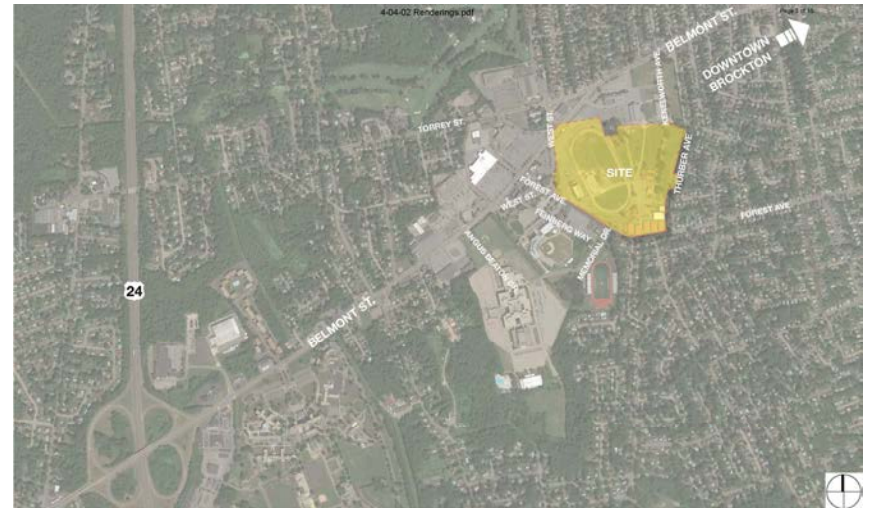


PROPOSED PROJECT



REASONS FOR COMMUNITY MITIGATION

- Community voices must be heard
- Transportation issues concern the general public
- Applicant plays key role in promoting responsible gaming
- Important to protect and enhance Lottery



CRITERION 1: COMMUNITY SUPPORT

Criterion 1 Has Five Groups:

1. Host Community Agreement
2. Election related materials
3. Public support and outreach
4. Surrounding communities
5. Regional venues (ILEV's)



1. HOST COMMUNITY AGREEMENT

Questions in application that address Host Community Agreement

	Group 1 -- Content of Agreements (Host Community)
5-3	Community Impact Fee
5-4	Host Community Agreements*
5-6	Mitigation Funding Support, Host Community*

*Commission required to issue findings as per law and regulations



1. HOST COMMUNITY AGREEMENT:

COMMUNITY IMPACT FEES

Payment	Upon Award of License	Pre-Opening	Year 1 -15
<i>Planning/Permitting/Legal Fees</i>		\$2,129,000	
<i>Community Enhancement Fee</i>		\$3,000,000	
<i>Public safety, schools and housing</i>		\$2,000,000	
<i>Tax Payments (minimum)</i>			2) \$8,000,000
<i>Community Impact Fee (min)</i>			2) \$1,500,000
<i>Community Foundation (min)</i>			2)/3) \$500,000
<i>Infrastructure Payment</i>		1) \$11,200,000	
<i>Additional Annual Payment</i>			4) up to \$1,500,000
<i>Shaw Center Study</i>	\$25,000		
<i>Entertainment District Study</i>	\$100,000		
<i>Rush Rewards</i>			5) \$50,000
	Total w/o Tribal Casino	\$18,450,000	>\$10,300,000
	Total with Tribal Casino	\$18,450,000	>7,050,000

Pre opening = \$18.5M

Annually = greater than \$10.3M

- 1) \$10.2M traffic
\$1M sewer extension
- 2) \$10M minimum annual payment or 2.5% of revenues
- 3) Earmarked to schools
- 4) \$250K to \$1.5M for schools and public safety depending on revenue
- 5) Rush Rewards to local businesses (e.g. restaurants)



2. ELECTION RELATED MATERIALS

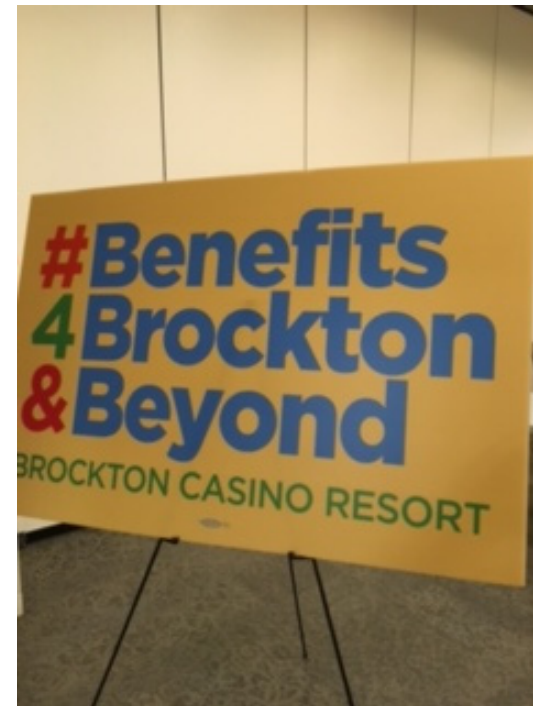
	Group 2 -- Election-Related Information
5-5	Election Materials
5-7	Election Related Advertising
5-8	Negative Advertising
5-9	Contributions
5-10	Request for Contributions

- Vote Yes: 7,173 (50.5%); No: 7,025 (49.5%); Blank: 1
- Applicant spent \$1,467,000
- No negative advertising
- No contributions made by applicant
 - Two requests

3. PUBLIC SUPPORT AND OUTREACH

Group 3 -- Public Support and Outreach	
5-11	Public Outreach
5-12	Public Support*

14 events listed by applicant



4. SURROUNDING COMMUNITIES

Group 4 -- Surrounding Communities	
5-14	Executed Surrounding Community Agreements*
5-15	Designation of Surrounding Comm. w/o Agrmnt
5-16	Declined Communities (None)
5-17	Mitigation (Surrounding Communities)*

Community	Professional Fees	One Time	Annual
Abington	\$10,000	\$60,000	\$130,000
Avon	\$10,000	\$60,000	\$130,000
East Bridgewater	\$10,000	\$60,000	\$110,000
Easton	\$10,000	\$60,000	\$130,000
Holbrook	\$10,000	\$60,000	\$110,000
Pembroke	\$5,000	NA	\$5,000
Stoughton	\$5,000	\$60,000	\$130,000
Whitman	\$5,000	\$60,000	\$110,000
West Bridgewater	\$5,000	\$60,000	\$130,000

- Community Mitigation Fund available in future.



REGIONAL VENUES (ILEV'S)

	Group 5 -- Regional Venues
5-13	Non Profit and Community Partnerships
5-18	Executed Impacted Live Entertainment Agreements*
5-19	Declined ILEV Agreements
5-20	Cross Marketing Agreements*
5-21	Exclusivity with Entertainers*

- Shaw's Center and Campanelli Stadium
 - Agreement in Place
 - Quarterly meetings and pro-bono marketing advice
- Mass Performing Arts Coalition (MPAC)
 - Denied
- No geographic exclusivity intended

CRITERION 1 COMMUNITY SUPPORT SUMMARY

CRITERION 1: COMMUNITY SUPPORT			
Group 1 -- Content of Agreements (Host Community)			
5-3	Community Impact Fee	S	
5-4	Host Community Agreements*	S	S
5-6	Mitigation (Host Community)*	S	
Group 2 -- Host Community Agreement Election-related Information			
5-5	Election Material	S	
5-7	Election Related Advertising	S	
5-8	Negative Advertising	S	S
5-9	Contributions	S	
5-10	Request for Contributions	S	
Group 3 -- Public Support and Outreach			
5-11	Public Outreach	S	S
5-12	Public Support*	S	
Group 4 -- Surrounding Communities			
5-14	Executed Surrounding Community Agreements*	S	
5-15	Designation of Surrounding Comm. w/o Agrmnt	S	S
5-16	Declined Communities	S	
5-17	Mitigation (Surrounding Communities)*	S	
Group 5 -- Regional Venues			
5-13	Non Profit and Community Partnerships	S	
5-18	Executed Impacted Live Entertainment Agreements*	S	
5-19	Declined ILEV Agreements	S	S
5-20	Cross Marketing Agreements*	S	
5-21	Exclusivity with Entertainers*	S	

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CRITERION 2 TRAFFIC AND OFF SITE IMPACTS

Criterion 2 Has 2 Groups

1. Traffic Management Plan and Costs
2. Other Impacts
 - Housing
 - Schools
 - Police and Fire

CASINO TRIP GENERATION

Number of vehicles to and from the Casino in the peak hour

Period/Direction	Patrons	Employees ¹	Total
<i>Friday Evening Peak Hour (4-5PM)</i>			
Entering	435	48	483
<u>Exiting</u>	<u>562</u>	<u>62</u>	<u>624</u>
Total	997	110	1,107
<i>Saturday Evening Peak Hour (4-5PM)</i>			
Entering	617	69	686
<u>Exiting</u>	<u>653</u>	<u>72</u>	<u>725</u>
Total	1,270	141	1,411

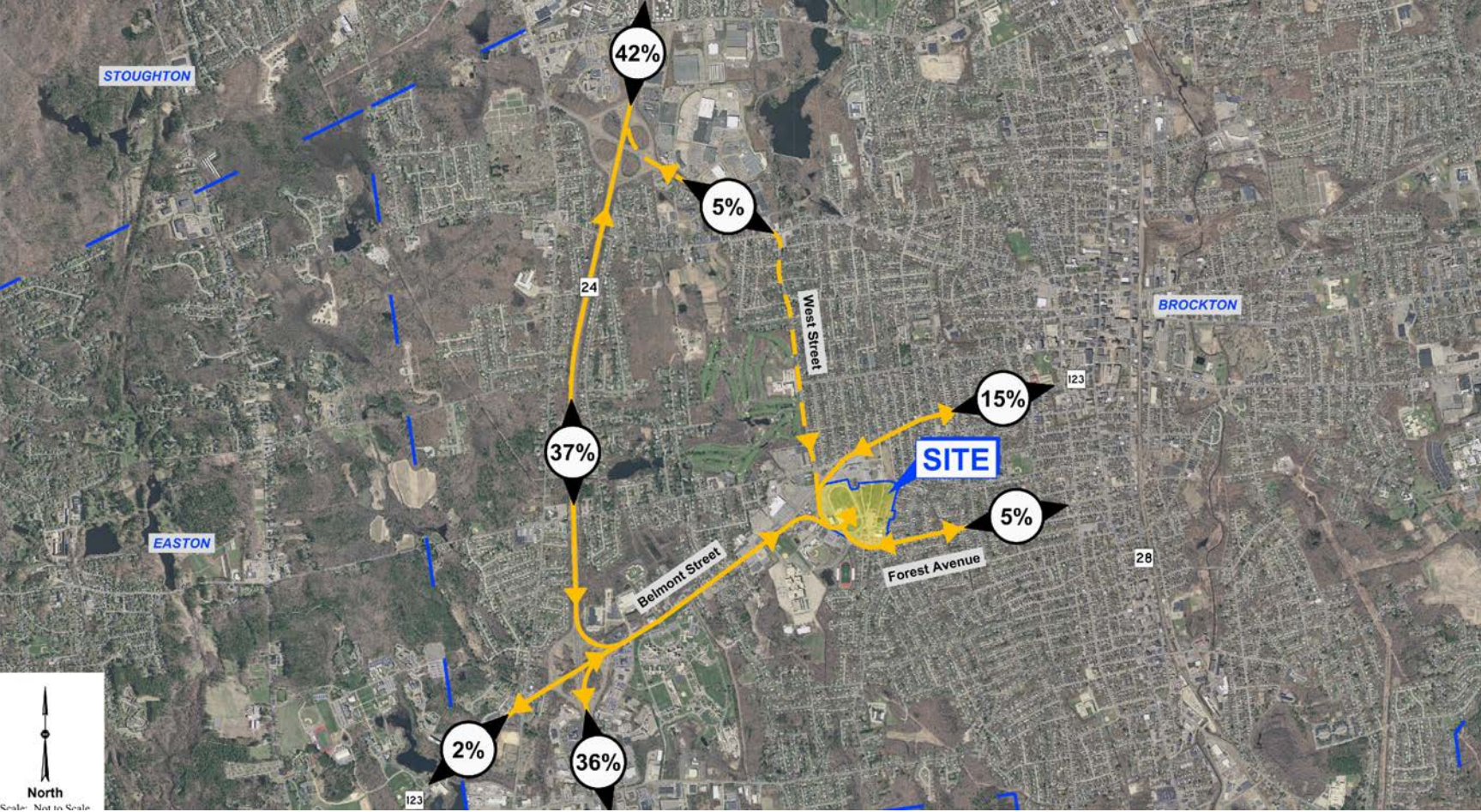
¹Based on 10% of total trips

Based on similar type of casino and industry standards

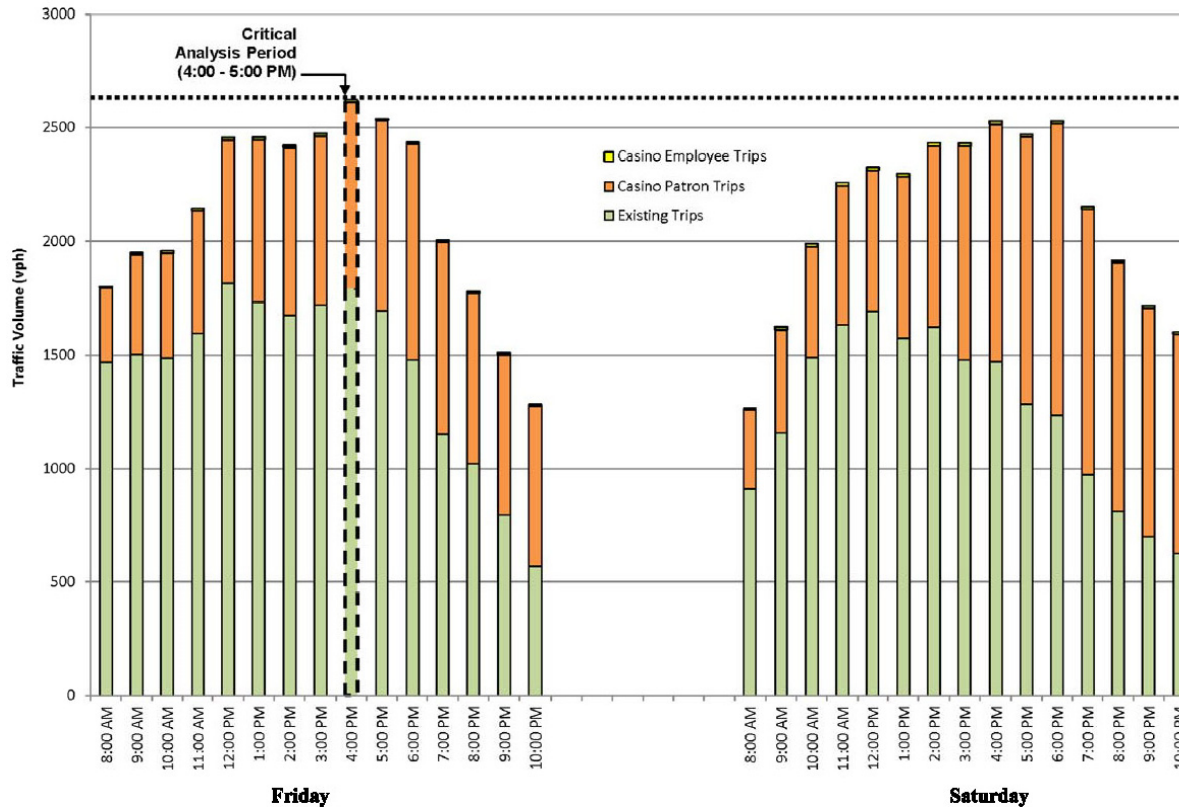


TRIP DISTRIBUTION

Regional Trip Distribution Patterns



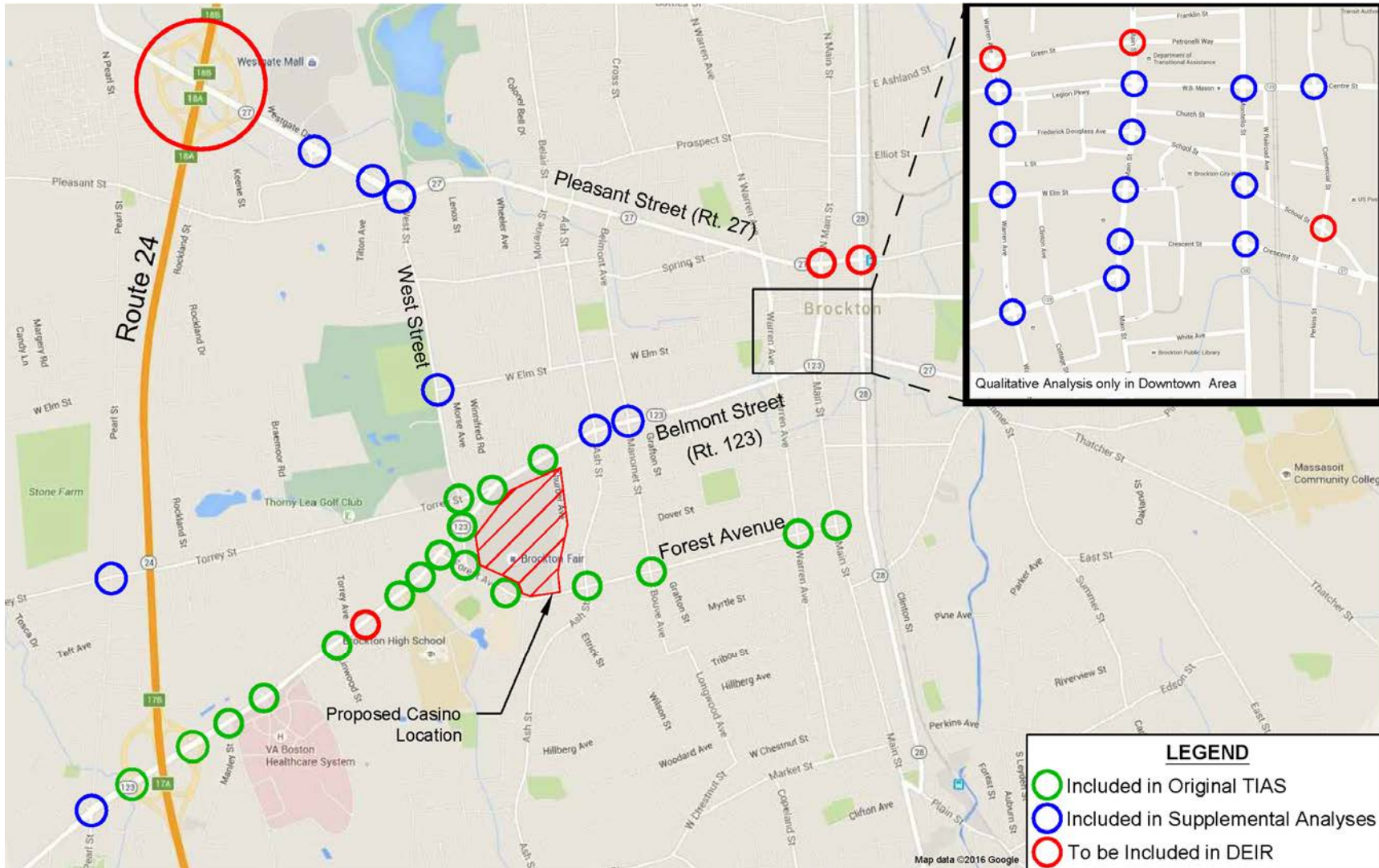
ROADWAY TRAFFIC VOLUME



Total Traffic – Peak Hour 4-5pm on Friday
Casino Traffic – Peak Hour 6-7pm Friday and Saturday
(Belmont Street to the west of West Street)

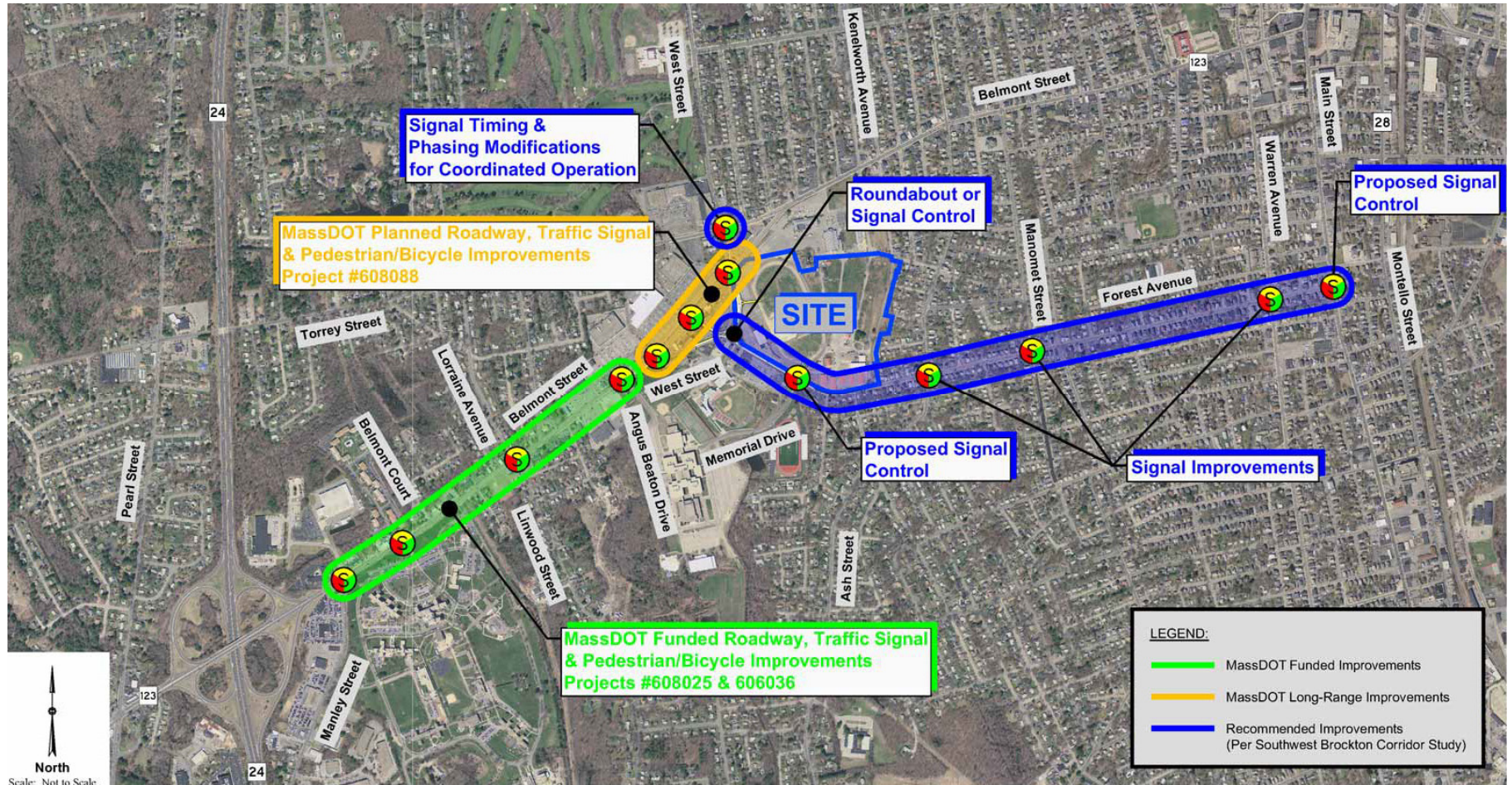


ADDITIONAL STUDY LOCATIONS



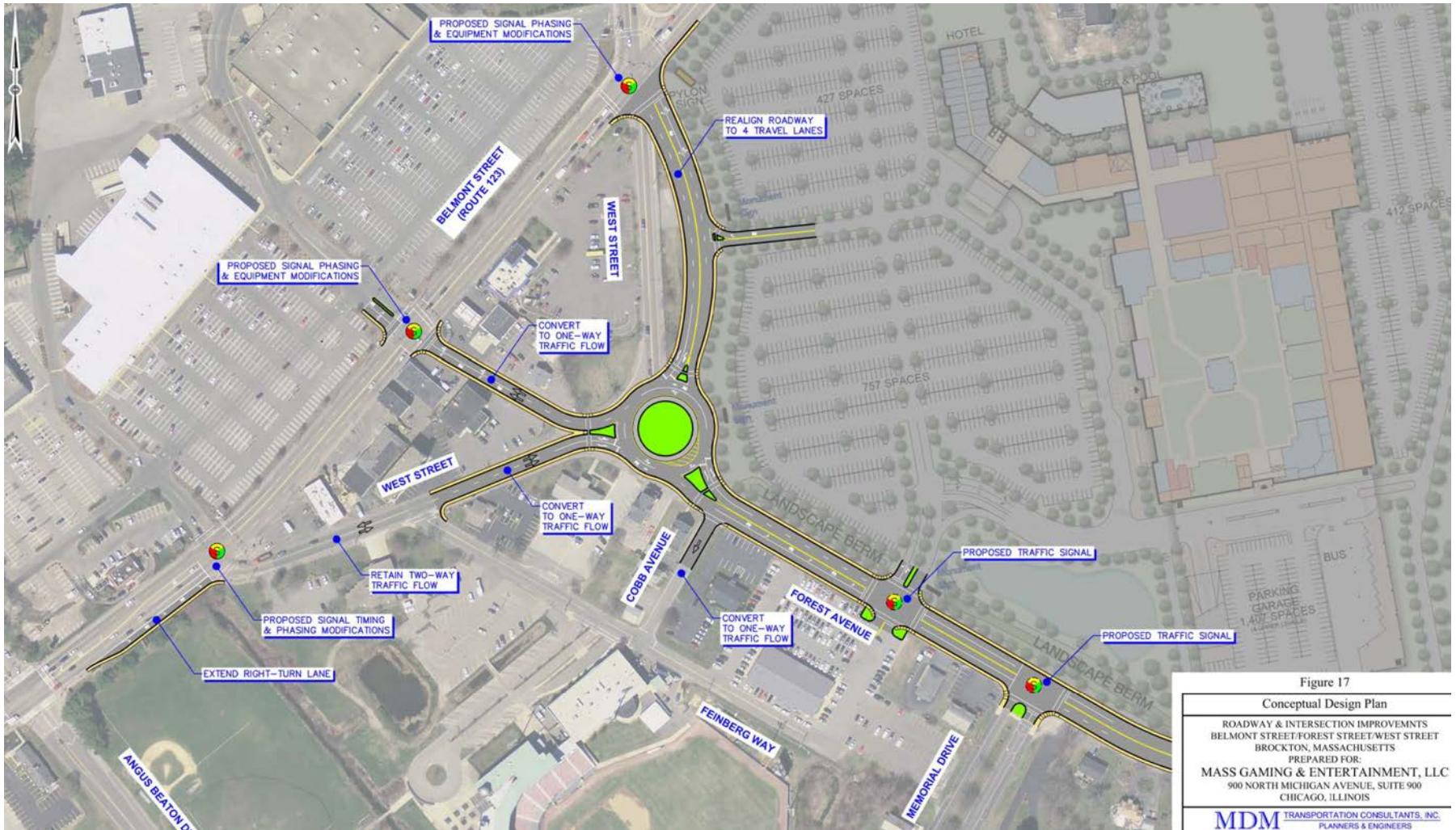
TRAFFIC MITIGATION

Planned Area Improvements



TRAFFIC MITIGATION

Belmont Street/Forest Street/West Street



TRAFFIC MITIGATION

Belmont Street/West Street/Torrey Street



TRAFFIC MITIGATION

Reynolds Memorial Highway (Route 27)



POTENTIAL NEED FOR MITIGATION AT BELMONT STREET/KENELWORTH AVENUE



TRAFFIC MITIGATION - COSTS

Improvement Action	Estimated Construction Cost	Responsible Party	Estimated Completion Date
A. Access Roadway Improvements: Forest Avenue and West Street	\$5,300,000	Proponent	2018
B. Forest Avenue Corridor and Signal Improvements	\$3,300,000	Proponent	2018
C. West Street Corridor and Signal Improvements Belmont Street through Torrey Street	\$1,000,000	Proponent	2018
D. West Street at Elm Street Signal Optimization	\$20,000	Proponent	2018
E. Route 27 Lane Extension	\$600,000	Proponent	2018
SUBTOTAL MG&E	\$10,220,000		2018
F. Belmont Street Corridor and Signal Improvements – Section 1 and 2 Belmont Street from the Route 24 ramps through Angus Beaton Drive.	\$6,500,000	MassDOT	2018
G. Belmont Street Corridor and Signal Improvements – Section 3 Belmont Street between Angus Beaton Drive and West Street	\$4,00,000	MassDOT	2024
TOTAL MG&E and MassDOT	\$20,720,000		



TRAFFIC MITIGATION SUMMARY

- Adequate mitigation for initial study area
- Additional traffic analysis needed as part of MEPA process
- Special focus on Belmont Avenue and Kenelworth Avenue intersection (15% of Casino Traffic) and
- Route 27 and West Street Safety Improvements
- Complete DOT Phase 1 and 2 Improvements to Belmont Street before casino opens.

CRITERION 2 GROUPS 1 and 2: SUMMARY TRAFFIC IMPACTS AND COSTS

CRITERION 2: TRAFFIC & OFFSITE IMPACTS			
Group 1 -- Impact Assessments and Costs			
5-1	Infrastructure Costs	S	S
5-2	Impacts and Associated Costs	S	
Group 2 -- Traffic Management Plan			
5-29	Traffic Control Measures	I S	
5-29	Traffic for Special Events	S	I S
5-30	Snow Removal	VG	



CRITERION 2 GROUP 3: OTHER IMPACTS

Group 3 -- Other Potential Impacts			
5-31	Housing	S	
5-32	School Population	S	S
5-33	Emergency Services Available	S	

Community Impacts based on independent Commission analysis

- Housing = Positive
- Police = Insignificant
- Fire = Support ambulance calls \$360,000/year
- Schools = Additional students \$100,000/year
- Host Community Agreement adequate to offset impacts

CRITERION 2: TRAFFIC AND OFFSITE IMPACTS SUMMARY

CRITERION 2: TRAFFIC & OFFSITE IMPACTS					
	Group 1 -- Impact Assessments and Costs				
5-1	Infrastructure Costs	S	S	S	
5-2	Impacts and Associated Costs	S			
	Group 2 -- Traffic Management Plan				
5-29	Traffic Control Measures	I	S		
5-29	Traffic for Special Events	S	I		
5-30	Snow Removal	VG			
	Group 3 -- Other Potential Impacts				
5-31	Housing	S			
5-32	School Population	S	S		
5-33	Emergency Services Available	S			

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CRITERION 3: RESPONSIBLE GAMING

CRITERION 3: IMPLEMENT MEASURES TO PROMOTE RESPONSIBLE GAMING AND ADDRESS PROBLEM GAMBLING*				
Group 1 -- Direct Efforts to Mitigate Problem Gambling/Promote Responsible Gaming				
5-23	Commit to Corporate Social Responsibility	S		S
5-24	Support Informed Player Choice	S		
5-25	Provide Protection Within the Physical Environment	I	S	
5-26	Ensure Responsible Marketing	S		
5-27	Managing High Risk Financial Transactions	S		
Group 2 -- Process and Measures				
5-28	Engage the Community	S	S	

- MG&E will follow MGC responsible gaming framework
- MG&E provided Responsible Gaming Plan from Philadelphia Casino
- Marketing consistent with American Gaming Association (AGA) code of conduct
- Employee training proposed is limited and will need to be expanded

CRITERION 4: LOTTERY

CRITERION 4: PROTECT AND ENHANCE LOTTERY				
Group 1 -- State Lottery				
5-22	State Lottery*	S	S	S

- No agreement has been reached
- MG&E has proposed methods to promote lottery
 - Point of Purchase
 - Direct Mailing
 - Promotional Giveaways
- MG&E provide information from PA & MD showing lottery wasn't negatively impacted by casinos.



MITIGATION SUMMARY

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CRITERION 1: COMMUNITY SUPPORT			
Group 1 -- Content of Agreements (Host Community)			
5-3	Community Impact Fee	S	
5-4	Host Community Agreements*	S	S
5-6	Mitigation (Host Community)*	S	
Group 2 -- Host Community Agreement Election-related Information			
5-5	Election Material	S	
5-7	Election Related Advertising	S	
5-8	Negative Advertising	S	S
5-9	Contributions	S	
5-10	Request for Contributions	S	
Group 3 -- Public Support and Outreach			
5-11	Public Outreach	S	S
5-12	Public Support*	S	
Group 4 -- Surrounding Communities			
5-14	Executed Surrounding Community Agreements*	S	
5-15	Designation of Surrounding Comm. w/o Agrmnt	S	S
5-16	Declined Communities	S	
5-17	Mitigation (Surrounding Communities)*	S	
Group 5 -- Regional Venues			
5-13	Non Profit and Community Partnerships	S	
5-18	Executed Impacted Live Entertainment Agreements*	S	
5-19	Declined ILEV Agreements	S	S
5-20	Cross Marketing Agreements*	S	
5-21	Exclusivity with Entertainers*	S	
CRITERION 2: TRAFFIC & OFFSITE IMPACTS			
Group 1 -- Impact Assessments and Costs			
5-1	Infrastructure Costs	S	S
5-2	Impacts and Associated Costs	S	
Group 2 -- Traffic Management Plan			
5-29	Traffic Control Measures	I	S
5-290	Traffic for Special Events	S	I S
5-301	Snow Removal	VG	
Group 3 -- Other Potential Impacts			
5-312	Housing	S	
5-32	School Population	S	S
5-33	Emergency Services Available	S	
CRITERION 3: IMPLEMENT MEASURES TO PROMOTE RESPONSIBLE GAMING AND ADDRESS PROBLEM GAMBLING*			
Group 1 -- Direct Efforts to Mitigate Problem Gambling/Promote Responsible Gaming			
5-23	Commit to Corporate Social Responsibility	S	
5-24	Support Informed Player Choice	S	
5-25	Provide Protection Within the Physical Environment	I	S S
5-26	Ensure Responsible Marketing	S	
5-27	Managing High Risk Financial Transactions	S	
Group 2 -- Processes and Measures			
5-288	Engage the Community	S	S
CRITERION 4: PROTECT AND ENHANCE LOTTERY			
Group 1 -- State Lottery			
5-22	State Lottery*	S	S S



POTENTIAL LICENSE CONDITIONS BUILDING AND SITE DESIGN AND MITIGATION

Traffic

- Traffic evaluation of Kenelworth Avenue and Belmont Street, MEPA process
- Traffic evaluation of Route 27 and West Street (Highway Safety Audit), MEPA process
- Completion of DOT Phase 1 and 2 Belmont Street Improvements before casino opens.

Water

- Evaluate conservation measures to protect Silver Lake Reservoir, MEPA process.

Planning

- Execute Entertainment District study as soon as possible.