

# Massachusetts Gaming Commission

## 1st Quarter 2015

June 25, 2015



**MGM RESORTS**  
INTERNATIONAL

BELLAGIO® ARIA® VDARA® MGM GRAND® THE SIGNATURE AT MGM GRAND® MANDALAY BAY® DELANO™ LAS VEGAS THE MIRAGE® MONTE CARLO™ NEW YORK-NEW YORK®  
LUXOR® EXCALIBUR® CIRCUS CIRCUS® LAS VEGAS CIRCUS CIRCUS® RENO, NEVADA SILVER LEGACY™ RENO, NEVADA BEAU RIVAGE® BILOXI, MISSISSIPPI  
GOLD STRIKE® TUNICA, MISSISSIPPI MGM GRAND® DETROIT, MICHIGAN MGM® NATIONAL HARBOR, MARYLAND MGM® SPRINGFIELD, MASSACHUSETTS  
BORGATA® ATLANTIC CITY, NEW JERSEY GRAND VICTORIA® ELGIN, ILLINOIS MGM MACAU™, CHINA MGM GRAND® SANYA, CHINA MGM® COTAI, CHINA

# Summary - 1st Quarter 2015

---

1. 1st Quarter Enabling Activities
2. Mission Commencement
3. Contractor Commitments
4. Diversity Update
5. WebCam
6. Historic Update
7. Looking Forward - Next 90 Days
8. Schedule

# 1st Quarter Enabling Activities

- Construction fence installation has commenced
- Howard Street School abatement work has commenced
- Howard Street School demolition is awarded
- Armory demolition and abatement scope is awarded
- Half of remaining demolition/abatement contracts are out for bid
- Webcam has been installed
- Street discontinuance coordination with utility entities is in progress

# Mission Commencement

- Building Permit received on 2/9/15
- Bid packages sent to multiple trades
- Expect majority of all contracting awards for the Mission to be issued in the 2nd Quarter 2015



# Contractor Commitments

| Ref | Companies                                  | Scope                                    | Location           |
|-----|--|--|--------------------|
| 1   | American Environmental, Inc. (MBE)         | Abatement                                | Holyoke, MA        |
| 2   | Collins Electrical Company, Inc.           | Temp Services/Electrical                 | Chicopee, MA       |
| 3   | Gagliarducci Construction, Inc.            | Site Work/Utility Disconnect             | Indian Orchard, MA |
| 4   | JDC Construction Co., LLC                  | Demolition                               | Boston, MA         |
| 5   | Herb Holden Trucking, Inc. (WBE)           | Demolition tier to JDC                   | Broad Brook, CT    |
| 6   | JM Environmental Corp., Inc. (WBE)         | Demolition tier to JDC                   | Worcester, MA      |
| 7   | Security Construction Services, Inc. (WBE) | Fencing                                  | Hudson, MA         |
| 8   | Tishman Realty & Construction Co., Inc.    | Pre-construction Services/Enabling Works | Boston, MA         |

WBE = Woman-owned Business Enterprise; MBE = Minority-owned Business Enterprise

The Commitments listed above are included in the Tishman Contract listed in Quarter 1 2015 Status Report Section 4

# Diversity Update

- The Diversity Plan for the Design and Construction Phase was approved on 1/22/15
- Reporting on Construction Commitments has commenced
- Reporting on Design Commitments and Construction Workforce begins 2nd Quarter 2015
- Outreach process underway to identify additional local MBE/WBE/VBE Design and Construction Firms
- Templates created for construction workforce tracking

# Diversity Update

## Workforce Tracking Template

MGM Springfield

Workforce Diversity Statistics Report - Construction (TEMPLATE)

As of Week Ending 4/4/2015

| Reference    | Subcontractor | This Week's Workforce Diversity Statistics |          |         |       |         |         | Project To Date Workforce Diversity Statistics |                       |          |         |       |         |         |         |
|--------------|---------------|--|----------|---------|-------|---------|---------|--|-----------------------|----------|---------|-------|---------|---------|---------|
|              |               | This Week's Total Hours                    | Minority |         | Women |         | Veteran |  | Project To Date Hours | Minority |         | Women |         | Veteran |         |
|              |               |  | Hours    | %       | Hours | %       | Hours   | %  |                       | Hours    | %       | Hours | %       |         |         |
| 1            |               |  |          |         |       |         |         |  |                       |          |         |       |         |         |         |
| 2            |               |  |          |         |       |         |         |  |                       |          |         |       |         |         |         |
| 3            |               |  |          |         |       |         |         |  |                       |          |         |       |         |         |         |
| 4            |               |  |          |         |       |         |         |  |                       |          |         |       |         |         |         |
| 5            |               |  |          |         |       |         |         |  |                       |          |         |       |         |         |         |
| 6            |               |  |          |         |       |         |         |  |                       |          |         |       |         |         |         |
| 7            |               |  |          |         |       |         |         |  |                       |          |         |       |         |         |         |
| 8            |               |  |          |         |       |         |         |  |                       |          |         |       |         |         |         |
| 9            |               |  |          |         |       |         |         |  |                       |          |         |       |         |         |         |
| 10           |               |  |          |         |       |         |         |  |                       |          |         |       |         |         |         |
| 11           |               |  |          |         |       |         |         |  |                       |          |         |       |         |         |         |
| 12           |               |  |          |         |       |         |         |  |                       |          |         |       |         |         |         |
| 13           |               |  |          |         |       |         |         |  |                       |          |         |       |         |         |         |
| 14           |               |  |          |         |       |         |         |  |                       |          |         |       |         |         |         |
| 15           |               |  |          |         |       |         |         |  |                       |          |         |       |         |         |         |
| 16           |               |  |          |         |       |         |         |  |                       |          |         |       |         |         |         |
| 17           |               |  |          |         |       |         |         |  |                       |          |         |       |         |         |         |
| 18           |               |  |          |         |       |         |         |  |                       |          |         |       |         |         |         |
| 19           |               |  |          |         |       |         |         |  |                       |          |         |       |         |         |         |
| 20           |               |  |          |         |       |         |         |  |                       |          |         |       |         |         |         |
| 21           |               |  |          |         |       |         |         |  |                       |          |         |       |         |         |         |
| 22           |               |  |          |         |       |         |         |  |                       |          |         |       |         |         |         |
| 23           |               |  |          |         |       |         |         |  |                       |          |         |       |         |         |         |
| 24           |               |  |          |         |       |         |         |  |                       |          |         |       |         |         |         |
| 25           |               |  |          |         |       |         |         |  |                       |          |         |       |         |         |         |
| 26           |               |  |          |         |       |         |         |  |                       |          |         |       |         |         |         |
| 27           |               |  |          |         |       |         |         |  |                       |          |         |       |         |         |         |
| 28           |               |  |          |         |       |         |         |  |                       |          |         |       |         |         |         |
| 29           |               |  |          |         |       |         |         |  |                       |          |         |       |         |         |         |
| 30           |               |  |          |         |       |         |         |  |                       |          |         |       |         |         |         |
| 31           |               |  |          |         |       |         |         |  |                       |          |         |       |         |         |         |
| 32           |               |  |          |         |       |         |         |  |                       |          |         |       |         |         |         |
| 33           |               |  |          |         |       |         |         |  |                       |          |         |       |         |         |         |
| 34           |               |  |          |         |       |         |         |  |                       |          |         |       |         |         |         |
| 35           |               |  |          |         |       |         |         |  |                       |          |         |       |         |         |         |
| 36           |               |  |          |         |       |         |         |  |                       |          |         |       |         |         |         |
| 37           |               |  |          |         |       |         |         |  |                       |          |         |       |         |         |         |
| 38           |               |  |          |         |       |         |         |  |                       |          |         |       |         |         |         |
| 39           |               |  |          |         |       |         |         |  |                       |          |         |       |         |         |         |
| 40           |               |  |          |         |       |         |         |  |                       |          |         |       |         |         |         |
| <b>Total</b> |               | 0.00                                       | 0.00     | #DIV/0! | 0.00  | #DIV/0! | 0.00    | #DIV/0!  | 0.00                  | 0.00     | #DIV/0! | 0.00  | #DIV/0! | 0.00    | #DIV/0! |

| Group        | Project Goals | Project To Date % | Delta          |
|--------------|---------------|-------------------|----------------|
| Minority     | 15.30%        | #DIV/0!           | #DIV/0!        |
| Women        | 6.90%         | #DIV/0!           | #DIV/0!        |
| Veteran      | 8.00%         | #DIV/0!           | #DIV/0!        |
| <b>Total</b> | <b>30.20%</b> | <b>#DIV/0!</b>    | <b>#DIV/0!</b> |

# Diversity Update

## Contracting

| Group        | Firms    | Project Goals | % of Spend Committed | Total Expenditure | Variance     |
|--------------|----------|---------------|----------------------|-------------------|--------------|
| Women        | 3        | 10.0%         | 11.4%                | \$362,866         | 1.4%         |
| Minority     | 1        | 5.0%          | 19.9%                | \$635,432         | 14.9%        |
| Veteran      | 0        | 2.0%          | 0.0%                 | \$0               | -2.0%        |
| <b>Total</b> | <b>4</b> | <b>17.0%</b>  | <b>31.3%</b>         | <b>\$998,298</b>  | <b>11.7%</b> |

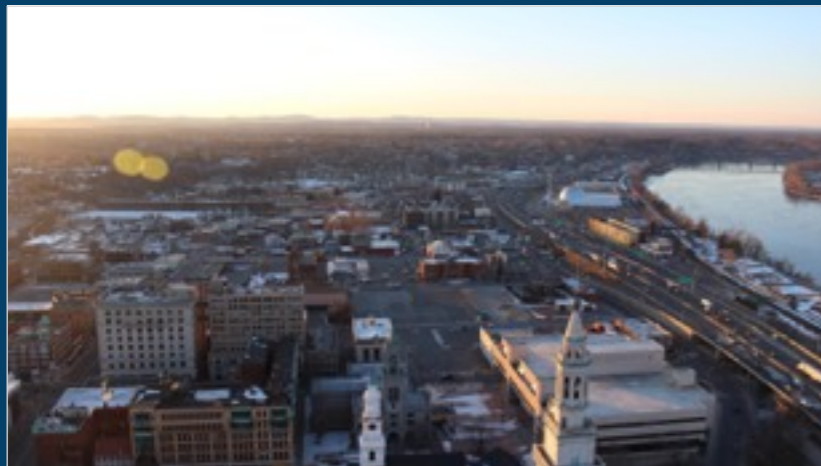
Note:

(1) Total Commitments from 1/1/15 through 3/31/15 are \$3,194,362.



# WebCam

- WebCam installed Mid-March 2015
- Images taken every 15 minutes for the life of the project



3/19/15



3/27/15



3/24/15

# Historic Update

3/4/15, 3/20/15, and 4/2/15 Presentations to Springfield Historical Commission

The following issues are resolved with the Springfield Historical Commission:

1. Emulate YWCA building façade within project
2. Reuse the dome from 73 State Street
3. French Church to be relocated on-site
4. Remove rear structure of State Armory, front structure to be preserved as signature feature
5. Preserve Union Chandler House Main Street Façade, portion of Bliss Street wall retained

# Historic Update

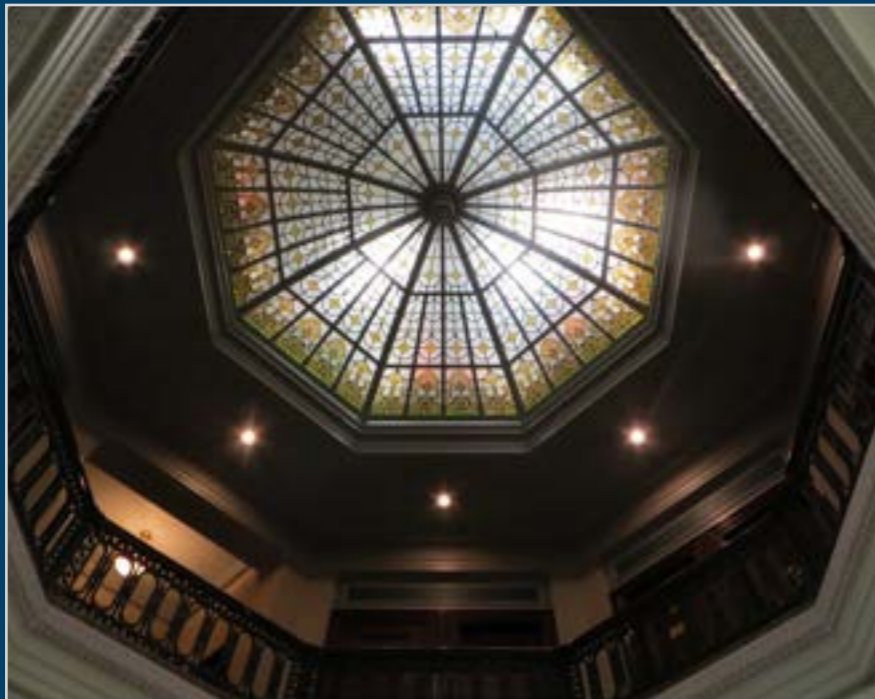
3/4/15, 3/20/15, and 4/2/15 Presentations to Springfield Historical Commission



Emulated YWCA Building



Armory Front Structure Preservation



73 State Street Dome



French Church Relocation



Union Chandler House Façade

# Looking Forward - Next 90 Days

- On this Tuesday, MGM's design team, City representatives and the City's design consultants met for a lengthy and productive work session in National Harbor, Maryland to review and refine MGM's proposed final design previously submitted to the City and address any areas of concern or that require additional detail.
- MGM anticipates incorporating that feedback to finalize its Site Plan package for submission to the City in July with the commencement of formal Site Plan review meetings by the City Council this summer.
- On June 30, 2015, MGM will meet with Massachusetts Historical Commission to provide a response to the requests and feedback received on April 17, 2015.

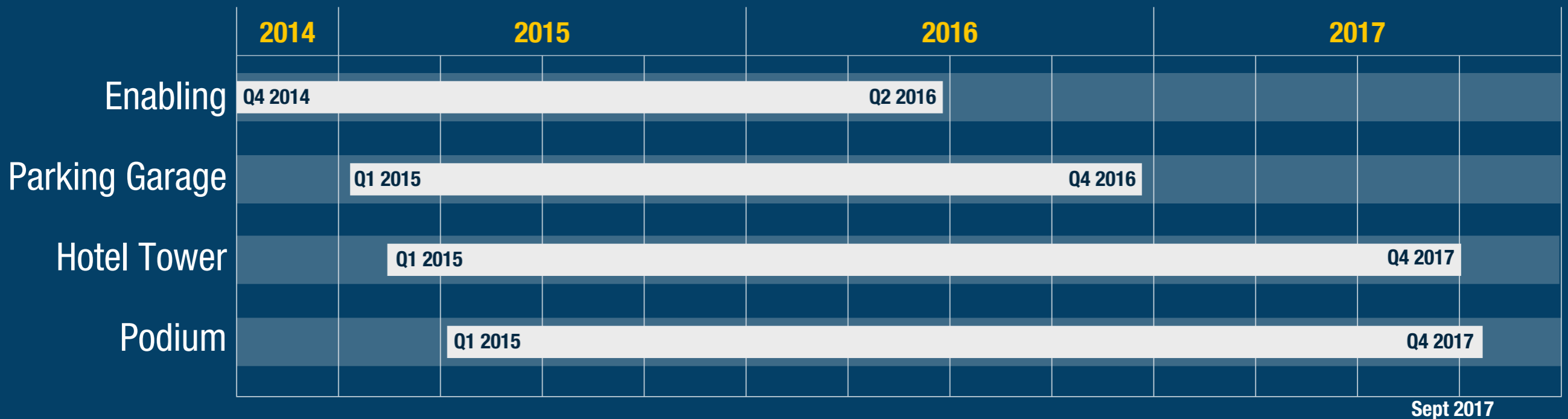
# Looking Forward - Next 90 Days

- On the Project Site, the construction team will continue enabling works and pre-construction efforts over the next several months including the following:

1. Complete Mission building core and shell construction
2. Salvage work throughout the site, including 73 State Street Dome
3. Abatement work throughout the site
4. Demolition of Robbie's Auto and 68 Union Street Car Wash
5. Underground storage tank removal
6. Cut and cap/terminate existing utilities
7. Complete 100% Schematic Design documents
8. Begin Construction Workforce Diversity Tracking

# Schedule - March 5, 2015

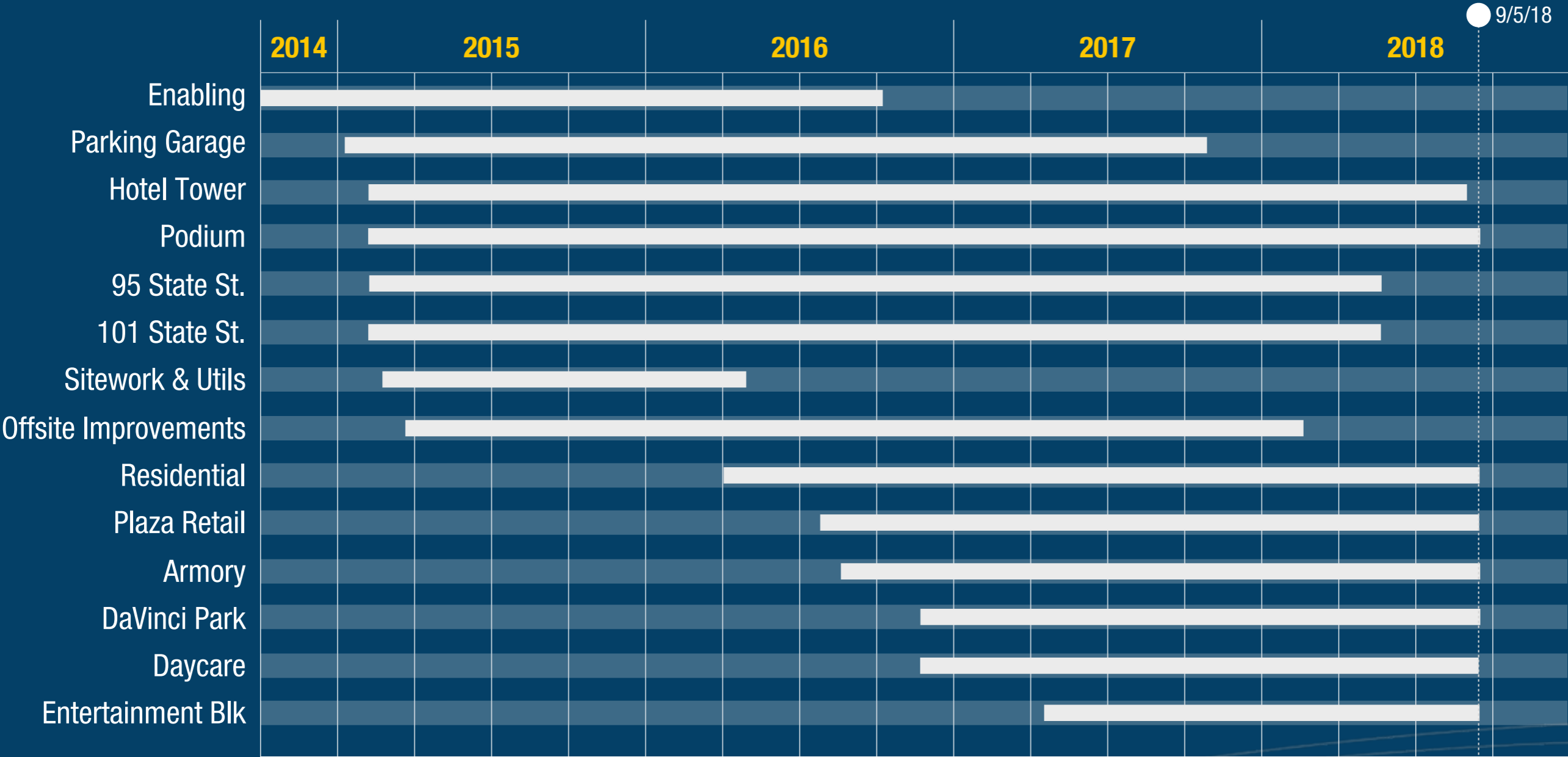
- The overall project timeline and the preliminary 6 month look ahead schedule were presented to the Massachusetts Gaming Commission on March 5th
- Factors with potential schedule impact were being evaluated, including historic approvals and MassDOT Viaduct project



The project timeline and other schedules included in this presentation are for discussion purposes only and subject to further modification. The final project timeline will be submitted to and approved by the Commission pursuant to 205 CMR 135.02.

# Schedule Submission - June 25, 2015

- Anticipated Opening Date - September 5, 2018

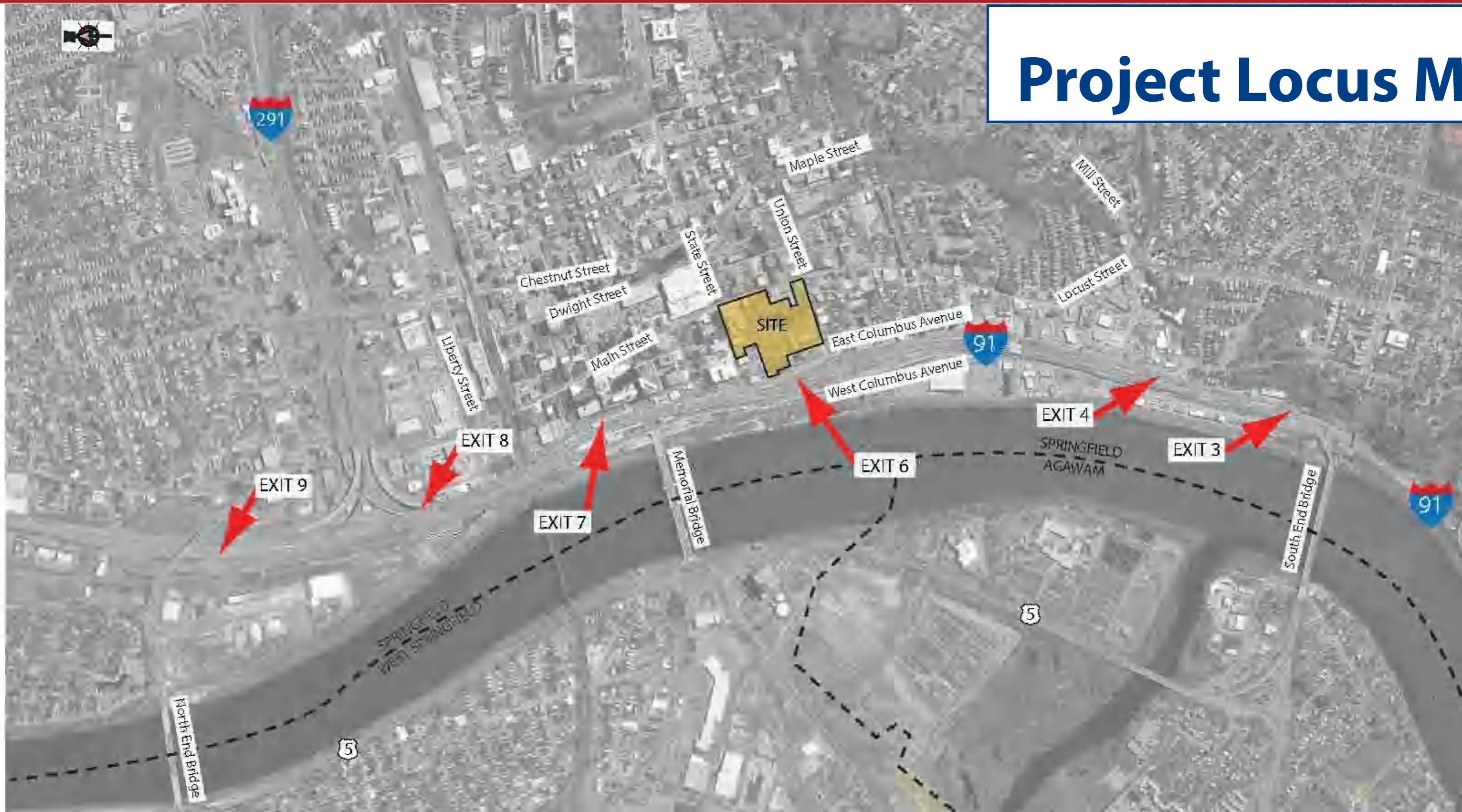


This schedule is provided as a summary. Please reference MGM's full schedule submission for additional details.

# Interstate 91 Viaduct Rehabilitation Project

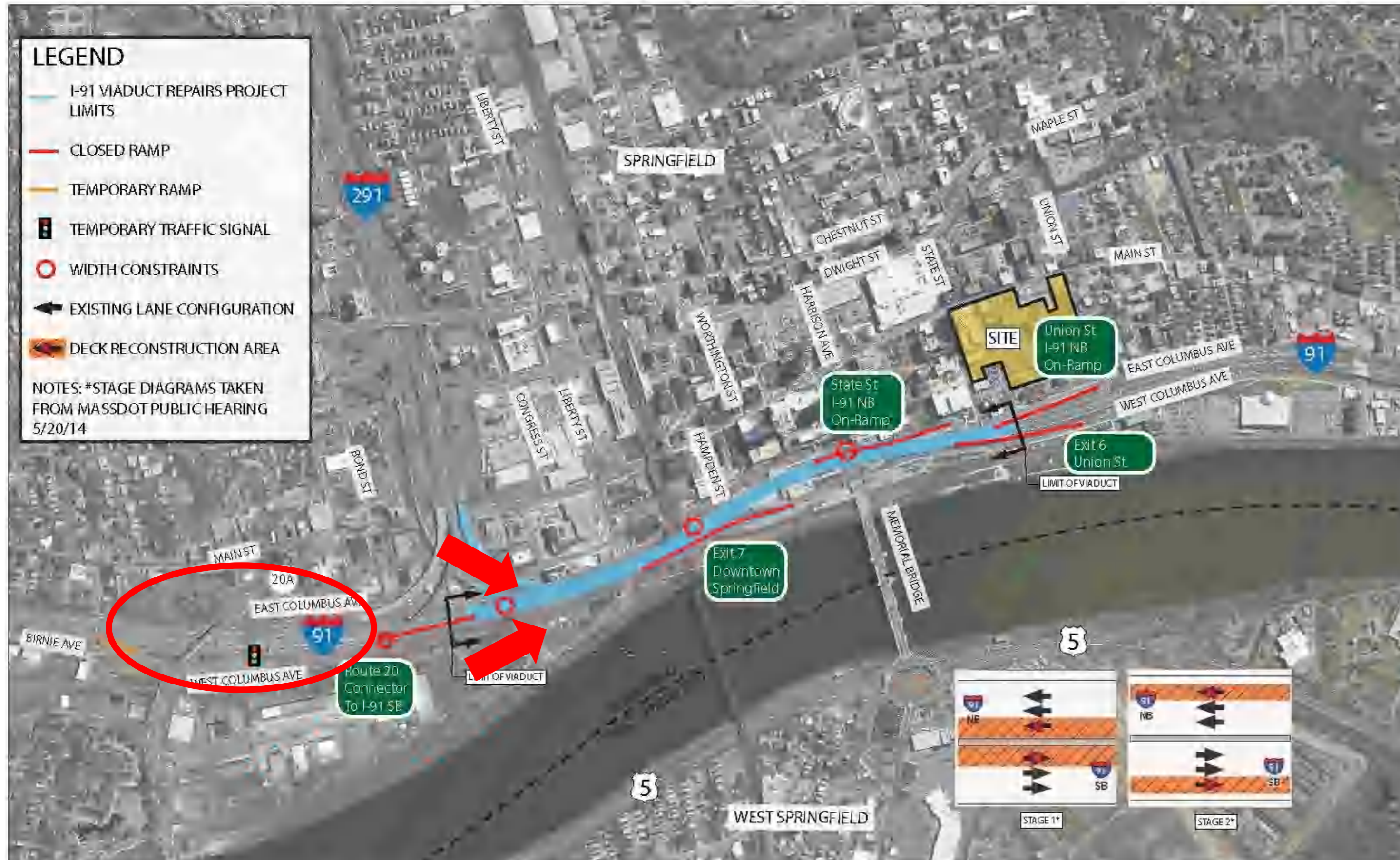


**Project Locus Map**





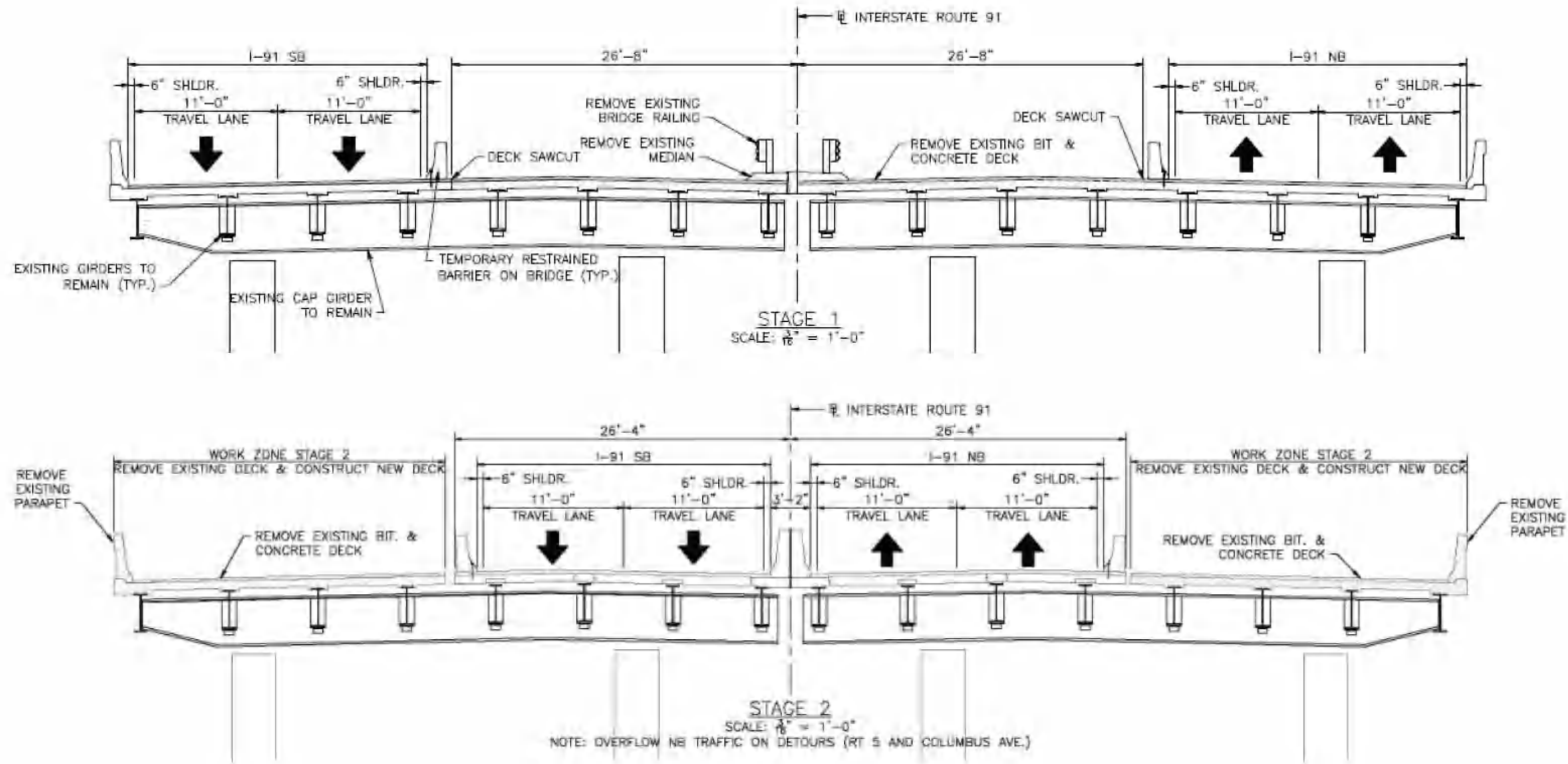
# Interstate 91 Viaduct Rehabilitation Project



I-91 Southbound Traffic reduced to one lane approaching the Viaduct

The other lane is dedicated for I-291 southbound

# Interstate 91 Viaduct Rehabilitation Project



Note: Cross sections taken from MassDOT Hearing 5/20/14

# I-91 Viaduct Rehabilitation Project



## Key Features of Construction Phasing

- A maximum of 2 lanes provided on I-91 during peak travel times
- Contractor activities will require limiting I-91 to 1 lane during most non-peak daytime periods
- Nighttime deliveries may also limit number of lanes on I-91 in both directions
- Traffic will be encouraged to get off I-91 and use East and West Columbus – congested conditions

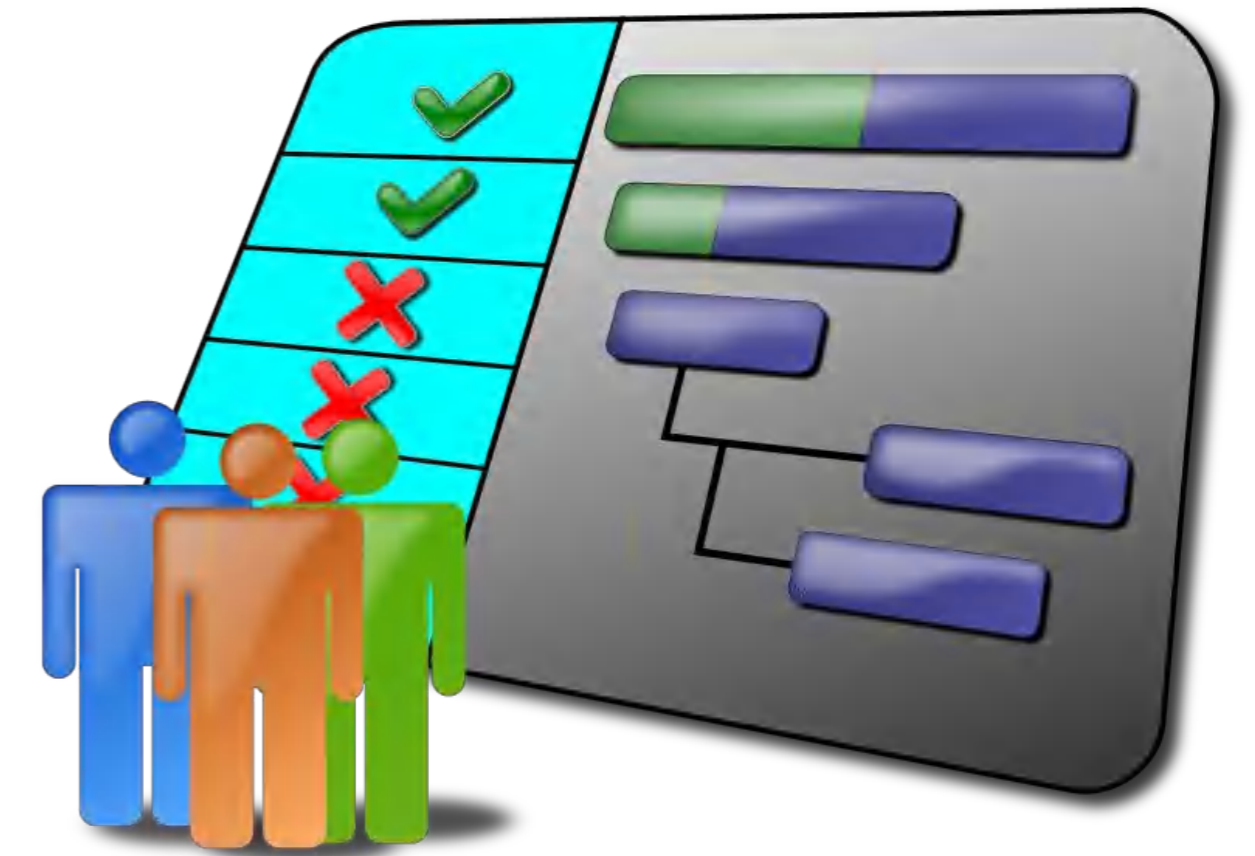


# I-91 Viaduct Rehabilitation Project



## Project Schedule

- Begin Early Construction – July 2015
- Public Informational Meeting – July/Aug 2015
- Ramp and Lane Closures – Nov/Dec 2015
- Ramps and Lanes Reopen – **July/Aug 2018**



MassDOT's contractor is currently preparing a detailed schedule of the various phases.

# I-91 Viaduct Rehabilitation Project



## MGM-MassDOT-City Coordination

- Prior & Current Coordination Efforts
  - Regular Coordination Meetings
  - Construction Employee and Displaced Parking
  - Project Phasing, Detours, and Ramp Closures
  - Truck Routing Plans and Material Deliveries
  - Staging and Lay-Down Areas



# I-91 Viaduct Rehabilitation Project



## Traffic Conditions

- The stakeholders' consultants can predict the following traffic conditions without MGM's grand opening traffic being added:
  - Increased regional delays during peak commuter hours and core daytime hours
  - Decreased Level of Service at intersections along East and West Columbus Avenues
  - Potential for significant queuing between local intersections as traffic detours off I-91



JED M. NOSAL  
direct dial: (617) 856-8272  
fax: (617) 289-0708  
jnosal@brownrudnick.com

One  
Financial  
Center  
Boston  
Massachusetts  
02111  
tel 617.856.8200  
fax 617.856.8201

June 22, 2015

Rick Day, Executive Director  
Massachusetts Gaming Commission  
101 Federal Street, 23rd Floor  
Boston, MA 02110

**RE: Blue Tarp reDevelopment Final Project Schedule**

Dear Director Day:

Pursuant to 205 CMR 135.02(2)(a-c), Blue Tarp reDevelopment LLC's ("MGM Springfield") submits to the Massachusetts Gaming Commission ("Commission") for approval its final project schedule setting forth all major stages of design and construction, a date for its final stage of construction and a construction completion and commencement of operations date ("Final Project Schedule") as follows:

- (i) A Level 1 and Level 2 Project Schedule for MGM Springfield setting forth all major stages of design and construction as attached hereto;
- (ii) A date for commencement of the final stage of construction pursuant to G.L. c. 23K, § 10(a) of February 1, 2018 to coincide with the commencement of the construction of the retail buildout of the gaming establishment; and
- (iii) A date on which the gaming licensee shall be approved to open for business pursuant to G.L. c. 23K, § 10(c) to be thirty (30) days following a construction completion date of either August 6, 2018 or the date on which the I-91 Viaduct Project achieves Full and Beneficial Use (as defined in MassDOT project documents), whichever occurs later.<sup>1</sup>

---

<sup>1</sup> This is the date on which MGM Springfield would be entitled to issuance of an operations certificate pursuant to G.L. c. 23K, § 25(a) and 205 CMR 151.



MGM Springfield requests that the Commission **APPROVE** the Final Project Schedule as described above at its June 25, 2015 Public Meeting or as soon thereafter as possible.

Thank you for your attention to this matter. MGM Springfield looks forward to appearing before the Commission on the 25th to answer any questions.

Sincerely,

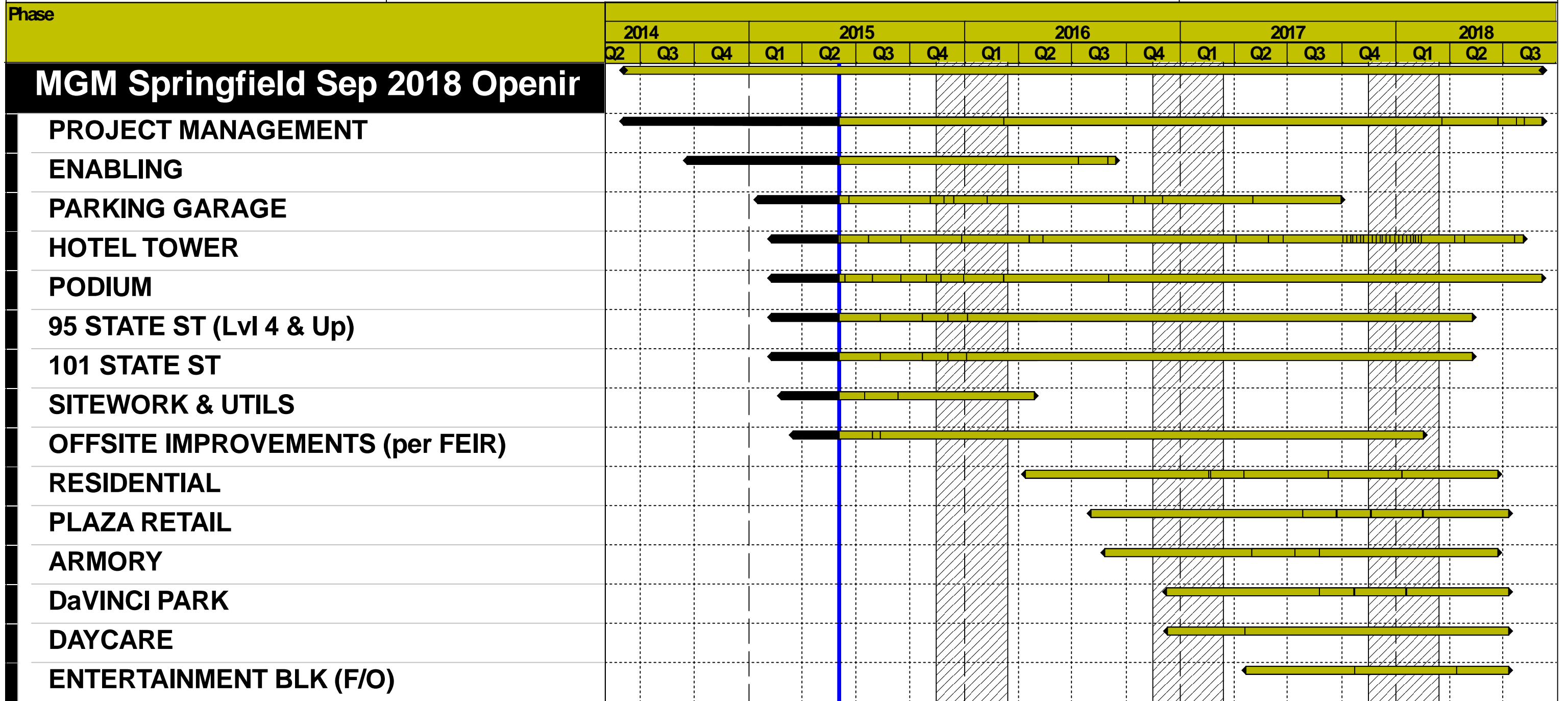
**BROWN RUDNICK LLP**

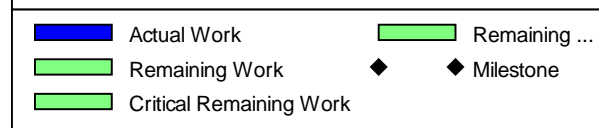
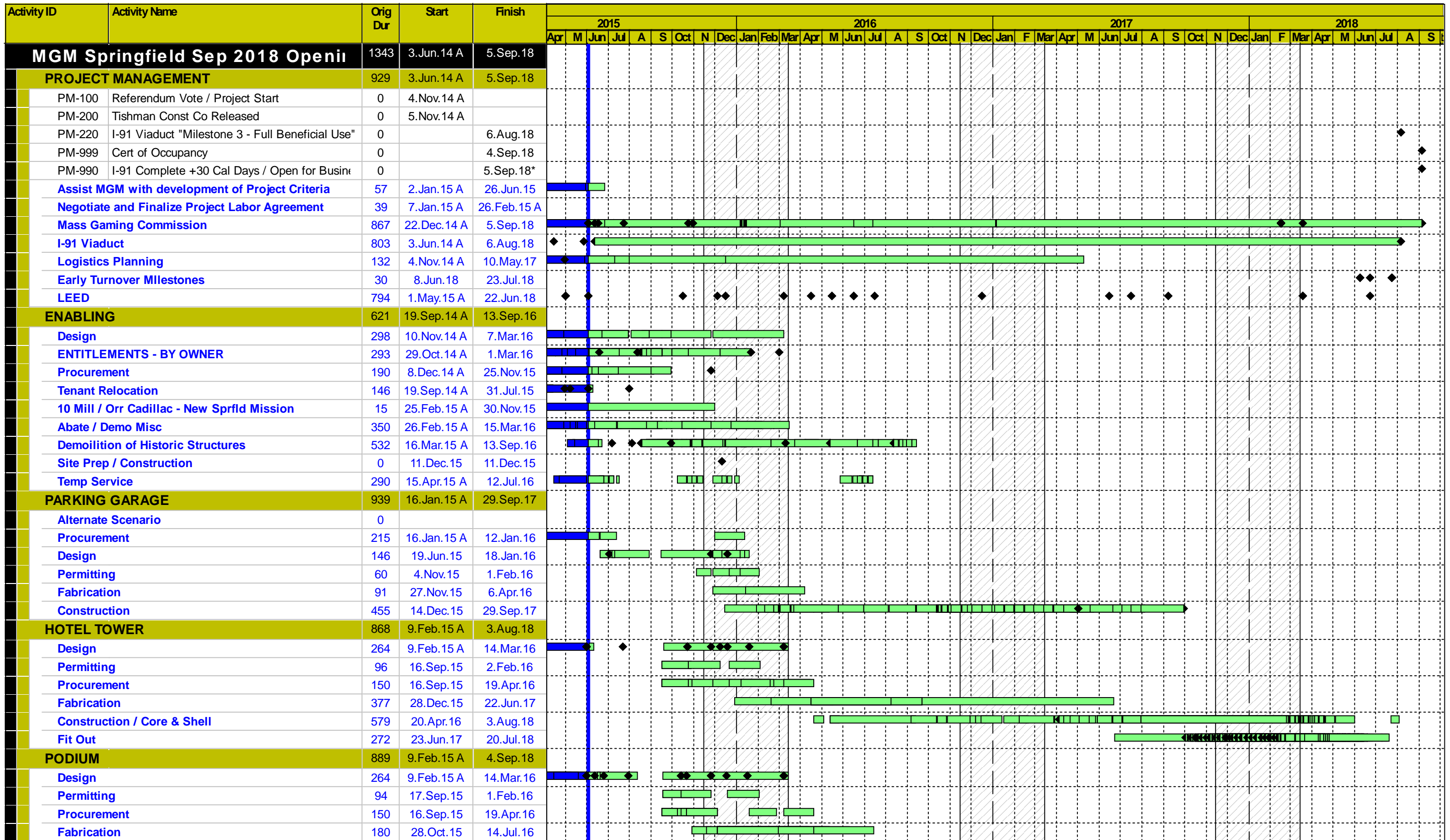
Jed M. Nosal

61969837v3/024302/0005



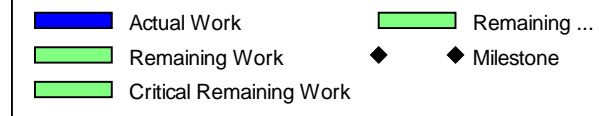
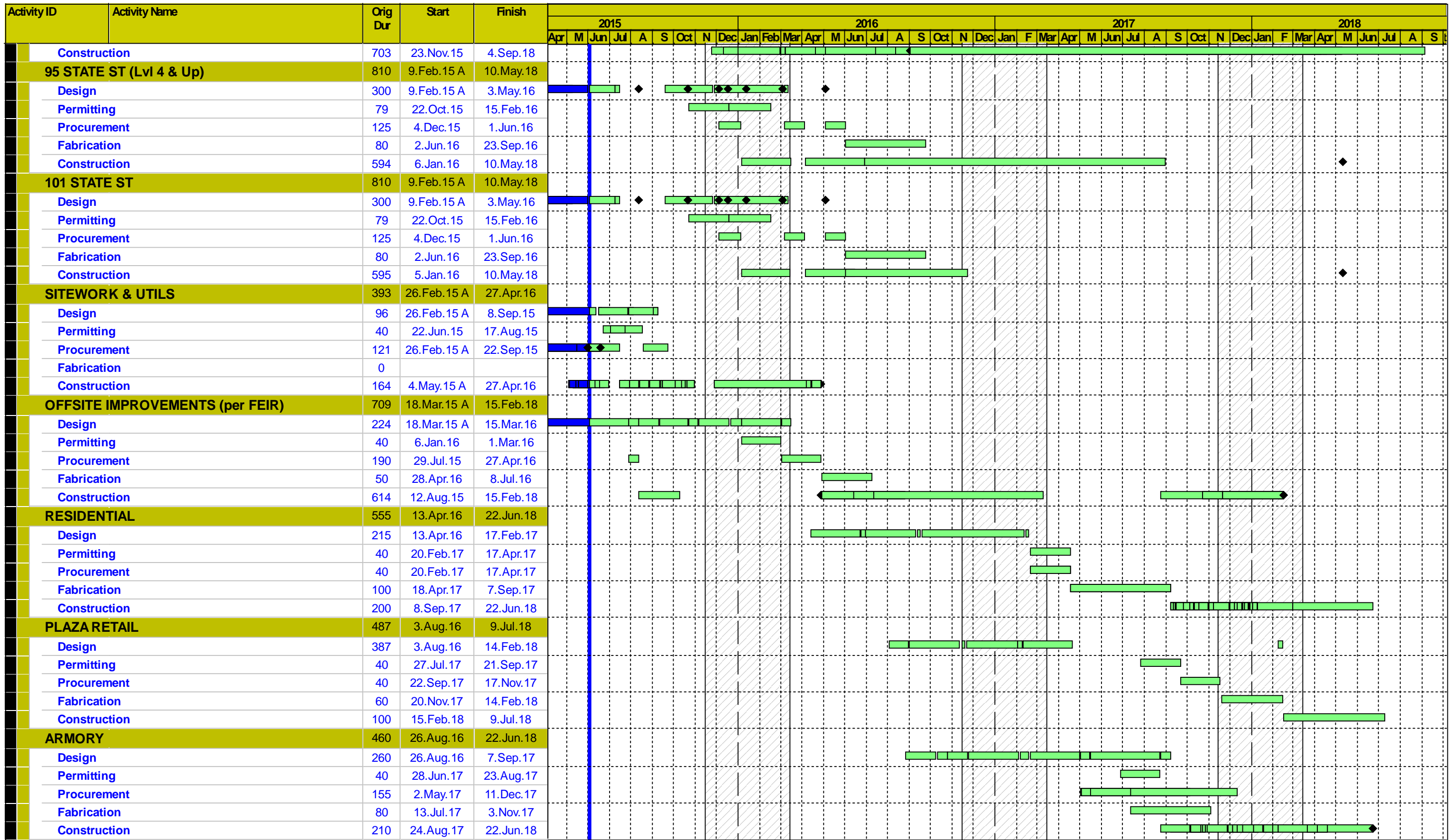
# MGM Springfield Project Schedule





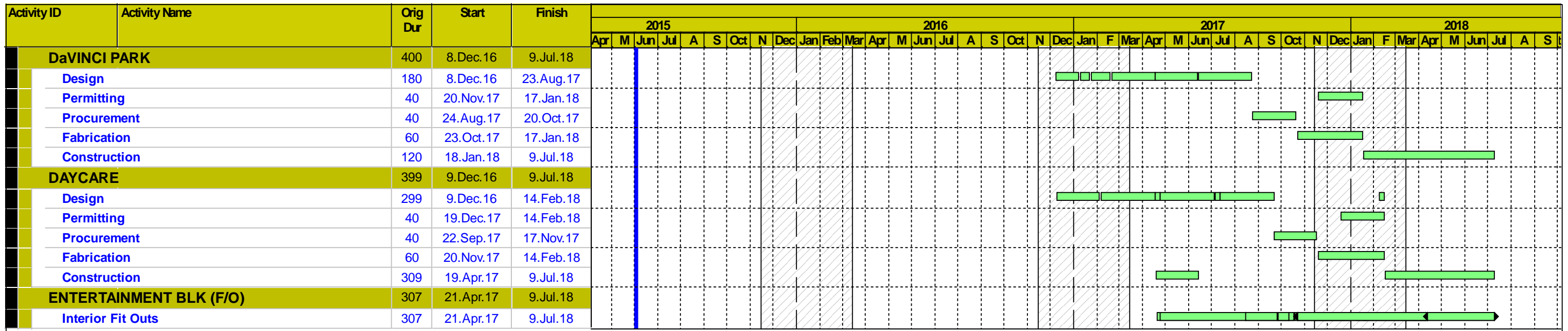
**MGM Springfield Sep 2018 Opening**  
**Level 2 Exec Summary 20.Jun.15**





**MGM Springfield Sep 2018 Opening  
Level 2 Exec Summary 20.Jun.15**





Actual Work  
 Remaining Work  
 Critical Remaining Work  
 Remaining ...  
 Milestone



**MGM Springfield Sep 2018 Opening**  
**Level 2 Exec Summary 20.Jun.15**  
 Page 3 of 3

