

**IMPACT OF THE WYNN RESORT CASINO  
ON NEIGHBORING COMMUNITIES**

**AUGUST 29, 2013**

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Prepared for:

Wynn MA, LLC  
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## **Impact on Neighboring Communities**

This report presents RKG's fiscal and economic analysis of the potential impacts of the proposed Wynn Resort Casino on the communities adjacent to the City of Everett. There will be significant, positive indirect economic impacts on the neighboring communities from the one-time and ongoing employment and potential incremental local spending generated by the project.

The Massachusetts Environmental and Policy Act (MEPA) set forth a very specific and defined process for addressing all environmental impacts including traffic and transportation. Wynn MA LLC has retained a number of consultants to adhere with this process and address these impacts, including Fort Point Associates the lead environmental consultant and Vanasse & Associates to address traffic impacts. Wynn MA LLC has already provided an extensive preliminary study to MassDOT and its neighboring communities. After receiving additional comments and information, the Developer intends to file a more comprehensive analysis this fall and a final proposal in the Spring of 2014. This is consistent with the MEPA process.

Based on its fiscal and economic analysis, RKG highlights the following key benefits:

### **Employment**

- **Employment (one-time):** 10,000 jobs during the project's 2-3 year construction process, with 5,200 direct jobs and 4,800 indirect jobs
- **Employment (recurring):** 5,400 annual, recurring jobs (both direct and indirect) generated as a result of the project's ongoing operations
- **Wages (one-time):** \$380 million in one-time construction wages created during the project's 2-3 year construction process and an additional \$335 million in indirect wages
- **Wages (recurring):** Almost \$300 million in annual, recurring wages from direct and indirect employment created by the project

### **Direct Local Spend and Housing**

- **Direct Local Spending:** \$15-\$23 million in local-wage spending from direct employees; in addition, the ongoing non-gaming operations of the project likely will generate \$40 to \$50 million of annual purchases of goods, with the vast majority likely coming from local providers
- **Off-Site Consumer Spending:** Additional non-gaming spending likely will be captured by the numerous restaurants, stores and entertainment venues in downtown Boston, Everett, and neighboring communities
- **Impact on Housing:** Increases in direct and indirect incomes and expenditures will contribute positively to the overall economy of the Commonwealth and the housing sector

### **Municipal Services**

- **City Municipal Services:** The Developer has agreed to fund \$5 million per year as an impact fee to the City of Everett. In RKG's opinion, the actual additional costs

that the City will incur as a result of providing municipal services to the resort casino, will be approximately \$2.5 - \$3.5 million annually.

## **1. Employment & Wages**

The proposed resort casino will create significant positive impacts on employment and wages in the City of Everett and the neighboring communities of Malden, Medford, Somerville, Chelsea, Revere and Boston

The proposed resort casino is estimated to create approximately 3,200 - 4,000 jobs. For this analysis we have assumed 3,627 full-time equivalent employees when fully operational, along with 5,155 employees during the 2-3 year construction process. This level of employment and spending will indirectly support an incremental 6,658 new jobs within the state and regional economy (4,867 during construction and 1,791 long-term). The salaries and wages paid to these employees (direct and indirect) are estimated to total over \$718 million during the construction phase and over \$304 million annually once the project is operational. It is important to note that the majority of these wages will go to residents of the six adjacent cities and that a significant percentage of these wages will be spent in the community, creating an economic “multiplier” impact throughout the local economies.

In order to estimate employment and wage impacts, RKG collected and analyzed baseline statistics on employment conditions in the City of Everett and three comparative areas including:

- The neighboring cities of Malden, Medford, Somerville, Chelsea and Revere,
- the City of Boston, and
- the Boston Metro Region, which for this analysis includes Essex, Middlesex, Norfolk and Suffolk counties, combined.

RKG then utilized American Community Survey (2007-2011) data from the U.S. Census Bureau to quantify the size of the local labor force and the composition of that labor force. Key data used by RKG included: the number of employed persons in each city, the work locations of local workers, the home locations of those workers holding jobs in the local communities, and the variations in these statistics by major industry sector.

The following findings were identified from a review of the data, as described in more detail in the tables below and those that follow in the Appendix:

- Over 100,000 unemployed persons resided in the rest of the Boston Metro Region
- Everett and the neighboring cities (excluding Boston) were exporters of labor, namely more persons lived in these cities than the number of local jobs at businesses located there. In comparison, Boston was the reverse, as more persons had jobs at local businesses than the workforce that resided in Boston.

- Combined, Everett and the adjacent cities (excluding Boston) exported over 11,300 resident workers in the arts, entertainment, recreation and accommodations and food service industry, while Boston imported over 12,000 workers in this sector.

The analysis then estimates the ongoing employment at the resort casino, by place of residence of the workers. RKG assumed that 95% of the ongoing employment will be filled with local workers (5% filled from outside the local area), resulting in an estimated 3,463 workers to be hired locally, as indicated in Table 1 below.

Applying the average annual wage for these workers by sector / occupation, results in a total of nearly \$154 million in annual wages, which would generate annual state income tax receipts of slightly more than \$6 million, as indicated in Table 1 below.

**Table 1 – Estimated NET New Local and Ongoing Employment**

| Sector or Use | Total Direct Employment | Out-of-Region Employment | Net Local Direct Employment | Avg. Annual Wage | Total Wages (\$ mil.) | Estimated Tax Receipts (\$ mil.) |
|---------------|-------------------------|--------------------------|-----------------------------|------------------|-----------------------|----------------------------------|
| Operating     | 3,287                   | (164)                    | 3,123                       | \$41,459         | \$129.46              | \$4.99                           |
| Construction  | 340                     | 0                        | 340                         | 72,072           | 24.50                 | 1.05                             |
| <b>Total</b>  | <b>3,627</b>            | <b>(164)</b>             | <b>3,463</b>                | <b>\$44,464</b>  | <b>\$153.97</b>       | <b>\$6.03</b>                    |

Sources: TMG Consulting, Wynn Resorts, and RKG associates, Inc.

(1) Assumes that 5% of Total Direct Employment will be out of region.

Many of the estimated 3,463 net new local jobs likely will be allocated to Everett residents (due to the hiring preference indicated by Wynn MA LLC) as well as the neighboring communities. Based on RKG's analysis of commuting patterns, the City of Everett and neighboring community residents will likely make up the majority of the employment.

The analysis also estimated the wages associated with the net new employment, by location, as well as estimating local spending impacts and indirect statewide wages.

Based on numerous studies of consumer spending patterns, RKG estimates that between 10% and 15% of income is spent on food and other retail goods and services. This analysis assumes that most groceries and other food is purchased locally, as are many other retail goods such as drug store purchases, some hardware, gasoline and so on. Also, personal services such as barbers, nail salons and dry cleaning are purchased locally. RKG estimated that between \$15 and \$23 million in local wages likely will be spent in the local communities.

It is important to note that the \$15-\$23 million does not include the impact on local spending during the construction phase of the project. Many of the construction workers employed at the site will live in Everett and the six neighboring cities, and a portion of the wages paid to them, which in turn support additional job and wages in the economy, will be spent at the local level. During construction, local spending in Everett and the abutting communities will be significant. For example, if each of the estimated 5,155 construction workers spent an average of \$5 per day on lunch, gas and other

convenience-style items, total local spending would be on the order of more than \$6 million over the 2-3 year construction period. This will directly benefit many retail and service businesses in the adjacent cities.

Since construction workers tend to be somewhat more mobile than full-time workers, these impacts may be spread out over a larger geography than estimated for the operational employment above.

## **2. Direct Local Spending**

In addition to the local spending resulting from the direct employment, the proposed resort casino will purchase tens of millions of dollars of goods and services each year from a variety of sources – many of which will include local businesses – to support its non-gaming operations. The project, once fully operational, is anticipated to generate annual non-gaming revenues of \$150 million. Purchases of goods to support these operations likely will be in the \$40-50 million range annually. While the Developer's purchasing initiatives are not known in full detail at this time, the vast majority likely will be sourced from local providers including businesses located in Everett, Malden, Medford, Somerville, Chelsea, Revere and Boston. This local spending will support additional jobs and result in additional local taxes.

## **3. Potential Off-Site Consumer Spending**

The proposed Wynn Resort Casino will add a major destination component to the mix of current tourist and visitor venues in the greater Boston metropolitan area, including Everett and neighboring communities, such as Somerville. As a result, the overall customer appeal, or "gravity" of the market is increased and complimented by all, which should stimulate incremental visitation and tourism spend in the area.

To what extent the economic activity and consumer spending at the resort casino will stimulate spend in the neighboring communities is difficult to estimate, as a review of the literature uncovers state-level research that is generally inconclusive. However, it is generally conceded that the typical tourist/visitor to a resort casino "spends" across several sectors not just the gaming sector.

The following table presents information on the typical distribution of tourist/visitor spending, averaged among resort casino patrons in Las Vegas and the Mississippi Gulf Coast. Approximately 70% of the average visitor's budget to these two destinations is spent on non-gaming amenities.

**Table 2 – Typical Spending Distribution among Resort Casino Tourists/Visitors**

| Average Daily<br>Tourist / Visitor | Average of<br>Las Vegas, NV and Gulf Coast, MS |             |
|------------------------------------|--|-------------|
|                                    | \$   | % of total  |
| Gaming / gambling                  | \$123  | 30%         |
| Lodging                            | 98   | 24%         |
| Shopping                           | 46   | 11%         |
| Food and drink                     | 68   | 17%         |
| Transportation                     | 41   | 10%         |
| Entertainment                      | 28   | 7%          |
| <b>Total</b>                       | <b>\$403</b>                                   | <b>100%</b> |

From the information in the preceding Table 2, the typical resort/casino patron spent slightly under \$125/day on gaming and gambling, representing 30% of their daily expenditures. Another \$45/day was spent on shopping and nearly \$70/day on food and drink, with \$30/day on other entertainment. Some of this non-gaming/gambling spending will likely occur on-site at the resort casino; however, some likely will be captured by the numerous restaurants, stores, and entertainment venues in downtown Boston, Everett, and the neighboring communities.

The distribution of the non-gaming/gambling spending, by community, would be speculative at best, and more so for a specific destination. However, using Assembly Row/Square as an indicative example, given its proximity to the proposed resort casino, it is reasonable to assume that some spill over will occur at local retail establishments. The RKG analysis conservatively estimates that approximately 1.0%-3.0% could occur at Assembly Row/Square, indicating incremental sales potential of \$3.0+ million annually at this specific location from resort casino tourists/visitors.

#### **4. Impact on Housing**

Because it is believed that most of the employees at the Wynn Resort Casino will be drawn from Everett, the neighboring communities and the greater Boston metro area, there will be little measurable impact on housing markets. However, the increase in direct and indirect incomes and expenditures will contribute positively to the overall economy of the Commonwealth and the housing sector in general.

#### **5. City-Municipal Services**

The Developer has agreed to fund \$5 million per year as an impact fee to the City of Everett to mitigate any additional municipal services costs associated with the new resort casino. It should be noted that large scale projects largely impact the host city for municipal services. In RKG's opinion, the actual additional costs that the City will incur will be closer to \$2.5 - \$3.5 million. The resort casino will utilize its state of the art construction, in house security systems along with a large security team to offset some portion of the additional municipal services. The ability for the City of Everett to fund the costs with guaranteed payments from the Developer is rare and a significant benefit to this project and the neighboring communities.

## Appendix:

### Everett, Adjacent Community, and Boston Labor Demographics

**Table 3 – Everett & Comparative Areas: Labor Force Statistics (2010)**

|  | Everett | Surrounding<br>Cities [1] | Boston  | Metro<br>Area [2] |
|--|---------|---------------------------|---------|-------------------|
| Population 16 years<br>and over                                      | 33,087  | 232,141                   | 518,562 | 2,934,154         |
| Civilian labor force   | 23,747  | 164,523                   | 355,317 | 2,021,514         |
| Employed   | 21,289  | 150,435                   | 319,146 | 1,868,765         |
| Unemployed   | 2,458   | 14,088                    | 36,171  | 152,749           |
| % Unemployed   | 10.4%   | 8.6%                      | 10.2%   | 7.6%              |
| Not in labor force   | 9,326   | 67,413                    | 162,835 | 909,853           |
| % not in labor force   | 28.2%   | 29.0%                     | 31.4%   | 31.0%             |
| Armed Forces   | 14      | 205                       | 410     | 2,787             |
| [1] Includes Malden; Medford; Somerville; Chelsea & Revere           |         |                           |         |                   |
| [2] Essex; Middlesex; Norfolk & Suffolk Counties                     |         |                           |         |                   |
| Source: American Community Survey (2007-2011) & RKG Associates, Inc. |         |                           |         |                   |

**Table 4 – Everett: Worker in Residence and Places of Work (2010)**

| WORKERS IN RESIDENCES & GEO OF WHERE WORKS     |        |  |        | JOBS IN PLACE & GEO FROM WHERE WORKERS RESIDES |                |        |   |        |           |
|--|--------|--|--------|--|----------------|--------|---|--------|-----------|
| Workers in<br>Residence                        | #      | Workplace of Everett<br>Workers in Residence | #      | % of<br>Residence                              | Local Jobs in  | #      | Jobs in Everett Held<br>by Workers from | #      | % of Jobs |
| <b>Everett</b>                                 | 21,195 | Everett                                      | 3,090  | 14.6%  | <b>Everett</b> | 13,230 | Everett                                 | 3,090  | 23.4%     |
|  |        | Boston                                       | 5,849  | 27.6%  |                |        | Boston                                  | 1,308  | 9.9%      |
|  |        | Chelsea                                      | 611    | 2.9%   |                |        | Chelsea                                 | 539    | 4.1%      |
|  |        | Revere                                       | 434    | 2.0%   |                |        | Revere                                  | 818    | 6.2%      |
|  |        | Malden                                       | 1,442  | 6.8%   |                |        | Malden                                  | 946    | 7.2%      |
|  |        | Medford                                      | 896    | 4.2%   |                |        | Medford                                 | 513    | 3.9%      |
|  |        | Somerville                                   | 702    | 3.3%   |                |        | Somerville                              | 521    | 3.9%      |
|  |        | Everett Surr. Cities                         | 9,934  | 46.9%  |                |        | Everett Surr. Cities                    | 4,645  | 35.1%     |
|  |        | Essex County                                 | 1,216  | 5.7%   |                |        | Essex County                            | 1,934  | 14.6%     |
|  |        | Rest of Middlesex Co.                        | 5,406  | 25.5%  |                |        | Rest of Middlesex Co.                   | 2,182  | 16.5%     |
|  |        | Norfolk County                               | 739    | 3.5%   |                |        | Norfolk County                          | 407    | 3.1%      |
|  |        | Rest of Suffolk Co.                          | 323    | 1.5%   |                |        | Rest of Suffolk Co.                     | 125    | 0.9%      |
|  |        | Rest of Boston Metro                         | 7,684  | 36.3%  |                |        | Rest of Boston Metro                    | 4,648  | 35.1%     |
|  |        | Total  | 20,708 | 97.7%  |                |        | Total                                   | 12,383 | 93.6%     |
| Source: ACS (2006-2010) & RKG Associates, Inc. |        |  |        |  |                |        |   |        |           |

**Table 5 – Everett & Comparative Geographies: Comparison of Workers in Residence & Jobs in Place Employment by Industry**

| Industry Sector  | Everett              |               |                | Surrounding Cities [1] |               |                 | City of Boston       |                |                |
|--|----------------------|---------------|----------------|------------------------|---------------|-----------------|----------------------|----------------|----------------|
|  | Workers in Residence | Jobs in Place | Diff-erence    | Workers in Residence   | Jobs in Place | Diff-erence     | Workers in Residence | Jobs in Place  | Diff-erence    |
| Construction   | 1,821                | 1,048         | (773)          | 8,373                  | 5,293         | (3,080)         | 10,240               | 24,668         | 14,428         |
| Manufacturing  | 1,859                | 734           | (1,125)        | 10,406                 | 5,749         | (4,657)         | 14,432               | 17,480         | 3,048          |
| Wholesale trade  | 438                  | 1,197         | 759            | 3,920                  | 3,368         | (552)           | 5,103                | 7,436          | 2,333          |
| Retail trade   | 1,836                | 1,943         | 107            | 14,719                 | 9,174         | (5,545)         | 27,170               | 32,057         | 4,887          |
| Transportation and warehousing, and utilities  | 1,206                | 756           | (450)          | 5,637                  | 5,164         | (473)           | 9,983                | 23,036         | 13,053         |
| Information  | 220                  | 24            | (196)          | 3,776                  | 2,021         | (1,755)         | 8,902                | 15,912         | 7,010          |
| Finance and insurance, and real estate and rental and leasing                              | 1,606                | 1,868         | 262            | 10,570                 | 5,162         | (5,408)         | 31,035               | 79,907         | 48,872         |
| Professional, scientific, and management, and administrative and waste management services | 2,634                | 727           | (1,907)        | 23,493                 | 7,707         | (15,786)        | 48,334               | 88,602         | 40,268         |
| Educational services, and health care and social assistance                                | 4,174                | 2,554         | (1,620)        | 38,853                 | 26,033        | (12,820)        | 98,317               | 161,811        | 63,494         |
| Arts, entertainment, and recreation, and accommodation and food services                   | 2,678                | 1,279         | (1,399)        | 15,701                 | 5,861         | (9,840)         | 35,845               | 47,884         | 12,039         |
| Other services, except public administration   | 1,927                | 959           | (968)          | 8,835                  | 5,868         | (2,967)         | 14,871               | 21,311         | 6,440          |
| Public administration  | 881                  | 313           | (568)          | 5,761                  | 5,109         | (652)           | 14,484               | 33,758         | 19,274         |
| <b>Total</b>   | <b>21,280</b>        | <b>13,402</b> | <b>(7,878)</b> | <b>150,044</b>         | <b>86,509</b> | <b>(63,535)</b> | <b>318,716</b>       | <b>553,862</b> | <b>235,146</b> |
| [1] Includes Malden; Medford; Somerville; Chelsea & Revere                                 |                      |               |                |                        |               |                 |                      |                |                |
| Source: American Community Survey (2007-2011) & RKG Associates, Inc.                       |                      |               |                |                        |               |                 |                      |                |                |





**MINTZ LEVIN**  
Mintz Levin Cohn Ferris Glovsky and Popeo PC

**ML**  
STRATEGIES

# **Wynn MA, LLC: Public Outreach in Massachusetts**

Presentation to the Massachusetts Gaming Commission

November 7, 2013

**Wynn MA, LLC**  
**Presentation to the Massachusetts Gaming Commission**  
**November 7, 2013**

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**TABLE OF CONTENTS**

---

1. "Wynn MA, LLC: Public Outreach in Massachusetts," November 7, 2013.
2. "Economic and Fiscal Impact Evaluation of the Proposed Wynn Casino Resort Development in Everett, Massachusetts." Prepared by RKG Association, Inc. March 25, 2013.
3. "Impact of the Wynn Resort Casino on Neighboring Communities." Prepared by RKG Association, Inc. August 29, 2013.
4. "Trip Generation Calculations: Wynn Everett Resort – Broadway (Route 99)." Prepared by Howard/Stein-Hudson Association and Vanasse & Associates, Inc. October 30, 2013.
5. "Wynn MA, LLC Public Outreach Draft Document," November 7, 2013.

1



# **Wynn MA, LLC: Public Outreach in Massachusetts**

Presentation to the Massachusetts Gaming Commission

November 7, 2013

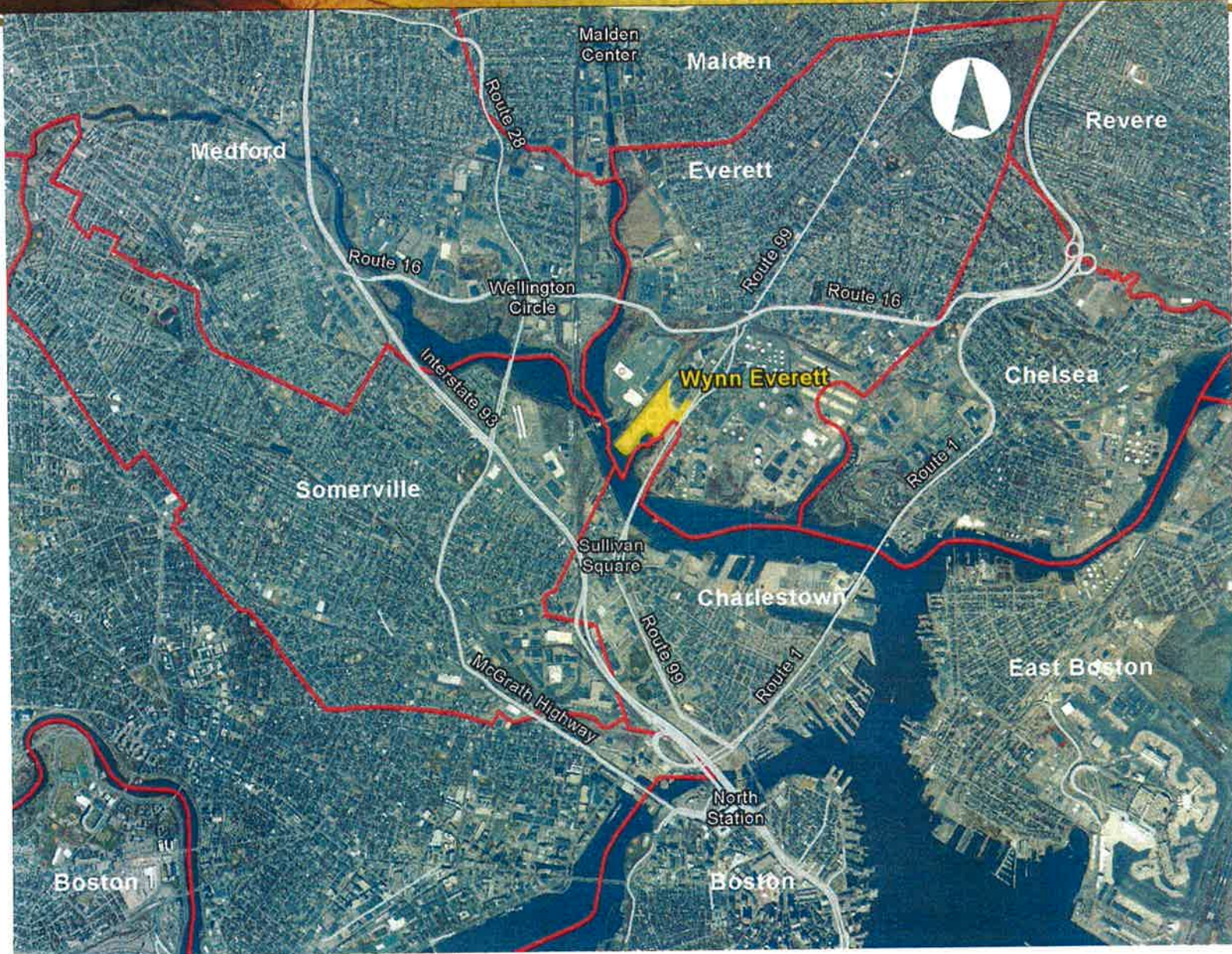




## Wynn's Approach to Public Outreach

- Study, understand and focus on the actual impacts as required by law and regulation
- Develop a plan to mitigate any impacts resulting from the development and operation of Wynn's Everett project
- Create a meaningful dialogue with communities about Wynn's experience in and knowledge of the gaming industry generally, and the Everett proposal specifically
- Communicate with all stakeholders: government officials; civic groups; residents; trade associations; minority, women and veteran businesses; and state and regional stakeholders
- View the relationship as a long-term commitment, re-open discussions if significant unanticipated impacts arise









## Approximate Land Boundary Distances from Everett

- Malden: 13,300 feet (2.50 miles)
- Boston: 2,800 feet (0.53 miles)
- Medford: All water boundaries
- Somerville: All water boundaries
- Chelsea: 11,000 feet (2.08 miles)
- Revere: 3,700 feet (0.70 miles)

## Number of Roadways Entering Everett

- Malden: 20 total, including 2 major (Route 99 and Main)
- Boston: 1 (Route 99)
- Medford: 1 (Route 16)
- Somerville: No direct connection
- Chelsea: 24 total, including 1 major (Route 16)
- Revere: 7 total



## Studies and Reports

- "Economic and Fiscal Impact Evaluation of the Proposed Wynn Casino Resort Development in Everett, Massachusetts." Prepared by RKG Association, Inc. March 25, 2013.
- "Impact of the Wynn Resort Casino on Neighboring Communities." Prepared by RKG Association, Inc. August 29, 2013.
- Significant areas of study under the DEIR
  - Transportation (water, rail, roadways, bicycle, pedestrian)
  - Air quality and greenhouse gas emissions
  - Wetlands and waterways
  - Storm water, groundwater, wastewater and water supply
  - Geotechnical
  - Solid and hazardous wastes
  - Construction management
  - Historic and archaeological resources
- "Trip Generation Calculations: Wynn Everett Resort – Broadway (Route 99)." Memo Prepared by Howard/Stein-Hudson Association and Vanasse & Associates, Inc. October 30, 2013.





## Outreach to Communities

- Malden
- Boston
- Medford
- Somerville
- Chelsea
- Revere



## Malden

- Designated a Surrounding Community
- Surrounding Community Agreement
- Over a dozen meetings on project, including traffic flow and transportation infrastructure; Wynn/Malden small business partnerships and civic engagement



## Boston

- Designated a Surrounding Community
- Active, ongoing discussions—several November meetings pending
- Numerous meetings/communications: Boston's Host Community Advisory Committee, Meetings with Boston Harbor Association, Charlestown Mothers Association, Neighborhood Council, Charlestown Against Drugs, Business and Cultural Community, Waterfront Coalition, MassPort, BCEC, Convention & Visitors Bureau
- Heavy focus on Charlestown neighborhood, emphasis on traffic/transportation infrastructure



## Medford

- Not designated a Surrounding Community
- Several meetings/communications with Mayor, as well as Chamber of Commerce, City staff, business owners and residents
- Comprehensive project update, including updated traffic study figures, scheduled for November 25th
- Biggest challenge has been disconnect between Wynn's offer to mitigate all impacts and City's desire for substantially more than that



## Somerville

- Not designated a Surrounding Community
- Active, ongoing discussions despite Mayor being a public opponent of Project
- Numerous meetings/Communications with Mayor and City, and with Chamber of Commerce, community activists and residents





## Chelsea

- Not designated a Surrounding Community
- Several communications/meetings with City Manager, City staff, legislator and Chamber of Commerce
- Comprehensive project update, including updated traffic study figures, scheduled for November 25th



## Revere

- Not designated a Surrounding Community
- Revere Mayor on the record that he's not interested in discussions with Wynn
- Revere previously prohibited from entering a Surrounding Community Agreement

*Why prohibition??*

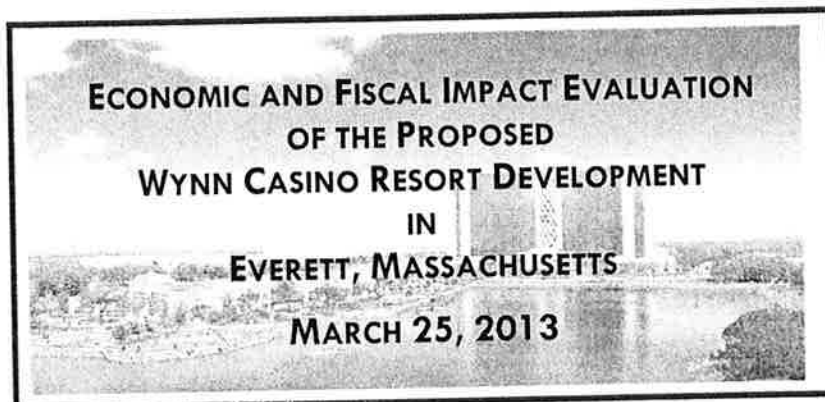


## Conclusion

- Dialogue with potential Surrounding Communities will continue throughout next several weeks
- Focus is on Wynn mitigating impacts
- Wynn's goal is to execute as many Surrounding Community Agreements as possible prior to the December 31<sup>st</sup> application deadline



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## TABLE OF CONTENTS

|   |           |
|---|-----------|
| <b>I. Executive Summary</b> .....               | <b>1</b>  |
| <b>A. Introduction and Overview</b> .....       | <b>1</b>  |
| <b>B. Fiscal Impacts for Everett</b> .....      | <b>2</b>  |
| 1. Assessment and Unadjusted Property Tax ..... | 3         |
| 2. Adjustments to Estimated Tax.....            | 4         |
| 3. Other Municipal Revenues .....               | 5         |
| <b>C. State Revenues</b> .....                  | <b>6</b>  |
| 1. State Gaming Tax and Fee Revenues.....       | 6         |
| 2. Sales Tax .....                              | 7         |
| 3. Income Tax.....                              | 7         |
| <b>D. Indirect Impacts</b> .....                | <b>7</b>  |
| <b>II. Appendix</b> .....                       | <b>8</b>  |
| <b>A. Property Taxes</b> .....                  | <b>8</b>  |
| 1. Casino Resort Estimated Assessment .....     | 8         |
| <b>B. Fiscal Impact – City of Everett</b> ..... | <b>12</b> |
| 1. Preliminary Fiscal Impact Analysis.....      | 13        |
| 2. Building Permit Fees – City of Everett ..... | 19        |
| 3. Sales and Use Taxes.....                     | 19        |
| <b>C. Fiscal Impacts - Massachusetts</b> .....  | <b>19</b> |
| 1. Fees and Revenues.....                       | 19        |
| 2. Sales and Occupancy Taxes .....              | 21        |
| 3. Employment, Wages and Income Tax.....        | 22        |
| <b>D. City of Everett Interviews</b> .....      | <b>24</b> |
| 1. Fire Department.....                         | 24        |
| 2. Assessor .....                               | 24        |
| 3. Building Inspector .....                     | 24        |
| 4. Police Department.....                       | 25        |
| 5. Economic Development .....                   | 25        |
| <b>E. Additional Supporting Tables</b> .....    | <b>25</b> |

## I. EXECUTIVE SUMMARY

### A. Introduction and Overview

RKG Associates (RKG) has been retained by Wynn Resorts Ltd. (Developer) to prepare an analysis of the economic and fiscal impacts that would be associated with the proposed development of a Wynn Casino Resort in Everett, Massachusetts. The purpose of this analysis is to provide assistance to the Developer in the planning and permitting process of the proposed project by estimating the direct and indirect tax revenues that will be generated on a one-time and a recurring basis, including various sales taxes, fees and property taxes that will be paid over the course of construction and during operation of the facility.

The Wynn Casino Resort is proposed for development on a 29.9-acre parcel (1 Horizon Way), a former industrial site abutting the Mystic River and Route 99 in the City of Everett, Massachusetts. As indicated in Table I-1, the proposed development is to include approximately 1.3 million square feet (SF) of resort development with an additional parking garage (estimated to be 1.4 million SF and accommodating 3,500 spaces). The Developer's estimated total construction costs, inclusive of labor, materials and other "hard" costs (excluding indirect costs, soft costs and site improvements) is \$956.7 million. The total investment by the Developer in the project including land, furniture, fixtures, equipment licenses, design and other costs is anticipated to approach \$1.3 billion.

**Table I-1 – Proposed Wynn Casino Resort Development**

| Proposed Development by Use | Estimated SF of Use | WD Est Const \$      | WD Con\$/SF  |
|-----------------------------|---------------------|----------------------|--------------|
| Casino                      | 155,900             | \$97,400,000         | \$625        |
| Hotel                       | 600,200             | \$275,500,000        | \$459        |
| Food & Beverage             | 63,300              | \$39,600,000         | \$626        |
| Retail                      | 100,000             | \$28,560,000         | \$286        |
| Entertainment               | 40,000              | \$13,440,000         | \$336        |
| Spa                         | 13,000              | \$7,800,000          | \$600        |
| General Admin               | 88,400              | \$45,200,000         | \$511        |
| <b>Subtotal</b>             | <b>1,060,800</b>    | <b>\$507,500,000</b> | <b>\$478</b> |
| Back of House (BOH)         | 258,900             | \$86,700,000         | \$335        |
| <b>Subtotal</b>             | <b>1,319,700</b>    | <b>\$594,200,000</b> | <b>\$450</b> |
| Parking Garage              | 1,400,000           | \$262,500,000        | \$188        |
| Site and Sitework           |                     | \$100,000,000        |              |
| <b>TOTAL</b>                | <b>2,719,700</b>    | <b>\$956,700,000</b> |              |

Source: TMG Consulting; Wynn Resorts & RKG Associates, Inc.

This chapter presents the summary findings and conclusions of RKG's analysis, particularly with respect to the economic and fiscal impacts to the City of Everett and the Commonwealth of Massachusetts. The more detailed assumptions, inputs and analysis which form the basis for these findings and conclusions are presented in the Appendix of this report.

## B. Fiscal Impacts for Everett

Table I-2 summarizes the estimated economic and fiscal impacts associated with proposed Wynn Casino Resort in Everett, Massachusetts. These findings assume full build-out and occupancy and are presented in constant dollars. In actuality the construction and resulting fiscal and economic impacts associated with the casino resort would be phased in over time. Preliminary information from the Developer indicates a multi-month construction period with 2016 estimated to be the first full year of full operations. Accordingly, assessment and property tax impacts (along with employment, wages, sales tax and income tax receipts) would be subject to build up during the construction period. As an example, the City of Everett Assessor noted that January is the assessment date for the ensuing fiscal year and that in terms of ongoing construction; the “billed” property tax reflects that which was built as of June 30<sup>th</sup>.<sup>1</sup>

**Table I-2 – Proposed Wynn Casino Resort Development - Summary Findings**

| SUMMARY IMPACT ANALYSES    | City of Everett      | Commonwealth of Massachusetts |
|----------------------------|----------------------|-------------------------------|
| <b>Ongoing Receipts</b>    |                      |                               |
| Net Property Taxes         | \$17,700,926         | NA                            |
| Sales Tax                  | \$547,500            | \$6,193,750                   |
| Hotel Tax                  | \$2,052,000          | \$1,949,400                   |
| Gaming Tax                 | NA                   | \$207,055,000                 |
| Slots Renewal              | NA                   | \$1,800,000                   |
| Income Tax (Direct)        | NA                   | \$6,294,044                   |
| <b>Total</b>               | <b>\$20,300,426</b>  | <b>\$223,292,194</b>          |
| <b>Short Term Receipts</b> |                      |                               |
| Income Tax (Direct/Const.) | NA                   | \$16,339,849                  |
| Sales Tax (Const.)         | \$2,870,100          | \$23,917,500                  |
| Gaming License             |                      | \$85,000,000                  |
| <b>Total</b>               | <b>\$2,870,100</b>   | <b>\$125,257,349</b>          |
| <b>Employment</b>          |                      |                               |
| Ongoing Direct             | 3,627                | NA                            |
| Ongoing Indirect           |                      | 1,791                         |
| Short Term Direct          |                      | 5,155                         |
| Short Term Indirect        |                      | 4,867                         |
| <b>Total</b>               | <b>3,627</b>         | <b>11,813</b>                 |
| <b>Wages</b>               |                      |                               |
| Ongoing Direct             | \$160,781,597        | NA                            |
| Ongoing Indirect           |                      | \$143,641,736                 |
| Short Term Direct          |                      | \$382,680,000                 |
| Short Term Indirect        |                      | \$335,686,896                 |
| <b>Total</b>               | <b>\$160,781,597</b> | <b>\$862,008,632</b>          |

Source: Wynn Resorts & RKG Associates, Inc.

<sup>1</sup> NOTE discussions with the City of Everett Assessor revealed that as of June 30, 2014, the City of Everett will collect a local option sales tax (0.75%) on construction materials – which have been included in this analysis.

## 1. Assessment and Unadjusted Property Tax

The proposed Wynn Casino Resort is estimated to have an assessment value of approximately \$609.4 million, as presented Table I-3. This estimate includes values for the building improvements, without the Developer's super-adequacies<sup>2</sup> (at \$129.1 million) of the development, as well as land and personal property. Applying the current FY2013 commercial property tax rate in Everett of \$43.04 per \$1,000 in valuation, results in an estimated property/personal tax liability (net of the current taxes paid on the land parcel) of nearly \$25.85 million at full build-out. However, this is prior to adjustments for the cost of providing municipal services to the property, as well as any impacts on existing tax receipts to the City such as state aid for education or general government<sup>3</sup>.

**Table I-3 – Estimated Assessment and Property Tax (unadjusted)**

| FY 2013   |                                |
|---|--------------------------------|
| Value Estimate (millions)                       | RKG / M&S                      |
| Building Components                             | \$416.20                       |
| 30% Non-taxable                                 | NA                             |
| Garage 1/                                       | \$89.25                        |
| Land 2/   | \$10.47                        |
| Owners FF&E (net)                               | \$93.50                        |
| <b>Total</b>                                    | <b>\$609.41</b>                |
| Commercial Tax Rate (FY 2013)                   | \$43.04                        |
| Tax Liability                                   | \$26.23                        |
|   | <i>less existing liability</i> |
|   | (\$0.38)                       |
| <b>NET Tax Liability (prior to adjustments)</b> | <b>\$25.85</b>                 |

Source: RKG Associates

1/ Parking structure - reflects estimated value of \$25,000/space

2/ 29.9 acre site per Assessor records, assumed to be \$350,000/acre currently valued at \$295,500/acre, sold in 2009 for \$267,500/acre

This analysis assumes that the project would be added to the tax base all at once. In reality, it will be added over a period of 3-4 years as construction is completed and the finished property is assessed and eventually added to the tax rolls. RKG estimates that total property taxes paid during three years of construction will less than \$15 million, as shown in Table I-4. The adjustments to state aid would also be made gradually over a longer time period (4-5 years) due to the methods used by the state to calculate aid for individual communities.

Furthermore, this analysis assumes that the current non-residential tax rate of \$43.04 will remain steady throughout the 3+/- year construction process and be applicable when the resort casino is fully operational. Tax rates, which are set by the City on an annual basis, will likely be different when the project comes 'on-line', therefore these are only estimates of the magnitude of the actual revenues that may be received. Once the facility is built and additional tax revenues are received by the City, the City Council may elect to use some of these

<sup>2</sup> Super-adequacy refers to an excess in the capacity or quality of a structure or structural component as would be determined by prevailing market standards and assessment practices.

<sup>3</sup> This calculation assumes that the entire project would be completed and in operation immediately. In reality, the total assessed value will be phased in over the construction and start-up period estimated to be approximately 3 years, during which time the City's tax rate may change.

additional funds to reduce the tax burden on non-residential tax payers. A reduction in the tax rate will result in lower tax revenues from the proposed facility.

**Table I-4 - Estimated Taxes During Construction**

| Estimated Property Tax Liability During Construction |        |        |         |         |
|--|--------|--------|---------|---------|
| Year   | 2014   | 2015   | 2016    | 2017 /1 |
| Property Taxes                                       | \$0.54 | \$3.00 | \$11.06 | \$26.23 |

/1 - Assumes casino opens in 2017

Source: RKG Associates

## 2. Adjustments to Estimated Tax

The first adjustment to be made to the estimated \$25.85 million in taxes is the estimated cost to provide municipal services to the Wynn Casino Resort. Utilizing an average cost per employee approach<sup>4</sup>, RKG estimates that these costs would be approximately \$1,800 per employee, or slightly more than \$6.6 million at full build-out as presented in Table I-5.

**Table I-5 – Municipal Service Costs**

|   |               |
|---|---------------|
| Non-Residential Service Cost  | \$22,363,095  |
| Employment in Everett [1]   | 12,184        |
| Average Cost per Employee   | \$1,835       |
| Proposed Employment at build-out [2]  | 3,627         |
| Estimated Service Cost at build-out   | (\$6,656,987) |
| [1] 1st half of 2012 per MA EOL&WD + 1,550 City of Everett employees                            |               |
| [2] 3,287 casino/resort jobs & 340 on-going construction jobs per Wynn Resorts & TMG Consulting |               |
| Source: City of Everett; Wynn Resorts & RKG Associates, Inc.                                    |               |

It is important to point out that this analysis of municipal service costs uses an *average cost approach* that assumes the new Casino Resort will require City services in the same manner that other commercial and industrial properties do. This assumption likely overstates the municipal service costs. The casino resort will, in fact, require significantly less in terms of City provided services due to its state-of-the-art construction, in-house security systems and location on the periphery of the community, among other reasons. However, use of the employee-based costing methodology provides a conservative estimate of the fiscal impacts on the City.<sup>5</sup> The actual additional costs that the City of Everett will incur to provide municipal services to the new facility are estimated to range from \$2.5 to \$3.5 million per year.

<sup>4</sup> Also referred to as the "Employee Anticipation Method"

<sup>5</sup> The proposed Resort Casino will be very much 'self-contained' and will require far fewer public services than an equivalent size commercial development (for example a shopping mall or mixed-use center). As a luxury destination, it will be built with the highest quality fire protection and suppression systems, have extensive and highly trained security personnel and systems in place, and will include such features as on-site emergency medical support and equipment. Thus, public safety needs will be substantially less than more traditional multi-building and multi-owner development. As a single owner property, the administrative burden on the City will be significantly less than for an equivalent size development with multiple owners.

Adjustments to the estimated property tax contributions from the Wynn Casino Resort project must also be made in the state aid received by Everett for education as well as the amount of state aid received for the general government. In short, as a community's property wealth improves, such as would be realized by developing a casino resort in the community, the dollar amount for state aid for education and for general government services would decrease, since state aid formulas are based in part on a community's property wealth as well as resident income levels. Table I-6 presents RKG's preliminary estimates of these impacts, at \$1.3 million and \$185,800, respectively. RKG's adjusted estimate of the net ongoing property tax from the Wynn Casino Resort to the City of Everett is approximately \$17.6 million annually.

**Table I-6 – Municipal Service Costs and State Aid Adjustments**

|   |                      |
|---|----------------------|
| <b>Potential Tax Revenue (net existing)</b>   | <b>\$25,848,852</b>  |
| Municipal Service Costs   | (\$6,656,987)        |
| Potential loss in Education Aid [1]   | (\$1,305,097)        |
| Potential loss in Gen. Gov. Aid [1]   | (\$185,842)          |
| <b>Adjustments Total</b>  | <b>(\$8,147,926)</b> |
| <b>Net Fiscal Impact (Preliminary)</b>  | <b>\$17,700,926</b>  |
| [1] Estimated average annual loss over 5 yrs due to increase in property wealth (see text for analysis) |                      |
| Source: City of Everett; Wynn Resorts & RKG Associates, Inc.  |                      |

The assessed value of the facility and the resulting property tax revenues, will decline over time as the property depreciates. However, continued reinvestment in the facility by the operator will help to maintain the assessed value and resulting tax revenues<sup>6</sup>.

### 3. Other Municipal Revenues

In addition to the property taxes paid by the new resort, the City of Everett will also realize substantial one-time and annual revenues from other taxes and fees, including building permit fees, hotel taxes and meals taxes.

#### a) Building Permit Fees

The construction of the casino resort will generate fee revenue for the City in the form of building permit fees to cover the costs of building inspection and code compliance. Under the City's existing policies, it charges a fee of \$15 per \$1,000 of cost for structural building construction plus additional fees for electrical, plumbing, HVAC, mechanical and other building components in order to cover the costs associated with inspection of the facility to assure that it meets state and local building and life-safety codes. However, for large complex construction projects such as the proposed resort casino, permit fees are typically negotiated as part of the permitting process based on the need for specialty inspection firms to undertake the inspection process. The fees paid during construction are intended to cover the City's costs associated with inspections and are therefore considered as a "wash".

<sup>6</sup> The new state gaming legislation requires that the facility reinvest a minimum of 3.5% of the gross gaming revenue annually, or approximately \$24 million per year. Industry practice is to reinvest 100% of book depreciation.



**b) Hotel Taxes**

Discussions with representatives of the City indicate that a 6% local option sales tax on hotel revenues will soon be enacted. The Developer has estimated annual hotel revenues of approximately \$34.2 million, resulting in new tax revenues to the City of nearly \$2.1 million.

**c) Food & Beverage Taxes**

The City has also enacted a 0.75% local option sales tax on all food and beverage revenues. Based on the Developer's estimated annual revenues of nearly \$73 million, this will result in annual taxes of almost \$547,500 to the City Everett.

**d) Other Revenues**

The casino enabling legislation requires impact fees to be paid by the Developer to the host community (as well as surrounding affected communities), the amounts of which are yet to be determined. In addition, the legislation sets aside a portion of the annual gaming taxes paid to the state for local municipal impacts. The annual gaming revenue is estimated to be \$828.2 million/year over the first five years. The resulting state tax, at 25%, equates to an estimated \$207.1 million annually. Of this, 6.5% is targeted to the Community Mitigation Fund, which is estimated to generate an average of \$13.5 million in the first five years of operation. The allocation of these funds to Everett and the surrounding communities has not been determined, but it is likely that the City could receive a major share of this revenue. Similarly, 20% of the state gaming tax, or approximately \$41.4 million per year, is earmarked for a special Gaming Local Aid Fund that will be used by the state to augment general government aid to communities (please note Table II-11).

Other municipal revenues the City will receive include excise taxes on any motor vehicles that are registered at the resort, along with increased sewer and water revenues from the facility. These latter revenues are restricted to offset costs within the water and sewer enterprise funds, but may result in a lowering of rates due to the expected high usage rates for the hotel, restaurants, casino and assorted entertainment venues.

**C. State Revenues**

The Commonwealth of Massachusetts will significantly benefit from the construction and operation of the Wynn Casino resort in Everett. Revenues will be generated from several sources, include taxes and fees paid by the Developer under the terms of the new state enabling legislation, state sales taxes collected on goods and services, and state income taxes on employment earnings. Once operating, it is anticipated that the casino resort will generate on the order of \$207.1 million per year in license-related fees and taxes, \$8.1 million in sales taxes and \$6.3 million in income tax from direct employment. One time revenues include \$85 million for the up-front license fee, \$23.9 million in sales taxes and \$16.4 million in income taxes during construction and pre-opening. These estimates do not include indirect or induced impacts resulting from secondary expenditures or employment resulting from the direct impacts.

**1. State Gaming Tax and Fee Revenues**

The Developer estimates that the average annual gaming revenue over the first five years will be \$828.2 million annually. The legislation specifies that 25% of this total, or approximately

\$207.1 million per year, will be paid to the state and distributed to a variety of funds and uses (including 6.5%, or \$13.5 million into a Community Mitigation Fund to assist the host and surrounding communities). In addition, there is a one-time application fee of \$400,000 and a licensing fee of \$85 million. Annual license renewal fees are estimated at \$1 million and the annual slot machine license fee of \$600 per unit is anticipated to raise \$1.8 million per year.

## **2. Sales Tax**

The resort will collect and pay the state retail sales and use tax of 6.25% on estimated retail sales (including food and beverage) of \$73 million in the first full year of operation, generating approximately \$4.6 million in sales tax annually. The state also collects a 5.7% tax on hotel sales that will generate another \$1.9 million on taxable sales of \$34.2 million. On-going sales taxes will also be paid by the resort on the goods (and some services) that it purchases to support operations. However, detailed estimates of this spending were not available. RKG estimates that the state will also collect \$23.9 million in sales tax on construction materials.

## **3. Income Tax**

The Developer estimates that the casino resort will directly employ approximately 3,627 full-time positions when operating. At an average annual wage of \$44,300 this translates into taxable wages of \$160.8 million and approximately \$6.3 million in new annual tax revenues to the Commonwealth.

RKG estimates that the construction of the facility will generate approximately 5,155 direct jobs (full time equivalent) during the three year construction period, and based on an average wage of nearly \$74,230 will result in tax revenues of \$16.4 million.

## **D. Indirect Impacts**

The construction and operation of the casino resort will result in indirect economic impacts throughout the Commonwealth as a result of the spin-off spending from direct purchases for the casino resort as well as from the re-spending of incomes generated by employees, suppliers and others. These indirect impacts can be estimated using a variety of economic methodologies including static and dynamic input-output models. Using the RIMS II multipliers from the U.S. Department of Commerce, Bureau of Economic Analysis, it is estimated that the 3,627 direct operating jobs at the resort would generate an additional 1,791 indirect/induced jobs elsewhere in the state economy, bringing in another \$143.6 million in wages, and assuming an effective tax rate of 4.2% this translates into \$6 million in income tax receipts. RKG estimates that the construction of the facility will support the creation of an additional 4,867 short-term jobs throughout Massachusetts (generating an additional \$14.1 million in income tax revenues).

## II. APPENDIX

This Appendix presents more detailed analyses of the fiscal revenues and costs associated with the proposed Wynn Casino Resort, including discussions of property taxes, municipal service costs and other related fiscal impacts on the City and state.

### A. Property Taxes

One of the largest sources of revenue for the City of Everett will be the real and personal property taxes paid by the proposed casino resort. How the facility will be assessed during construction and once it is completed will be determined by the City's Assessor. Typically, non-residential real estate is valued for tax purposes utilizing a combination of appraisal methods including the depreciated cost approach, a market-based comparable sales approach, or an income approach. This section presents an estimated assessment value, for taxing purposes, of the proposed development once it is fully operational.

#### 1. Casino Resort Estimated Assessment

The following presents two approaches to estimating the potential taxable real property assessments for the proposed casino resort, both based on construction costs, one utilizing costs as provided by the Developer and the other utilizing cost estimates, by select component, from the most recent (January 2013) edition of *Marshall & Swift Valuation Services*. The total construction costs associated with the Wynn Casino Resort have been estimated by the Developer at \$956.7 million, as presented in Table II-1. These include labor costs (\$382.7 million); materials costs (\$430.5 million); and other costs at \$143.5 million.

The estimated construction costs, excluding the garage and site improvements, is \$594.2 million which includes costs for the basic building(s) at \$232.9 million; another \$232.3 million for interior equipment (plumbing, electrical and mechanical systems for example); and \$129.1 million for high quality interior finish such as carpeting and wallpaper as well as personal property such as tables, chairs, slot machines, hotel beds and the like. Construction costs also include \$362.5 million for site improvements, underground parking garage, signage and other features of the property. Indirect costs and estimated contingencies are not included. The total anticipated investment in the project, including indirect costs, fees, licenses, soft costs and pre-opening expenses is \$1.3 billion.

Total building costs, excluding the garage, are estimated to be \$450 per square foot, higher than that of typical commercial buildings in Everett or the greater metro-Boston area. These costs do not include land value or the owners FF&E, which includes the casino games, slot machines and other specialized items, most of which would be considered taxable personal property. It is important to note that these total building costs include the basic building structure and the required infrastructure (HVAC, plumbing, electrical, etc.) as well as the "extras" that are inherent in first class casino construction – extensive security systems, redundant utilities, designer finishes, top name brands, highest quality furniture, complex audio-visual systems, etc. A portion of these costs would not be allocated to the real estate, but would be considered personal property for taxation purposes.

**Table II-1 - Estimated Project Construction Costs (total)**

| Proposed Development by Use | Estimated SF of Use | WD Est Const \$      | WD ConSt/SF  | WD Total Labor Costs | WD Total Materials Costs | WD Total Other Costs |
|-----------------------------|---------------------|----------------------|--------------|----------------------|--------------------------|----------------------|
| Casino                      | 155,900             | \$97,400,000         | \$625        | \$38,960,000         | \$43,830,000             | \$14,610,000         |
| Hotel                       | 600,200             | \$275,500,000        | \$459        | \$110,200,000        | \$123,975,000            | \$41,325,000         |
| Food & Beverage             | 63,300              | \$39,600,000         | \$626        | \$15,840,000         | \$17,820,000             | \$5,940,000          |
| Retail                      | 100,000             | \$28,560,000         | \$286        | \$11,424,000         | \$12,852,000             | \$4,284,000          |
| Entertainment               | 40,000              | \$13,440,000         | \$336        | \$5,376,000          | \$6,048,000              | \$2,016,000          |
| Spa                         | 13,000              | \$7,800,000          | \$600        | \$3,120,000          | \$3,510,000              | \$1,170,000          |
| General Admin               | 88,400              | \$45,200,000         | \$511        | \$18,080,000         | \$20,340,000             | \$6,780,000          |
| <b>Subtotal</b>             | <b>1,060,800</b>    | <b>\$507,500,000</b> | <b>\$478</b> | <b>\$203,000,000</b> | <b>\$228,375,000</b>     | <b>\$76,125,000</b>  |
| Back of House (BOH)         | 258,900             | \$86,700,000         | \$335        | \$34,680,000         | \$39,015,000             | \$13,005,000         |
| <b>Subtotal</b>             | <b>1,319,700</b>    | <b>\$594,200,000</b> | <b>\$450</b> | <b>\$237,680,000</b> | <b>\$267,390,000</b>     | <b>\$89,130,000</b>  |
| Parking Garage              | 1,400,000           | \$262,500,000        | \$188        | \$105,000,000        | \$118,125,000            | \$39,375,000         |
| Site and Sitework           |                     | \$100,000,000        |              | \$40,000,000         | \$45,000,000             | \$15,000,000         |
| <b>TOTAL</b>                | <b>2,719,700</b>    | <b>\$956,700,000</b> |              | <b>\$382,680,000</b> | <b>\$430,515,000</b>     | <b>\$143,505,000</b> |

Source: TMG Consulting; Wynn Resorts & RKG Associates, Inc.

These costs are also assumed to include above-average costs for design fees, security during construction, and other “intangibles” which are not subject to property taxation; however, the costs as provided were not sufficiently detailed to accurately break these out<sup>7</sup>. The construction costs illustrated in Table II-1 form the basis of estimating assessment value for the proposed casino resort, with the following inputs and/or assumptions made by RKG:

- **Super-adequacies** - Because of the intangibles included in the cost estimates given above and according to estimates from the Developer, these equate to approximately \$129.1 million, which will be adjusted against the total of \$607.7 million.
- **Garage** – The developer has estimated that the costs to construct a 1.4 million square foot underground garage with 3,500 spaces will be approximately \$262.5 million, or \$188 per square foot. These costs are considered extraordinary due to the unique requirements and location of the site, and would not all be subject to taxation. For valuation purposes, RKG has assumed a typical cost for structured parking at \$25,000 per space, or \$87.5 million.
- **Owner’s FF&E** - This represents furnishings, fixtures and equipment that is primarily related to the gaming operations and includes the slot machines and table games and is in addition to the FF&E included in the other building elements. The Developer estimates this investment to total \$110 million, of which RKG estimates that approximately 85%, or approximately \$93.5 million, would be taxable as personal property under Massachusetts regulations. This FF&E would depreciate at varying rates ranging from 3-10 years and would therefore reduce the tax liability each year unless replaced on a regular basis.
- **Land** – According to the current tax records, the approximate 29.9-acre site<sup>8</sup> is assessed at slightly more than \$8.8 million, or \$295,500 per acre as presented in Table II-2. The current taxes are \$380,300. Discussions with the City of Everett Assessor indicate that

<sup>7</sup> The construction costs illustrated in Table II-1 also are used to determine the economic impact at the City and state level through the jobs that are generated along with the income and sales taxes that are paid.

<sup>8</sup> Discussions with the Developer indicate that there may some additional assemblage of abutting parcels, but until such time they have not been included in this analysis.

several other large, non-residential parcels in the community have assessed values ranging from \$306,400/acre to \$442,700/acre as also indicated in Table II-2. In this analysis, the current taxes of \$380,300 are deducted from the estimated valuation and the 29.9-acres of land are assumed to be valued at \$350,000 per acre.

**Table II-2 – Land Values**

| LAND                   | Acres | Land Assess  | Assess/Acre | Total Assess | Tax         |
|------------------------|-------|--------------|-------------|--------------|-------------|
| Site                   | 29.90 | \$8,835,800  | \$295,512   | \$8,835,800  | \$380,293   |
| Comps                  |       |              |             |              |             |
| Exxon                  | 64.23 | \$11,924,300 | \$185,647   | \$15,106,500 | \$650,184   |
| Exxon                  | 1.14  | \$595,900    | \$522,719   | \$595,900    | \$25,648    |
| Exxon                  | 11.17 | \$8,269,200  | \$740,503   | \$9,516,800  | \$409,603   |
| Exxon                  | 15.70 | \$5,984,900  | \$381,204   | \$9,318,600  | \$401,073   |
| Exxon                  | 0.38  | \$1,609,700  | \$4,202,872 | \$1,609,700  | \$69,281    |
| Total                  | 92.62 | \$28,384,000 | \$306,453   | \$36,147,500 | \$1,555,788 |
| Boston Sand and Gravel | 10.92 | \$4,835,000  | \$442,725   | \$5,401,500  | \$232,481   |
| Gateway S/C            | 72.60 | \$18,311,600 | \$252,226   | \$22,334,400 | \$961,273   |
| Gateway S/C            | 4.05  | \$3,175,500  | \$784,074   | \$13,891,900 | \$597,907   |
| Gateway S/C            | 15.00 | \$8,090,800  | \$539,387   | \$15,444,900 | \$664,748   |
| Total                  | 91.65 | \$29,577,900 | \$322,727   | \$51,671,200 | \$2,223,928 |

Source: City of Everett Assessor and RKG Associates, Inc.

The estimated taxable value of the Wynn Casino Resort, utilizing adjusted Developer supplied cost estimates, is \$656.67 million as presented in Table II-3 below and the preliminary estimate of taxes, prior to adjustments, is nearly \$27.9 million.

**Table II-3 - Estimated Assessment of the Wynn Casino Resort**

| FY 2013   |                                |
|---|--------------------------------|
| Value Estimate (millions)                       | WD Costs                       |
| Building Components                             | \$594.20                       |
| 30% Non-taxable                                 | (\$129.07)                     |
| Garage 1/                                       | \$87.50                        |
| Land 2/   | \$10.47                        |
| Owners FF&E (net)                               | \$93.50                        |
| <b>Total</b>                                    | <b>\$656.60</b>                |
| Commercial Tax Rate (FY 2013)                   | \$43.04                        |
| Tax Liability                                   | \$28.26                        |
|   | <i>less existing liability</i> |
| <b>NET Tax Liability (prior to adjustments)</b> | <b>\$27.88</b>                 |

Source: RKG Associates

1/ Parking structure - reflects estimated value of \$25,000/space

2/ 29.9 acre site per Assessor records, assumed to be \$350,000/acre currently valued at \$295,500/acre, sold in 2009 for \$267,500/acre

#### a) Cost Approach Methodology

In order to independently estimate assessment value and possible property taxes, RKG also reviewed cost estimates, by select component, from the most recent (January 2013) *Marshall & Swift Valuation Services* and these are presented in Table II-4. This methodology is often used by tax assessment officials when the sales comparison and income approaches to value are not able to be applied, as in the case of new construction of a unique facility such as a resort

casino. The information presented is for construction costs adjusted for the current local economy/region and expressed on a per square foot (SF) basis. In all instances, RKG considered the level of built space to equate to Class "A" Excellent or Good properties, whichever was the higher dollar value. Prior to reviewing the findings presented in Table II-4, RKG considers it important to review what the *Marshall & Swift* estimates contain and what they do not contain as cost elements.

Per *Marshall & Swift*, their published base costs include the following:

- Final costs to the owner including average architects' and engineers' fees. These, in turn, include plans, plan check and nominal building permits, and surveying to establish building lines and grades.
- Normal interest on only the actual building funds during period of construction and processing fee or service charge are included.
- Normal site preparation fees including finish, grading and excavation for foundation and backfill for the structure only are included.
- Fees for utilities from structure to lot line figured for typical setback except where specifically noted are included.

Per *Marshall & Swift*, their published base costs typically do not include the following:

- Costs associated with buying or assembling land such as escrow fees, legal fees, property taxes, right of way costs, demolition, storm drains, or rough grading as examples.
- Costs associated with land planning and/or preliminary concept and layout costs.
- Yard improvements including signs, landscaping, paving, walls, yard lighting, pools or other recreation facilities.
- Off-site costs including roads, utilities and fees as examples.
- Marketing costs to create first occupancy.

Considering these factors and as indicated in Table II-4, the overall estimated assessed valuation based on construction costs for the various components listed equates to nearly \$416.2 million, or an average of \$315 per SF, and average 70% of the similar costs (which include the super-adequacies) provided by the Developer. The parking garage cost, for assessment purposes, is estimated at \$25,500 per space base from Marshall & Swift. This does not include the extraordinary costs associated with an underground (and below river level) garage which would be considered as 'super adequate' and not subject to taxation. The site costs at \$100 million (including mitigation of the contaminated site) are offered as the same as for the Developer's estimate. All told, this estimate is \$605 million or approximately 63% of the Developer estimate.

**Table II-4 - Potential Cost Estimates of Proposed Development from Marshall & Swift**

| Proposed Development by Use | Estimated SF of Use | RKG/M&S Con\$t/SF | RKG/M&S Est Co\$ts   | RKG/M&S as % of WD Total |
|-----------------------------|---------------------|-------------------|----------------------|--------------------------|
| Casino                      | 155,900             | \$313             | \$48,738,808         | 50.0%                    |
| Hotel                       | 600,200             | \$310             | \$185,866,982        | 67.5%                    |
| Food & Beverage             | 63,300              | \$349             | \$22,090,064         | 55.8%                    |
| Retail                      | 100,000             | \$241             | \$24,134,610         | 84.5%                    |
| Entertainment               | 40,000              | \$420             | \$16,795,779         | 125.0%                   |
| Spa                         | 13,000              | \$244             | \$3,167,008          | 40.6%                    |
| General Admin               | 88,400              | \$332             | \$29,374,602         | 65.0%                    |
| <b>Subtotal</b>             | <b>1,060,800</b>    | <b>\$311</b>      | <b>\$330,167,852</b> | <b>65.1%</b>             |
| Back of House (BOH)         | 258,900             | \$332             | \$86,030,366         | 99.2%                    |
| <b>Subtotal</b>             | <b>1,319,700</b>    | <b>\$315</b>      | <b>\$416,198,218</b> | <b>70.0%</b>             |
| Parking Garage              | 1,400,000           | \$64              | \$89,250,000         | 34.0%                    |
| Site and Sitework           |                     |                   | \$100,000,000        | 100.0%                   |
| <b>TOTAL</b>                | <b>2,719,700</b>    |                   | <b>\$605,448,218</b> | <b>63.3%</b>             |

Source: Wynn Resorts & RKG Associates, Inc.

**b) Summary**

The following Table II-5 table summarizes the estimated taxable value and preliminary property taxes (prior to additional adjustments) of the proposed casino resort in Everett. The difference in estimated values and taxes, between the cost approach utilizing Developer input and the *Marshall & Swift* input is approximately \$50 million, with the Developer estimates as the greater of the two. In this analysis, RKG has opted for the conservative estimate (\$607.7 million), reflective of the cost estimates from the *Marshall & Swift* as may be basis for the City of Everett Assessor in estimating value for the Wynn Casino Resort. This results in an estimated property tax of \$25.85 million prior to adjustments.

**Table II-5 – Summary Comparison of Estimated Property Tax Values**

| FY 2013 Value Estimate (millions)               | WD Costs        | RKG / M&S       |
|---|-----------------|-----------------|
| Building Components                             | \$594.20        | \$416.20        |
| 30% Non-taxable                                 | (\$129.07)      | NA              |
| Garage 1/                                       | \$87.50         | \$89.25         |
| Land 2/   | \$10.47         | \$10.47         |
| Owners FF&E (net)                               | \$93.50         | \$93.50         |
| <b>Total</b>                                    | <b>\$656.60</b> | <b>\$609.41</b> |
| Commercial Tax Rate (FY 2013)                   | \$43.04         | \$43.04         |
| Tax Liability                                   | \$28.26         | \$26.23         |
| <i>less existing liability</i>                  | (\$0.38)        | (\$0.38)        |
| <b>NET Tax Liability (prior to adjustments)</b> | <b>\$27.88</b>  | <b>\$25.85</b>  |

Source: RKG Associates

1/ Parking structure - reflects estimated value of \$25,000/space

2/ 29.9 acre site per Assessor records, assumed to be \$350,000/acre currently valued at \$295,500/acre, sold in 2009 for \$267,500/acre

**B. Fiscal Impact – City of Everett**

This section presents trends in revenue and expenses for Everett, Massachusetts, over the past three fiscal years and evaluates potential fiscal impacts associated with a proposed casino resort development. Municipal service costs are estimated utilizing the employment anticipation

methodology. Additional adjustments to account for any potential loss in state aid as a result of the increased property wealth in Everett are also factored. As shown in Table II-6, over the FY 2010 through FY 2012 time period, the general fund revenues in Everett have exceeded expenditures, by an average of nearly \$13 million, while enterprise fund revenues have been less than expenses in two years and averaged a surplus of \$1.3 million over the three years.

**Table II-6 – City of Everett, MA: Surplus Funds**

| City of Everett,<br>MA - Surplus | FY 2010            | FY 2011            | FY 2012             | Average             |
|----------------------------------|--------------------|--------------------|---------------------|---------------------|
| <b>General Fund</b>              |                    |                    |                     |                     |
| Revenues                         | \$149,691,146      | \$156,917,240      | \$167,872,706       | \$158,160,364       |
| Expenditures                     | (\$140,692,889)    | (\$147,447,346)    | (\$147,164,766)     | (\$145,101,667)     |
| Surplus or (Loss)                | \$8,998,257        | \$9,469,894        | \$20,707,940        | \$13,058,697        |
| <b>Enterprise Funds</b>          |                    |                    |                     |                     |
| Revenues                         | \$4,266,454        | \$4,485,819        | \$4,314,838         | \$4,355,704         |
| Expenditures                     | (\$4,433,339)      | (\$4,698,319)      | (\$64,447)          | (\$3,065,368)       |
| Surplus or (Loss)                | (\$166,886)        | (\$212,500)        | \$4,250,392         | \$1,290,335         |
| <b>NET Surplus or (Loss)</b>     | <b>\$8,831,371</b> | <b>\$9,257,394</b> | <b>\$24,958,331</b> | <b>\$14,349,032</b> |

Source : City of Everett, MA and RKG Associates, Inc.

## 1. Preliminary Fiscal Impact Analysis

Fiscal impact analysis is defined as “a projection of the direct current public costs and revenues associated with residential or nonresidential growth to the local jurisdiction in which the growth is taking place<sup>9</sup>.” In determining the fiscal impact of the proposed development, estimates were made concerning changes that may occur to the community’s expenditures and revenues because of the proposed development. In most instances, a determination of these financial changes is derived from an evaluation of household and/or employment changes caused by the proposed development, and measuring the average “cost” associated with servicing this development against any potential change in revenue (typically property taxes) from it. Various standardized methods for analyzing fiscal impacts exist, varying with the type of project and the amount and quality of the data that is available. For non-residential projects of this nature, a widely accepted methodology is the “employment anticipation” approach, which is used here to estimate the impacts of the proposed casino resort on the City of Everett.

### a) Methodology

RKG’s approach to estimating the net fiscal impact of the proposed casino resort development in Everett consisted of the following steps.

- *Constant 2013 Dollars and Timing* - All estimates in this analysis, unless otherwise noted, are in constant 2013 dollars. The project was assumed to be built in its entirety and fully operational within the context of the FY 2013 budget year.
- *Estimation of Municipal Revenue* - The major source of on-going municipal revenue from the project would be property taxes. For this preliminary analysis, RKG estimated that the project at full build-out would have a total assessed value (land, building and personal property) of \$607.7± million.

<sup>9</sup> Robert W. Burchell, et. al, *The New Practitioner’s Guide to Fiscal Impact Analysis*. Center for the Urban Policy Research, Rutgers University, 1985.



- *Estimation of Municipal Expenditures* - Using the average of the budgeted expenditures for FY 2011 through FY 2013 (adjusted for state aid) RKG allocated municipal costs between residential and non-residential uses based upon a blended average of the distribution of taxable accounts and assessed values for each use. The underlying assumption in this methodology is that various municipal department budgets would be allocated proportionally between residential and non-residential uses, as measured by assessment data.
- *Average Cost* - Based on the employment anticipation method in which the non-residential municipal costs are divided by total employment in Everett, an average cost per employee can be derived<sup>10</sup>. This cost is then used as the basis for forecasting municipal expenditures associated with providing services to the proposed casino development at full build-out<sup>11</sup>.
- *Deductions for Potential Loss in State Aid* - Potential losses in future state aid may result in Everett since the property wealth of the community could increase significantly as a result of a \$607.7± million increase in assessed valuation. This in turn may affect the method in which State aid is calculated for the City of Everett.
- *Estimation of Net Impacts* - Based upon the projected increase in property tax revenues directly associated with the project, the municipal cost estimates and other deductions due to a potential loss in state aid are subtracted from the revenue estimates to yield the “net” change. Another step was to subtract the property taxes currently being paid on the site of the proposed project in order to avoid double counting.
- *Potential Impacts Not Evaluated* - Finally, this analysis focused only on direct impacts related to the project itself and does not address any potential direct, indirect or induced impacts elsewhere in the City, the surrounding communities or the region (other than the statewide multiplier impacts for employment, wages and resulting income tax), as outlined in the legislation. Such additional impact could be associated, but not limited, to the following:
  - Community development and/or new housing development, either market-rate or work-force, for any of the 3,000+ workers at the proposed casino resort.
  - Economic development and/or impact to local/regional businesses and State Lottery sales, including small and minority-owned businesses.
  - Workforce development for job training either locally or regionally.
  - Infrastructure impacts to Everett or surrounding towns, or to any state/federal highway.
  - Health and social impacts associated with gaming.
  - Impacts associated with any nearby live entertainment venues.

<sup>10</sup> This includes an estimated 1,550 municipal and school employees per the City of Everett Human Resources Department.

<sup>11</sup> This average cost approach assumes that the new resort casino will require City services in the same manner that other commercial and industrial properties do. This assumption likely overstates the municipal service costs. The casino resort will, in fact, require significantly less in terms of City provided services due to its state-of-the-art construction, in-house security systems and location on the periphery of the community, among other reasons. An alternate methodology would be to undertake a marginal cost analysis, based on individual municipal department requirements and financial circumstances.

### b) Municipal Expenditure Allocation: Residential to Non-Residential

In order to estimate the cost of municipal services for the proposed development, RKG evaluated an assessment summary obtained from the City of Everett. As presented in Table II-7, a blended average was derived from residential (74.3%) and non-residential (25.8%) assessment characteristics in order to apportion costs between the uses.

**Table II-7 – City of Everett Allocation to Non-Residential Uses (FY 2013)**

| FY 2013  | Non-Residential |            | Total      |
|--|-----------------|------------|------------|
|  | Residential [1] | [2]        |            |
| Accounts                                       | 8,756           | 1,565      | 10,321     |
| % of Total                                     | 84.8%           | 15.2%      | 100%       |
| Assessed Value (\$ mil)                        | \$2,261.04      | \$1,297.53 | \$3,558.57 |
| % of Total                                     | 63.5%           | 36.5%      | 100%       |
| Blended Average                                | 74.2%           | 25.8%      | 100%       |
| [1] Includes count of 163 mixed use parcels.   |                 |            |            |
| [2] Commercial, Industrial & Personal Property |                 |            |            |
| Source: City of Everett & RKG Associates, Inc. |                 |            |            |

Approximately 74.2% of the City of Everett municipal expenditures (or costs associated with “running the town”) are assumed to be related to residential uses and properties. Conversely, 25.8% of the municipal costs are associated with non-residential development. Table II-8 allocates the average FY 2011 through FY 2013 City expenditures based on the preceding proportions. Select categories, such as education, were allocated totally to residential uses. Other categories such as police and fire expenditures were allocated evenly in order to reflect the relatively more intense use of these resources required by non-residential uses.

**Table II-8 – City of Everett Allocation of General Fund Expenses by Use**

| Expenditures by<br>Department/Category         | FY 2011              | FY 2012              | FY 2013              | Average              | % Allocated to Use |              | Allocated Cost       |                     |
|--|----------------------|----------------------|----------------------|----------------------|--------------------|--------------|----------------------|---------------------|
|  |                      |                      |                      |                      | Resid.             | Non-Res      | Resid.               | Non-Res             |
| General Government                             | \$4,828,515          | \$5,679,444          | \$7,277,145          | \$5,928,368          | 74.2%              | 25.8%        | \$4,398,095          | \$1,530,273         |
| Police   | \$8,781,954          | \$8,882,383          | \$9,032,751          | \$8,899,029          | 50.0%              | 50.0%        | \$4,449,515          | \$4,449,515         |
| Fire   | \$7,753,355          | \$7,504,909          | \$8,265,756          | \$7,841,340          | 50.0%              | 50.0%        | \$3,920,670          | \$3,920,670         |
| Other Public Safety                            | \$1,629,053          | \$2,050,110          | \$3,031,889          | \$2,237,017          | 74.2%              | 25.8%        | \$1,659,582          | \$577,435           |
| Education                                      | \$54,604,260         | \$57,386,360         | \$61,034,102         | \$57,674,907         | 100%               | 0%           | \$57,674,907         | \$0                 |
| City Services                                  | \$9,154,605          | \$8,669,608          | \$8,704,779          | \$8,842,997          | 74.2%              | 25.8%        | \$6,560,379          | \$2,282,619         |
| Human Services                                 | \$1,905,342          | \$1,576,860          | \$1,782,005          | \$1,754,736          | 100%               | 0%           | \$1,754,736          | \$0                 |
| Library & Recreation                           | \$952,229            | \$971,644            | \$1,148,115          | \$1,023,996          | 100%               | 0%           | \$1,023,996          | \$0                 |
| Debt Service                                   | \$8,767,505          | \$8,111,579          | \$7,580,867          | \$8,153,317          | 74.2%              | 25.8%        | \$6,048,724          | \$2,104,593         |
| Fixed Costs                                    | \$41,010,774         | \$32,032,674         | \$32,711,153         | \$35,251,534         | 74.2%              | 25.8%        | \$26,152,152         | \$9,099,381         |
| <b>Total Expenditure</b>                       | <b>\$139,387,592</b> | <b>\$132,865,571</b> | <b>\$140,568,562</b> | <b>\$137,607,242</b> | <b>81.5%</b>       | <b>17.2%</b> | <b>\$113,642,756</b> | <b>\$23,964,486</b> |
| Less Chapter 70                                | (\$36,350,741)       | (\$44,046,699)       | (\$50,304,796)       | (\$43,567,412)       | 100%               | 0%           | (\$43,567,412)       | \$0                 |
| Less General Gov.                              | (\$6,397,351)        | (\$5,881,793)        | (\$6,332,499)        | (\$6,203,881)        | 74.2%              | 25.8%        | (\$4,602,490)        | (\$1,601,391)       |
| <b>Total (Less State Aid)</b>                  | <b>\$96,639,500</b>  | <b>\$82,937,079</b>  | <b>\$83,931,267</b>  | <b>\$87,835,949</b>  | <b>67.7%</b>       | <b>23.1%</b> | <b>\$65,472,853</b>  | <b>\$22,363,095</b> |
| Source: City of Everett & RKG Associates, Inc. |                      |                      |                      |                      |                    |              |                      |                     |

The average expenditures for the City of Everett were \$87.83 million when deducting state aid revenue (Chapter 70, Education, and General Government). Utilizing the previously developed allocation ratio, approximately \$65.5 million of the City’s operating expenses (inclusive of school and library/recreation) were associated with the residential use. Approximately \$22.4 million of the City’s expenses were a result of “servicing” its non-residential properties. Referring to Table II-8, expenditures for Police represent approximately

18.6% of total expenditures for non-residential uses (prior to allocations). Expenditures for Fire accounted for 16.4% of total expenditures for non-residential uses and fixed costs for another 38% of costs associated with services for non-residential uses.

### c) Municipal Service Costs for the Proposed Development

Based on the employment anticipation method in which the non-residential municipal costs are divided by employment in Everett, an average cost per employee can be derived. According to the most recent ES-202 data (through the second quarter of 2012) from the Massachusetts Executive Office of Labor and Workforce Development, employment averaged 10,634 persons employed at private-sector businesses in Everett. Dividing the estimated non-residential service costs (\$22.4 million) by this employment base, plus the estimated 1,550 City employees, results in an average cost of \$1,835 per employee for municipal services. The proposed project is forecasted to create 3,627 direct jobs at full build-out of the casino resort, which includes 340 ongoing construction and facility/maintenance positions related to annual upkeep, maintenance and capital reinvestment in the property. Therefore the estimated cost to provide municipal services to the project would be slightly more than \$6.6 million, as shown Table II-9. This estimate equate to approximately 15% of the estimated service costs for non-residential uses in Everett, inclusive of the proposed casino resort.

**Table II-9 – Average Service Cost Estimate**

|   |                     |
|---|---------------------|
| <b>Non-Residential Service Cost</b>   | <b>\$22,363,095</b> |
| Employment in Everett [1]   | 12,184              |
| Average Cost per Employee   | \$1,835             |
| Proposed Employment at build-out [2]  | 3,627               |
| Estimated Service Cost at build-out   | (\$6,656,987)       |
| [1] 1st half of 2012 per MA EOL&WD + 1,550 City of Everett employees                            |                     |
| [2] 3,287 casino/resort jobs & 340 on-going construction jobs per Wynn Resorts & TMG Consulting |                     |
| Source: City of Everett; Wynn Resorts & RKG Associates, Inc.                                    |                     |

It is important to point out that this analysis of municipal service costs assumes that the casino resort will utilize City services in the same way that other commercial and industrial properties in the City do. The casino resort may, in fact, require significantly less in terms of services due to its state-of-the-art construction, in-house security systems and location on the periphery of the community. Use of the employee-based costing methodology therefore provides an overly conservative estimate of the fiscal impacts on the City.

The proposed casino resort will be very much 'self-contained' and will require far fewer public services than an equivalent size commercial development (for example a shopping mall or mixed-use center). As a luxury destination, it will be built with the highest quality fire protection and suppression systems, have extensive and highly trained security personnel and systems in place, and will include such features as on-site emergency medical support and equipment. Thus, public safety needs will be substantially less than more traditional multi-building and multi-owner development. As a single owner property, the administrative burden on the City will be significantly less than for an equivalent size development with multiple owners.

The major requirement for additional municipal services for urban resort casinos is for public safety services, including police, fire and emergency medical response. Other services, such as those provided as part of general government activities (administration, accounting, public works, etc.) are not impacted as much due to the fact that the resort casino will be under single ownership and in a single location. Other city services, such as schools, will not be directly impacted at all.

As a hypothetical example, if a marginal cost analysis determined that a new fire station near the project that would need be manned by up to 10 new fire fighters was required, and that 5 or 6 new police officers would be needed to augment existing service levels, the estimated operational costs (which consist primarily of additional labor) would be on the order of \$1.5 million per year. The annual debt service to cover the capital costs of the new station and equipment might add approximately \$1 to \$2 million, resulting in a total cost of \$2.5 to \$3.5 million. Even with additional direct costs for other City services, the total actual municipal expenditures would be significantly less than the \$6.6 million estimated by using an average cost approach.

#### **d) Effects on State Aid in the Future**

The largest budget item for a City/Town in Massachusetts is typically for education and the formulas for calculating an annual foundation (town or district) budget and resulting state contribution are based on the Chapter 70 statutes, in order to ensure adequate spending levels are maintained through an equitable combination of local property taxes and state aide. A school foundation budget is derived by applying different multipliers to various educational cost categories and the results for the City of Everett, based on a model obtained from the MA Department of Education (MA DOE), are exhibited in Table II-16 at the end of this section. For FY 2013 the foundation cost is \$74.3 million. The primary source of foundation funding is local property taxes, which for calculating state aid is capped at 82.5% of the foundation budget. The actual allocation of funds (local/state) is based on a City/Town's equity (property) and wealth (income) as determined by the Department of Revenue (DOR). Another key DOR factor in calculating an annual foundation budget is the municipal revenue growth factor (MRGF) which is applied to a prior year's contribution to determine a preliminary contribution for the current years. Trends in Everett's MRGF are exhibited in Figure II-1 at the end of the section.

The calculations in determining state aid for the City of Everett in FY 2013 are shown in Table II-17 at the end of this section. Line 7 indicates that the combined local share (effort of property wealth and income) is \$23.8 million, which is less than the 82.5% cap (line 9). The calculations are then carried forward to the right side, where the FY 2012 contribution is multiplied by the MRGF, which in turn yields a preliminary contribution for FY 2013 (Line 15) of \$25.4 million. This figure is compared to the prior (or target) local contribution (line 10); and 15% of the difference (since the preliminary share is above the target) is subtracted in order to determine the required local contribution; the result is \$25.3 million in local contribution or 34% of the foundation budget for FY 2013. The proposed casino resort development will affect the City of Everett in terms of state aid, since the property wealth would increase significantly as a result of the project. Also, as the project comes on line a spike in the MRGF will result, which further reduces the share of state funding the City would

receive. While the impact would not occur in the first year, it would likely be phased in over time.

### **(1) Hypothetical Analysis**

To ascertain the potential impact on the local share of education costs, RKG utilized the financial model from MA DOE, and made a few changes based on the following assumptions:

- The assessment of the proposed project (\$607.7± million) would be phased in over three years, for an average increase of \$202.5 million per year beginning in FY 2014, and continuing through to FY 2016. In FY 2017 and FY 2018, the FY 2016 equalized assessment remained constant.
- For the MRGF, a 5% factor was used in for all fiscal years.
- The foundation budget was assumed to remain constant for the five-years.
- Utilize the same factors in the DOE worksheet for each year in determining the combined effort yield.

The result of this hypothetical analysis (Table II-18, at the end of this Appendix) indicates that the local share would increase by \$1.6 million in the first year, and then \$1.8 and then \$2.1 million in the next year. A cumulative increase of \$6.5 million would result over the five-year period, or an average shift of \$1.3 million per year from state aid to local revenue, representing a 3% decline over the average education aid (FY 2010 through FY 2013).

### **(2) Effects to State Aid for General Government**

State aid for General Government is reportedly factored in a similar manner as Chapter 70 aid, and any major shift in a community's wealth can influence the amount of annual aid. Although a financial model to estimate this revenue for Everett was not available, it would be reasonable to assume that a similar percentage loss in Chapter 70 fund (-3%) would also occur for General Government aid. Based on the three year average revenue of \$6.2 million, an annual loss of \$185,800 may result for Everett.

#### **e) Summary**

Based on the preceding assumptions, and on a property tax revenue estimate of \$25.8 (net existing tax on the 29.9-acre parcel), the "net" fiscal impact of the proposed casino resort in Everett is positive by an estimated \$17.6 million, as shown in Table II-10<sup>12</sup>.

<sup>12</sup> **NOTE** that this estimate is preliminary in nature, and does not address any potential direct, indirect or induced impacts elsewhere in the City, the surrounding communities or the region as a whole.

**Table II-10 – Net Fiscal Impact of Proposed Casino Resort in Everett**

|   |                     |
|---|---------------------|
| Potential Tax Revenue ( <i>net existing</i> )   | <b>\$25,773,532</b> |
| Municipal Service Costs   | (\$6,656,987)       |
| Potential loss in Education Aid [1]   | (\$1,305,097)       |
| Potential loss in Gen. Gov. Aid [1]   | (\$185,842)         |
| Adjustments Total   | (\$8,147,926)       |
| <b>Net Fiscal Impact (Preliminary)</b>  | <b>\$17,625,606</b> |
| [1] Estimated average annual loss over 5 yrs due to increase in property wealth (see text for analysis) |                     |
| Source: City of Everett; Wynn Resorts & RKG Associates, Inc.  |                     |

## 2. Building Permit Fees – City of Everett

The City of Everett has a flat building permit fee of \$15 per \$1,000 of construction value according to the Director of Inspection Services and City fee schedules and are used to cover the costs of inspections. Permit fees for electric/mechanical, plumbing and gas are developed under a separate schedule, specific to the work, as in number of fittings, A/C units and so on. The Director indicated that once a more definitive schedule could be provide a separate worksheet of estimated fees could be developed. For large complex construction projects such as the proposed resort casino, permit fees are typically negotiated as part of the permitting process due to the need for specialty inspection firms to undertake the inspection process. These fees are used to cover the costs incurred by the City for inspections during the building process in order to assure that life safety and building codes are met, therefore they are considered to be a ‘wash’ from a net revenue perspective.

## 3. Sales and Use Taxes

The City of Everett has initiated a local option sales tax of 0.75% on food and beverage sales, indicating estimated annual tax revenue of \$457,500. Everett is also enacting a 6% local hotel sales tax that could realize \$2.1 million annually from the proposed 550-key room hotel development at the casino resort (presented in Table II-12 along with the estimated state impacts and estimated total sales). Combined these new revenues total approximately \$2.6 million annually.

## C. Fiscal Impacts - Massachusetts

The proposed casino resort in Everett will have a net positive economic impact on the Commonwealth of Massachusetts. There will be several sources of direct funding to the state for application fees and licenses, as well as financial benefits derived from various sales and income taxes from the direct and indirect employment that will be generated. The key findings of the analysis are summarized next:

### 1. Fees and Revenues

- **Application Fee** – the new casino legislation specifies that each applicant for a casino license pay a \$400,000 non-refundable fee, to be used by the Gaming Commission to cover costs associated with process the application (this fee has already been paid by the Developer upon their submission of initial application for a state license).

- **Licensing Fee** – the legislation stipulates that the licensee pay the state \$85 million at opening of the facility. The annual license renewal fee has not been established, but is estimated at approximately \$1 million.
- **Gaming Tax** – the legislation specifies that 25% of gross gaming revenues from a casino resort (defined as the amount bet less amounts paid off in winnings) be paid to the state. The Developer has estimated that the first five years of operation will generate approximately \$828.2 million annually in gross gaming revenues, resulting in a tax payment to the Commonwealth of approximately \$207.1 million. This amount is estimated to increase at 2.5% annually. The legislation earmarks this tax revenue for several distinct categories as follows:
  - 6.5% to a Community Mitigation Fund (\$13.5 million) to be used by the host community and surrounding communities to mitigate impacts of the casino;
  - 4.5% to a Local Capital Project Fund (\$9.3 million), also potentially available to the host community;
  - 20.0% to the Gaming Local Aid Fund (\$41.4 million), a portion of which may be available to the host community;
  - 2.0% to the Massachusetts Cultural Council (\$4.1 million);
  - 1.0% to the Massachusetts Tourism Fund (\$2.1 million);
  - 10.0% to the Commonwealth Stabilization Fund (\$20.7 million);
  - 14.0% to the Education Fund (\$29 million);
  - 10.0% to the Debt Reduction Program (\$20.7 million);
  - 15.0% to a Transportation & Infrastructure Fund (\$31.1 million);
  - 5.0% to the Public Health Trust Fund (\$10.4 million);
  - 2.5% to the Race Horse Development Fund (\$5.2 million, with a minimum payment of \$1.7 million); and
  - 9.5% to the Gaming Economic Development Fund (\$19.7 million).
- **Slot Machine License Fee** – set at \$600 per machine and estimated to bring \$1.8 million annually to the Commonwealth.
- **Public Health Trust Fund** – a proportional fee (of a total \$5 million) relative to other casino resorts in the state, estimated to be \$1.6 million annually for the proposed casino resort in Everett, dedicated to addressing problems associated with compulsive gambling and/or other addictive services.

In all, these fees and licenses are expected to generate approximately \$207.1 million annually for the Commonwealth (plus the \$400,000 application fee and one-time gaming license of \$85 million in the first year). The estimating gaming tax and its components are highlighted in the following Table II-11.

**Table II-11 – Estimated Gaming Tax and Components**

| Estimated Gaming Revenue - 5 yr avg | Visits           | Revenue in mill\$ | Per Visit    |
|-------------------------------------|------------------|-------------------|--------------|
| Local Market                        | 5,883,601        | \$685.67          | \$117        |
| Overnight Guests                    | 265,593          | \$52.24           | \$197        |
| Tourism                             | 2,014,000        | \$86.68           | \$43         |
| Traffic Intercept                   | 78,130           | \$3.63            | \$46         |
| <b>Totals</b>                       | <b>8,241,324</b> | <b>\$828.22</b>   | <b>\$100</b> |

Source: TMG Consulting, Wynn Resorts &amp; RKG Associates, Inc.

| Gaming Tax to Massachusetts          | Revenue in mill\$ | Percent of Total |
|--------------------------------------|-------------------|------------------|
| MA Cultural Council                  | \$4.14            | 2.0%             |
| MA Tourism Fund                      | \$2.07            | 1.0%             |
| Community Mitigation Fund            | \$13.46           | 6.5%             |
| Local Capital Project Fund           | \$9.32            | 4.5%             |
| Gaming Local Aid Fund                | \$41.41           | 20.0%            |
| Commonwealth Stabilization Fund      | \$20.71           | 10.0%            |
| Education Fund                       | \$28.99           | 14.0%            |
| Debt Reduction Program               | \$20.71           | 10.0%            |
| Transportation & Infrastructure Fund | \$31.06           | 15.0%            |
| Public Health Trust Fund             | \$10.35           | 5.0%             |
| Race Horse Development Fund          | \$5.18            | 2.5%             |
| Gaming Economic Development Fund     | \$19.67           | 9.5%             |
| <b>TOTAL</b>                         | <b>\$207.06</b>   | <b>100.0%</b>    |

Source: RKG Associates, Inc.

## 2. Sales and Occupancy Taxes

The Commonwealth (as well as Everett) is projected to also receive income from sales tax and hotel occupancy tax, as presented in Table II-12. Retail sales are projected to total approximately \$26.1 million and applying the state's 6.25% sales tax results in \$1.6 million in annual sales tax revenue and applying the same tax rate to the estimated \$73 million in food and beverage revenue results in \$4.6 million in additional new tax revenues to Massachusetts. The state levies a 5.7% tax on hotel revenues and based on estimated room revenue of \$34.2 million, and additional \$1.9 million is realized annually by the state. In total, annual estimated state sales/occupancy tax revenues are \$8.1 million.



**Table II-12 – Estimated Sales and Occupancy Tax**

| Estimated Sales & Occupancy Taxes | Sales in mill\$ | Recipient              | Taxes                      |
|-----------------------------------|-----------------|------------------------|----------------------------|
| Retail Sales                      | \$26.10         | State 1/<br>Everett    | \$1,631,250<br>NA          |
| Food/Beverage                     | \$73.00         | State 1/<br>Everett 2/ | \$4,562,500<br>\$547,500   |
| Hotel                             | \$34.20         | State 3/<br>Everett 4/ | \$1,949,400<br>\$2,052,000 |
| <b>TOTAL</b>                      |                 | State<br>Everett       | \$8,143,150<br>\$2,599,500 |

Source: TMG Consulting and RKG Associates, Inc.

1/ State sales tax of 6.25%

2/ Local option sales tax of 0.75%

3/ State occupancy tax of 5.7%

4/ Pending local occupancy tax of 6.0%

### 3. Employment, Wages and Income Tax

The Developer has estimated that the casino resort will support approximately 3,287 full-time equivalent positions, ranging from management level jobs to servers, housekeepers and service personnel. Also, the ongoing maintenance and capital re-investment in the facility would result in 340 construction related jobs. These direct jobs will result in the support of an estimated 1,791 indirect jobs elsewhere in the Massachusetts economy. Approximately 44% of the direct positions are related to the casino, with the rest spread among the other property components and construction/maintenance. Table II-13 breaks out employment by location (or use) and provides an estimate of the anticipated earnings and tax receipts. State income taxes on the direct wages paid to the employees, based on an effective tax rate indexed to the average annual wage, is estimated at \$6.3 million per year, while income taxes from indirect jobs are estimated at \$6 million.

**Table II-13 – Employment, Wages and Income Tax**

| Sector or Use   | Direct Employment | Avg Annual Wage | Total Wages (\$mil) | Est Tax Receipts (\$mil) | Indirect Employment | Indirect Wages (\$mil) |
|-----------------|-------------------|-----------------|---------------------|--------------------------|---------------------|------------------------|
| Casino          | 1,581             | \$39,179        | \$61.95             | \$2.33                   | 389                 | \$57.49                |
| Hotel           | 278               | \$41,973        | \$11.69             | \$0.46                   | 198                 | \$10.84                |
| Food & Beverage | 736               | \$38,659        | \$28.45             | \$1.07                   | 312                 | \$26.63                |
| Retail          | 42                | \$38,035        | \$1.59              | \$0.06                   | 20                  | \$1.23                 |
| Entertainment   | 0                 | \$41,000        | \$0.00              | \$0.00                   | 0                   | \$0.00                 |
| Spa             | 31                | \$34,000        | \$1.05              | \$0.04                   | 22                  | \$0.81                 |
| General Admin   | 619               | \$50,987        | \$31.56             | \$1.30                   | 528                 | \$25.15                |
| <b>Subtotal</b> | <b>3,287</b>      | <b>\$41,459</b> | <b>\$136.28</b>     | <b>\$5.25</b>            | <b>1,470</b>        | <b>\$122.15</b>        |
| Const.          | 340               | \$72,072        | \$24.50             | \$1.05                   | 321                 | \$21.50                |
| <b>TOTAL</b>    | <b>3,627</b>      | <b>\$44,329</b> | <b>\$160.78</b>     | <b>\$6.29</b>            | <b>1,791</b>        | <b>\$143.64</b>        |

Source: TMG Consulting; Wynn Resorts &amp; RKG Associates, Inc.

In addition, the construction of the casino resort (totaling an estimated \$956.7 million) is anticipated to generate approximately 5,155 full-time equivalent jobs over the time period that the project is being built. This estimate assumes that approximately 40% of the total hard costs construction cost budget represents labor (typical) and average construction wages for Everett (from Massachusetts Executive Office of Labor and Workforce Development through first half of 2012). Applying an indirect employment multiplier to the construction impacts results in supporting another 4,867 indirect jobs located throughout the Commonwealth's economy. The \$382.7 million in direct construction wages result in state income taxes of nearly \$16.3 million, while state sales tax on construction materials and assumed as 100% taxable (Massachusetts as the point of sale or place of transfer) totals \$23.9 million, as presented in Table II-14. Additionally, discussions with the City of Everett Assessor revealed that as of June 30, 2014, the City of Everett will collect a local option sales tax (0.75%) on construction materials which have been included in this analysis and afforded an estimated \$2.8 million to the City.

**Table II-14 - Construction Employment & Impacts**

| <b>Construction Costs and Impacts</b>              |                      |
|--|----------------------|
| Labor  | \$382,680,000        |
| Materials (sales tax)                              | \$382,680,000        |
| Materials (personal property tax)                  | \$47,835,000         |
| All Other  | \$143,505,000        |
| <b>TOTAL</b>                                       | <b>\$956,700,000</b> |
| <br>   |                      |
| <b>Employment Impacts</b>                          |                      |
| Labor Costs  | \$382,680,000        |
| Average \$ - const. for Everett                    | \$74,230             |
| <b>Estimated Direct FTE's</b>                      | <b>5,155</b>         |
| Indirect Multiplier                                | 0.9441               |
| <b>Indirect FTE's for Wages</b>                    | <b>4,867</b>         |
| Indirect Multiplier                                | 0.8772               |
| <b>Indirect Wages</b>                              | <b>\$335,686,896</b> |
| <b>State Income Tax - direct</b>                   | <b>\$16,339,849</b>  |
| <i>estimated indirect</i>                          | \$14,119,083         |
| <br>   |                      |
| <b>State Sales Tax</b>                             | <b>\$23,917,500</b>  |
| Potential Local Option Sales Tax - City of Everett | \$2,870,100          |

Source: TMG Consulting; Wynn Resorts & RKG Associates, Inc.

## **D. City of Everett Interviews**

RKG met with a sampling of City of Everett officials and department heads in order to garner their input and concerns, if any, regarding the proposed casino resort and their department's capacity to provide adequate municipal services. The following summarizes these discussions.

### **1. Fire Department**

The Fire Chief indicated that his department had declined by a dozen personnel over the last three years, and that the department was down from 107 to 95 persons. The department responds to perhaps 5,000 calls annually with 3,000 as medical related. Call activity is expected to increase in the City following the opening of the casino resort and of particular concern is the insularity of the location. The road network is poorly configured and congestion/back-up is possible, slowing response times. Ideally the casino resort and that general area of the City would best be served by a fire sub-station with two bays (pump truck and ladder truck and living quarters for four to six persons per shift (4-shifts). Salaries (with benefits) for potential additional fire personnel were estimated to range from \$70,000 to \$80,000 per individual. Equipment costs could equate to \$850,000 for a pump truck and over \$1 million for a ladder truck.

### **2. Assessor**

The City of Everett Assessor noted that construction value does not necessarily equate to market value, and is aware of the unique contribution of over-improved properties or those with super-adequacies. Per the Assessor, the City of Everett could not offer the Developer any tax or TIF (tax increment financing) agreements as per Massachusetts General Law. The City's property values are re-certified every three years by the Massachusetts Department of Revenue. The Assessor indicated that the underlying land value of the proposed casino resort would likely change little from its current assessment, but offered several comparable properties in the City as a second value reference. The City Assessor noted the timing of assessments, commenting that January is the assessment date for the ensuing fiscal year<sup>13</sup>. In terms of ongoing construction, typically the "billed" property tax reflects what is built as of June 30<sup>th</sup>. In terms of personal property, if the "owner" is not a corporation then personal property is taxed at the local tax rate (*this analysis assumes that personal property is taxed at the local Everett rate*).

### **3. Building Inspector**

Discussions with the Director of Inspection Services indicated that in an ideal situation there would be a single point-person, or contact, from the Developer, who would interact with the department. Also, the department may request a full-time dedicated inspector for the proposed casino resort. In both instances this would streamline interaction between the Developer and the department. It was also offered that the site and plan review work be completed by an outside and independent planning professional. The department fee schedule was discussed and the Director indicated that a more refined estimate of electrical, plumbing and mechanical and HVAC could be offered as the level of detail of the proposed construction is presented.

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<sup>13</sup> By way of example, the assessment value of a property is established as of January 2013 and becomes the basis for property taxes for fiscal year 2014 (or July 2013 through June 2014) and billings are quarterly, August 1, November 1, February 1 and May 1.

#### **4. Police Department**

The Police Chief noted that the department has been stable at around 91 personnel for several years, despite rising call activity and workload. The number of police calls to a casino resort is expected to be high, reflecting a similar experience at neighboring retail and commercial venues. The Police Chief has contacted police departments in other locales (such as Detroit). Questions were raised regarding the casino resort's ability to share information, such as video camera feeds of the parking and other public areas should the need arise. Would there be a simple request process to accommodate this? The Police Chief indicated that a potential substation in the neighborhood with the casino resort could best serve the public safety for both residents and casino patrons alike. Additionally staffing of 14 to 18 officers (at around \$75,000 per) would be appropriate, as well as three to four civilian staff (\$35,000 per). The department allows up to three responses to false alarms in a calendar year, per commercial establishment, after that the billed cost is \$300 per response. The Police Chief also raised concerns regarding staffing for special events, such as concerts where traffic could be an issue. One more concern was raised regarding whether a 500-room high rise hotel complex would negatively impact communications.

#### **5. Economic Development**

The Director of Economic Development, similar to the Fire and Police Chiefs, questioned the impacts that the casino resort would have on an already highly compact, congested neighborhood with poor ingress/egress and traffic circulation. One hope was that the casino resort could stimulate discussion for an MBTA "T" stop in Everett (tied into the Newburyport line). The Director realized the potential and opportunity for spin-off development from the casino resort, despite that most adjoining parcels are small in size and in fractured ownership.

#### **E. Additional Supporting Tables**

The tables starting on the following page support the analyses described in the previous sections of the Appendix.

**Table II-15 – City of Everett: Expenditures by Fund and Category (FY 2011 – FY 2013)**

| Expenditures by<br>Department/Category | FY 2011              | FY 2012              | FY 2013              | Average              | Percent of Total |               |               | # Change              |                    | % Change      |             |
|--|----------------------|----------------------|----------------------|----------------------|------------------|---------------|---------------|-----------------------|--------------------|---------------|-------------|
|  |                      |                      |                      |                      | FY 2011          | FY 2012       | FY 2013       | 2011-12               | 2012-13            | 2011-12       | 2012-13     |
| General Government                     | \$4,828,515          | \$5,679,444          | \$7,277,145          | \$5,928,368          | 3.5%             | 4.3%          | 5.2%          | \$850,929             | \$1,597,701        | 17.6%         | 28.1%       |
| Police                                 | \$8,781,954          | \$8,882,383          | \$9,032,751          | \$8,899,029          | 6.3%             | 6.7%          | 6.4%          | \$100,429             | \$150,368          | 1.1%          | 1.7%        |
| Fire                                   | \$7,753,355          | \$7,504,909          | \$8,265,756          | \$7,841,340          | 5.6%             | 5.6%          | 5.9%          | (\$248,446)           | \$760,847          | -3.2%         | 10.1%       |
| Other Public Safety                    | \$1,629,053          | \$2,050,110          | \$3,031,889          | \$2,237,017          | 1.2%             | 1.5%          | 2.2%          | \$421,057             | \$981,779          | 25.8%         | 47.9%       |
| Education                              | \$54,604,260         | \$57,386,360         | \$61,034,102         | \$57,674,907         | 39.2%            | 43.2%         | 43.4%         | \$2,782,100           | \$3,647,742        | 5.1%          | 6.4%        |
| City Services                          | \$9,154,605          | \$8,669,608          | \$8,704,779          | \$8,842,997          | 6.6%             | 6.5%          | 6.2%          | (\$484,997)           | \$35,171           | -5.3%         | 0.4%        |
| Human Services                         | \$1,905,342          | \$1,576,860          | \$1,782,005          | \$1,754,736          | 1.4%             | 1.2%          | 1.3%          | (\$328,482)           | \$205,145          | -17.2%        | 13.0%       |
| Library & Recreation                   | \$952,229            | \$971,644            | \$1,148,115          | \$1,023,996          | 0.7%             | 0.7%          | 0.8%          | \$19,415              | \$176,471          | 2.0%          | 18.2%       |
| Debt Service                           | \$8,767,505          | \$8,111,579          | \$7,580,867          | \$8,153,317          | 6.3%             | 6.1%          | 5.4%          | (\$655,926)           | (\$530,712)        | -7.5%         | -6.5%       |
| Fixed Costs                            | \$41,010,774         | \$32,032,674         | \$32,711,153         | \$35,251,534         | 29.4%            | 24.1%         | 23.3%         | (\$8,978,100)         | \$678,479          | -21.9%        | 2.1%        |
| <b>Total Expenditure</b>               | <b>\$139,387,592</b> | <b>\$132,865,571</b> | <b>\$140,568,562</b> | <b>\$137,607,242</b> | <b>100.0%</b>    | <b>100.0%</b> | <b>100.0%</b> | <b>(\$6,522,021)</b>  | <b>\$7,702,991</b> | <b>-4.7%</b>  | <b>5.8%</b> |
| Less Chapter 70                        | (\$36,350,741)       | (\$44,046,699)       | (\$50,304,796)       | (\$43,567,412)       |                  |               |               |                       |                    |               |             |
| Less General Gov.                      | (\$6,397,351)        | (\$5,881,793)        | (\$6,332,499)        | (\$6,203,881)        |                  |               |               |                       |                    |               |             |
| <b>Total (Less State Aid)</b>          | <b>\$96,639,500</b>  | <b>\$82,937,079</b>  | <b>\$83,931,267</b>  | <b>\$87,835,949</b>  |                  |               |               | <b>(\$13,702,421)</b> | <b>\$994,188</b>   | <b>-14.2%</b> | <b>1.2%</b> |

Source: City of Everett & RKG Associates, Inc.

**Table II-16 – City of Everett: Chapter 70 Foundation Budget**  
**Massachusetts Department of Elementary and Secondary Education**  
**Office of School Finance**

**FY13 Chapter 70 Foundation Budget**

**93 EVERETT**

|                                     | ----- Base Foundation Components ----- |                                      |           |            |                    |             |           |               |                |            | -- Incremental Costs Above The Base ----- |                           |                            |           | TOTAL*        |       |
|-------------------------------------|--|--------------------------------------|-----------|------------|--------------------|-------------|-----------|---------------|----------------|------------|---|---------------------------|----------------------------|-----------|---------------|-------|
|                                     | (1)                                    | (2)                                  | (3)       | (4)        | (5)                | (6)         | (7)       | (8)           | (9)            | (10)       | (11)                                      | (12)                      | (13)                       | (14)      |               |       |
|                                     | Pre-School                             | ----- Kindergarten -----<br>Half-Day | Full-Day  | Elementary | Jr High/<br>Middle | High School | ELL<br>PK | ELL<br>K Half | ELL<br>KF - 12 | Vocational | Special Ed<br>In District                 | Special Ed<br>Out of Dist | --- Low Income ---<br>Elem | Other     |               |       |
| Foundation Enrollment               |  | 120                                  | 0         | 390        | 2,084              | 1,324       | 1,844     | 0             | 0              | 797        | 18  | 242                       | 64                         | 2,976     | 1,922         | 6,517 |
| 1 Administration                    | 21,834                                 | 0                                    | 141,919   | 758,354    | 481,795            | 671,020     | 0         | 0             | 290,023        | 6,550      | 607,785                                   | 160,737                   | 0                          | 0         | 3,140,018     |       |
| 2 Instructional Leadership          | 39,434                                 | 0                                    | 256,320   | 1,369,667  | 870,172            | 1,211,932   | 0         | 0             | 523,812        | 11,830     | 0   | 0                         | 0                          | 0         | 4,283,167     |       |
| 3 Classroom and Specialist Teachers | 180,818                                | 0                                    | 1,175,310 | 6,280,288  | 3,511,197          | 7,191,469   | 0         | 0             | 3,617,253      | 119,338    | 2,005,542                                 | 0                         | 8,068,794                  | 3,936,839 | 36,086,847    |       |
| 4 Other Teaching Services           | 46,374                                 | 0                                    | 301,442   | 1,610,782  | 736,649            | 854,154     | 0         | 0             | 492,571        | 8,338      | 1,872,543                                 | 2,456                     | 0                          | 0         | 5,925,309     |       |
| 5 Professional Development          | 7,152                                  | 0                                    | 46,505    | 248,549    | 171,170            | 231,150     | 0         | 0             | 128,660        | 3,730      | 96,745                                    | 0                         | 177,606                    | 114,704   | 1,225,971     |       |
| 6 Instructional Equipment & Tech    | 25,237                                 | 0                                    | 164,042   | 876,572    | 556,901            | 1,240,994   | 0         | 0             | 335,234        | 21,199     | 81,431                                    | 0                         | 0                          | 0         | 3,301,609     |       |
| 7 Guidance and Psychological        | 13,156                                 | 0                                    | 85,521    | 456,988    | 386,482            | 674,749     | 0         | 0             | 232,648        | 6,586      | 0   | 0                         | 0                          | 0         | 1,856,130     |       |
| 8 Pupil Services                    | 5,233                                  | 0                                    | 34,029    | 272,710    | 283,000            | 908,882     | 0         | 0             | 104,295        | 8,872      | 0   | 0                         | 0                          | 0         | 1,617,021     |       |
| 9 Operations and Maintenance        | 50,212                                 | 0                                    | 326,367   | 1,743,971  | 1,201,200          | 1,622,105   | 0         | 0             | 902,923        | 29,634     | 678,928                                   | 0                         | 1,246,172                  | 804,819   | 8,606,330     |       |
| 10 Employee Benefits/Fixed Charges  | 43,644                                 | 0                                    | 283,678   | 1,515,943  | 915,718            | 1,225,301   | 0         | 0             | 729,311        | 19,425     | 741,696                                   | 0                         | 789,830                    | 510,099   | 6,774,646     |       |
| 11 Special Ed Tuition               | 0                                      | 0                                    | 0         | 0          | 0                  | 0           | 0         | 0             | 0              | 0          | 0   | 1,471,660                 | 0                          | 0         | 1,471,660     |       |
| 12 Total                            | 433,092                                | 0                                    | 2,815,132 | 15,133,825 | 9,114,286          | 15,831,755  | 0         | 0             | 7,356,730      | 235,503    | 6,084,671                                 | 1,634,852                 | 10,282,402                 | 5,366,461 | 74,288,708    |       |
| 13 Wage Adjustment Factor           | 103.7%                                 |                                      |           |            |                    |             |           |               |                |            |   |                           |                            |           |               |       |
| <b>Foundation Budget Per Pupil</b>  |  |                                      |           |            |                    |             |           |               |                |            |   |                           |                            |           | <b>11,399</b> |       |

- Total foundation enrollment does not include columns 11 through 14, because those columns represent increments above the base. The pupils are already counted in columns 1 to 10.
- Total foundation enrollment assigns pupils in pre-kindergarten and half-time kindergarten an enrollment count of .5.
- Special education in-district headcount is an assumed percentage, representing 3.75 percent of K to 12 non-vocational enrollment and 4.75 percent of vocational enrollment.
- Special education out-of-district headcount is also an assumed percentage, representing 1 percent of non-vocational K-12 enrollment.
- Low income headcounts are the number of pupils in columns 1 through 10 who are eligible for free or reduced lunch.
- Each component of the foundation budget represents the enrollment on line 1 multiplied by the appropriate state-wide foundation allotment.
- The wage adjustment factor is applied to underlying rates in all functions except instructional equipment, benefits and special education tuition.
- The foundation budget shown on this page may differ from the final number used in the formula, due to rounding error.

Source: MA DOE

Table II-17 – City of Everett: Calculations for State Aid (Chapter 70) Allocation (FY 2013)

**Massachusetts Department of Elementary and Secondary Education**  
**Determination of City and Town Total Required Contribution FY13**

**93 EVERETT**Effort Goal

|  |               |
|--|---------------|
| 1) 2010 equalized valuation                              | 4,013,223,400 |
| 2) Property percentage                                   | 0.3221%       |
| 3) Local effort from property wealth                     | 12,927,918    |
| 4) 2009 income   | 674,196,000   |
| 5) Income percentage                                     | 1.6124%       |
| 6) Local effort from income                              | 10,870,667    |
| 7) Combined effort yield (row 3+ row 6)                  | 23,798,585    |
| 8) Foundation budget FY13                                | 74,288,708    |
| 9) Maximum local contribution (82.5% * row 8)            | 61,288,184    |
| 10) Target local contribution (lesser of row 7 or row 9) | 23,798,585    |
| 11) Target local share (row 10 as % of row 8)            | 32.04%        |
| 12) Target aid share (100% minus row 11)                 | 67.96%        |

FY13 Increments Toward Goal

|   |              |
|---|--------------|
| 13) Required local contribution FY12                                    | 25,064,630   |
| 14) Municipal revenue growth factor (DOR)                               | 1.90%        |
| 15) FY13 preliminary contribution (13 x 14)                             | 25,540,858   |
| 16) Preliminary contribution pct of foundation (15/8)                   | 34.38%       |
| <b><i>If preliminary contribution is above the target share:</i></b>    |              |
| 17) Excess local effort (15 - 10)                                       | 1,742,273    |
| 18) 15% reduction toward target (17 x 15%)                              | 261,341      |
| 19) FY13 required local contribution (15 - 18), capped at row 8         | 25,279,517   |
| 20) Contribution as percentage of foundation (19 / 8)                   | <b>34.03</b> |
| <b><i>If preliminary contribution is below the target share:</i></b>    |              |
| 21) Shortfall from target local share (11 - 16)                         |              |
| 22) Added increment toward target (13 x 1% or 2%)*                      |              |
| <i>*1% if shortfall is between 5% and 10%; 2% if shortfall &gt; 10%</i> |              |
| 23) Shortfall from target after adding increment (10 - 15 - 22)         |              |
| 24) FY13 required local contribution (15 + 22)                          |              |
| 25) Contribution as percentage of foundation (24 / 8)                   |              |

Source: MA DOE

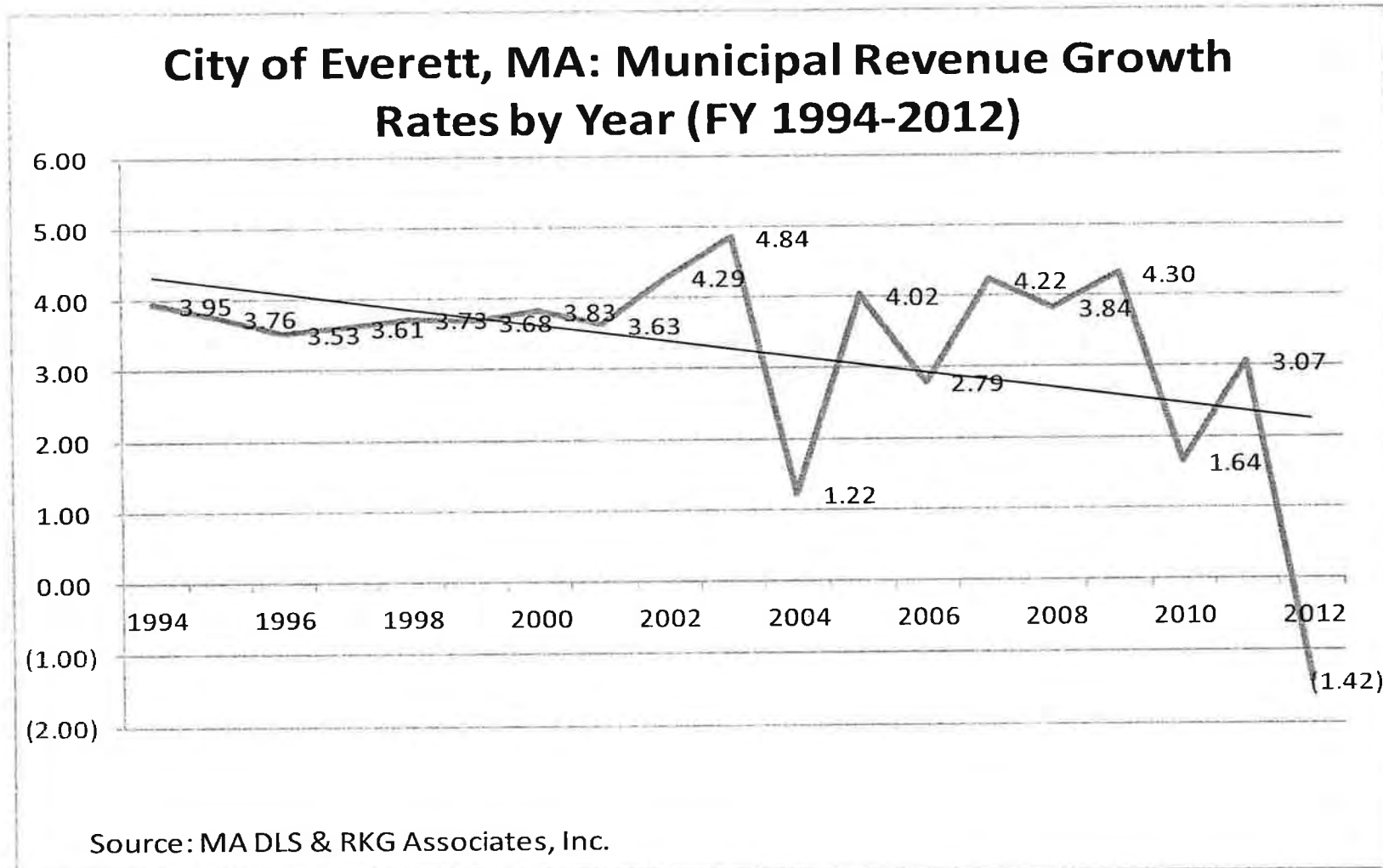


Figure II-1 – City of Everett: Trends in the Municipal Revenue Growth Rates



**Table II-18 – Potential Impact to Chapter 70 Funding from Hypothetical Analysis**

|   | FY-2013                 | Hypothetical Analysis |                 |                 |                 |                 |
|---|-------------------------|-----------------------|-----------------|-----------------|-----------------|-----------------|
|   |                         | FY-2014               | FY-2015         | FY-2016         | FY-2017         | FY-2018         |
| Equalized Value   | \$4,013,223,400         | \$4,215,777,806       | \$4,418,332,212 | \$4,620,886,618 | \$4,620,886,618 | \$4,620,886,618 |
|   | 0.3221%<br>\$12,927,918 | \$13,580,413          | \$14,232,908    | \$14,885,402    | \$14,885,402    | \$14,885,402    |
| Aggregated Income   | \$674,196,000           | \$674,196,000         | \$674,196,000   | \$674,196,000   | \$674,196,000   | \$674,196,000   |
|   | 1.6124%<br>\$10,870,667 | \$10,870,667          | \$10,870,667    | \$10,870,667    | \$10,870,667    | \$10,870,667    |
| Combined Effort Yield   | \$23,798,585            | \$24,451,080          | \$25,103,574    | \$25,756,069    | \$25,756,069    | \$25,756,069    |
| Foundation Budget   | \$74,568,924            | \$74,568,924          | \$74,568,924    | \$74,568,924    | \$74,568,924    | \$74,568,924    |
| MAX local contribution (82.5%)  | \$61,519,362            | \$61,519,362          | \$61,519,362    | \$61,519,362    | \$61,519,362    | \$61,519,362    |
| TARGET (lesser of Combined/or MAX)  | \$23,798,585            | \$24,451,080          | \$25,103,574    | \$25,756,069    | \$25,756,069    | \$25,756,069    |
| Target Local Share  | 31.91%                  | 32.79%                | 33.66%          | 34.54%          | 34.54%          | 34.54%          |
| Target Aid Share  | 68.09%                  | 67.21%                | 66.34%          | 65.46%          | 65.46%          | 65.46%          |
| Required Contribution (Prior Year)  | \$25,064,630            | \$25,279,517          | \$26,857,355    | \$28,664,720    | \$30,749,239    | \$31,307,106    |
| Municipal Revenue Growth Factor   | 1.90%                   | 5.00%                 | 5.00%           | 5.00%           | 5.00%           | 5.00%           |
| Preliminary contribution  | \$25,540,858            | \$26,543,493          | \$28,200,223    | \$30,097,956    | \$32,286,701    | \$32,872,461    |
| Preliminary as % of foundation  | 34.25%                  | 35.60%                | 37.82%          | 40.36%          | 43.3%           | 44.1%           |
| IF Prelim ABOVE Target share  |                         |                       |                 |                 |                 |                 |
| Excess Local Effort   | \$1,742,273             | \$2,092,413           | \$3,096,648     | \$4,341,887     | \$6,530,632     | \$7,116,392     |
| 15% reduction toward Target   | \$261,341               | \$313,862             | \$464,497       | \$651,283       | \$979,595       | \$1,067,459     |
| Required Local Contribution   | \$25,279,517            | \$26,857,355          | \$28,664,720    | \$30,749,239    | \$31,307,106    | \$31,805,002    |
| % of Foundation   | 33.90%                  | 36.0%                 | 38.44%          | 41.2%           | 42.0%           | 42.7%           |
| IF Prelim BELOW Target share  |                         |                       |                 |                 |                 |                 |
| Shortfall from Target Local Share   |                         |                       |                 |                 |                 |                 |
| Added Increment Toward Target (1% if<br>shortfall is 5% to 10%; 2% if > 10%)  |                         |                       |                 |                 |                 |                 |
| Shortfall from Target after adding Increment                                  |                         |                       |                 |                 |                 |                 |
| Required Local Contribution   |                         |                       |                 |                 |                 |                 |
| DIFFERENCE in Local Contribution from<br>Prior Year (Reduction in Chapter 70) |                         | \$1,577,838           | \$1,807,365     | \$2,084,519     | \$557,867       | \$497,896       |

Source: MA DOE & RKG Associates, Inc.

W

**IMPACT OF THE WYNN RESORT CASINO  
ON NEIGHBORING COMMUNITIES**

**AUGUST 29, 2013**

Prepared for:

Wynn MA, LLC  
3131 Las Vegas Boulevard South  
Las Vegas, Nevada 89109

Prepared by:

RKG Associates, Inc.  
Economic, Planning and Real Estate  
Consultants  
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## **Impact on Neighboring Communities**

This report presents RKG's fiscal and economic analysis of the potential impacts of the proposed Wynn Resort Casino on the communities adjacent to the City of Everett. There will be significant, positive indirect economic impacts on the neighboring communities from the one-time and ongoing employment and potential incremental local spending generated by the project.

The Massachusetts Environmental and Policy Act (MEPA) set forth a very specific and defined process for addressing all environmental impacts including traffic and transportation. Wynn MA LLC has retained a number of consultants to adhere with this process and address these impacts, including Fort Point Associates the lead environmental consultant and Vanasse & Associates to address traffic impacts. Wynn MA LLC has already provided an extensive preliminary study to MassDOT and its neighboring communities. After receiving additional comments and information, the Developer intends to file a more comprehensive analysis this fall and a final proposal in the Spring of 2014. This is consistent with the MEPA process.

Based on its fiscal and economic analysis, RKG highlights the following key benefits:

### **Employment**

- **Employment (one-time):** 10,000 jobs during the project's 2-3 year construction process, with 5,200 direct jobs and 4,800 indirect jobs
- **Employment (recurring):** 5,400 annual, recurring jobs (both direct and indirect) generated as a result of the project's ongoing operations
- **Wages (one-time):** \$380 million in one-time construction wages created during the project's 2-3 year construction process and an additional \$335 million in indirect wages
- **Wages (recurring):** Almost \$300 million in annual, recurring wages from direct and indirect employment created by the project

### **Direct Local Spend and Housing**

- **Direct Local Spending:** \$15-\$23 million in local-wage spending from direct employees; in addition, the ongoing non-gaming operations of the project likely will generate \$40 to \$50 million of annual purchases of goods, with the vast majority likely coming from local providers
- **Off-Site Consumer Spending:** Additional non-gaming spending likely will be captured by the numerous restaurants, stores and entertainment venues in downtown Boston, Everett, and neighboring communities
- **Impact on Housing:** Increases in direct and indirect incomes and expenditures will contribute positively to the overall economy of the Commonwealth and the housing sector

### **Municipal Services**

- **City Municipal Services:** The Developer has agreed to fund \$5 million per year as an impact fee to the City of Everett. In RKG's opinion, the actual additional costs

that the City will incur as a result of providing municipal services to the resort casino, will be approximately \$2.5 - \$3.5 million annually.

## **1. Employment & Wages**

The proposed resort casino will create significant positive impacts on employment and wages in the City of Everett and the neighboring communities of Malden, Medford, Somerville, Chelsea, Revere and Boston

The proposed resort casino is estimated to create approximately 3,200 - 4,000 jobs. For this analysis we have assumed 3,627 full-time equivalent employees when fully operational, along with 5,155 employees during the 2-3 year construction process. This level of employment and spending will indirectly support an incremental 6,658 new jobs within the state and regional economy (4,867 during construction and 1,791 long-term). The salaries and wages paid to these employees (direct and indirect) are estimated to total over \$718 million during the construction phase and over \$304 million annually once the project is operational. It is important to note that the majority of these wages will go to residents of the six adjacent cities and that a significant percentage of these wages will be spent in the community, creating an economic “multiplier” impact throughout the local economies.

In order to estimate employment and wage impacts, RKG collected and analyzed baseline statistics on employment conditions in the City of Everett and three comparative areas including:

- The neighboring cities of Malden, Medford, Somerville, Chelsea and Revere,
- the City of Boston, and
- the Boston Metro Region, which for this analysis includes Essex, Middlesex, Norfolk and Suffolk counties, combined.

RKG then utilized American Community Survey (2007-2011) data from the U.S. Census Bureau to quantify the size of the local labor force and the composition of that labor force. Key data used by RKG included: the number of employed persons in each city, the work locations of local workers, the home locations of those workers holding jobs in the local communities, and the variations in these statistics by major industry sector.

The following findings were identified from a review of the data, as described in more detail in the tables below and those that follow in the Appendix:

- Over 100,000 unemployed persons resided in the rest of the Boston Metro Region
- Everett and the neighboring cities (excluding Boston) were exporters of labor, namely more persons lived in these cities than the number of local jobs at businesses located there. In comparison, Boston was the reverse, as more persons had jobs at local businesses than the workforce that resided in Boston.

- Combined, Everett and the adjacent cities (excluding Boston) exported over 11,300 resident workers in the arts, entertainment, recreation and accommodations and food service industry, while Boston imported over 12,000 workers in this sector.

The analysis then estimates the ongoing employment at the resort casino, by place of residence of the workers. RKG assumed that 95% of the ongoing employment will be filled with local workers (5% filled from outside the local area), resulting in an estimated 3,463 workers to be hired locally, as indicated in Table 1 below.

Applying the average annual wage for these workers by sector / occupation, results in a total of nearly \$154 million in annual wages, which would generate annual state income tax receipts of slightly more than \$6 million, as indicated in Table 1 below.

**Table 1 – Estimated NET New Local and Ongoing Employment**

| Sector or Use | Total Direct Employment | Out-of-Region Employment | Net Local Direct Employment | Avg. Annual Wage | Total Wages (\$ mil.) | Estimated Tax Receipts (\$ mil.) |
|---------------|-------------------------|--------------------------|-----------------------------|------------------|-----------------------|----------------------------------|
| Operating     | 3,287                   | (164)                    | 3,123                       | \$41,459         | \$129.46              | \$4.99                           |
| Construction  | 340                     | 0                        | 340                         | 72,072           | 24.50                 | 1.05                             |
| <b>Total</b>  | <b>3,627</b>            | <b>(164)</b>             | <b>3,463</b>                | <b>\$44,464</b>  | <b>\$153.97</b>       | <b>\$6.03</b>                    |

Sources: TMG Consulting, Wynn Resorts, and RKG associates, Inc.

(1) Assumes that 5% of Total Direct Employment will be out of region.

Many of the estimated 3,463 net new local jobs likely will be allocated to Everett residents (due to the hiring preference indicated by Wynn MA LLC) as well as the neighboring communities. Based on RKG's analysis of commuting patterns, the City of Everett and neighboring community residents will likely make up the majority of the employment.

The analysis also estimated the wages associated with the net new employment, by location, as well as estimating local spending impacts and indirect statewide wages.

Based on numerous studies of consumer spending patterns, RKG estimates that between 10% and 15% of income is spent on food and other retail goods and services. This analysis assumes that most groceries and other food is purchased locally, as are many other retail goods such as drug store purchases, some hardware, gasoline and so on. Also, personal services such as barbers, nail salons and dry cleaning are purchased locally. RKG estimated that between \$15 and \$23 million in local wages likely will be spent in the local communities.

It is important to note that the \$15-\$23 million does not include the impact on local spending during the construction phase of the project. Many of the construction workers employed at the site will live in Everett and the six neighboring cities, and a portion of the wages paid to them, which in turn support additional job and wages in the economy, will be spent at the local level. During construction, local spending in Everett and the abutting communities will be significant. For example, if each of the estimated 5,155 construction workers spent an average of \$5 per day on lunch, gas and other

convenience-style items, total local spending would be on the order of more than \$6 million over the 2-3 year construction period. This will directly benefit many retail and service businesses in the adjacent cities.

Since construction workers tend to be somewhat more mobile than full-time workers, these impacts may be spread out over a larger geography than estimated for the operational employment above.

## **2. Direct Local Spending**

In addition to the local spending resulting from the direct employment, the proposed resort casino will purchase tens of millions of dollars of goods and services each year from a variety of sources – many of which will include local businesses – to support its non-gaming operations. The project, once fully operational, is anticipated to generate annual non-gaming revenues of \$150 million. Purchases of goods to support these operations likely will be in the \$40-50 million range annually. While the Developer's purchasing initiatives are not known in full detail at this time, the vast majority likely will be sourced from local providers including businesses located in Everett, Malden, Medford, Somerville, Chelsea, Revere and Boston. This local spending will support additional jobs and result in additional local taxes.

## **3. Potential Off-Site Consumer Spending**

The proposed Wynn Resort Casino will add a major destination component to the mix of current tourist and visitor venues in the greater Boston metropolitan area, including Everett and neighboring communities, such as Somerville. As a result, the overall customer appeal, or "gravity" of the market is increased and complimented by all, which should stimulate incremental visitation and tourism spend in the area.

To what extent the economic activity and consumer spending at the resort casino will stimulate spend in the neighboring communities is difficult to estimate, as a review of the literature uncovers state-level research that is generally inconclusive. However, it is generally conceded that the typical tourist/visitor to a resort casino "spends" across several sectors not just the gaming sector.

The following table presents information on the typical distribution of tourist/visitor spending, averaged among resort casino patrons in Las Vegas and the Mississippi Gulf Coast. Approximately 70% of the average visitor's budget to these two destinations is spent on non-gaming amenities.

**Table 2 – Typical Spending Distribution among Resort Casino Tourists/Visitors**

| Average Daily<br>Tourist / Visitor | Average of<br>Las Vegas, NV and Gulf Coast, MS |             |
|------------------------------------|--|-------------|
|                                    | \$   | % of total  |
| Gaming / gambling                  | \$123  | 30%         |
| Lodging                            | 98   | 24%         |
| Shopping                           | 46   | 11%         |
| Food and drink                     | 68   | 17%         |
| Transportation                     | 41   | 10%         |
| Entertainment                      | 28   | 7%          |
| <b>Total</b>                       | <b>\$403</b>                                   | <b>100%</b> |

From the information in the preceding Table 2, the typical resort/casino patron spent slightly under \$125/day on gaming and gambling, representing 30% of their daily expenditures. Another \$45/day was spent on shopping and nearly \$70/day on food and drink, with \$30/day on other entertainment. Some of this non-gaming/gambling spending will likely occur on-site at the resort casino; however, some likely will be captured by the numerous restaurants, stores, and entertainment venues in downtown Boston, Everett, and the neighboring communities.

The distribution of the non-gaming/gambling spending, by community, would be speculative at best, and more so for a specific destination. However, using Assembly Row/Square as an indicative example, given its proximity to the proposed resort casino, it is reasonable to assume that some spill over will occur at local retail establishments. The RKG analysis conservatively estimates that approximately 1.0%-3.0% could occur at Assembly Row/Square, indicating incremental sales potential of \$3.0+ million annually at this specific location from resort casino tourists/visitors.

#### **4. Impact on Housing**

Because it is believed that most of the employees at the Wynn Resort Casino will be drawn from Everett, the neighboring communities and the greater Boston metro area, there will be little measurable impact on housing markets. However, the increase in direct and indirect incomes and expenditures will contribute positively to the overall economy of the Commonwealth and the housing sector in general.

#### **5. City-Municipal Services**

The Developer has agreed to fund \$5 million per year as an impact fee to the City of Everett to mitigate any additional municipal services costs associated with the new resort casino. It should be noted that large scale projects largely impact the host city for municipal services. In RKG's opinion, the actual additional costs that the City will incur will be closer to \$2.5 - \$3.5 million. The resort casino will utilize its state of the art construction, in house security systems along with a large security team to offset some portion of the additional municipal services. The ability for the City of Everett to fund the costs with guaranteed payments from the Developer is rare and a significant benefit to this project and the neighboring communities.



## Appendix:

### Everett, Adjacent Community, and Boston Labor Demographics

**Table 3 – Everett & Comparative Areas: Labor Force Statistics (2010)**

|  | Everett | Surrounding<br>Cities [1] | Boston  | Metro<br>Area [2] |
|--|---------|---------------------------|---------|-------------------|
| Population 16 years<br>and over                                      | 33,087  | 232,141                   | 518,562 | 2,934,154         |
| Civilian labor force   | 23,747  | 164,523                   | 355,317 | 2,021,514         |
| Employed   | 21,289  | 150,435                   | 319,146 | 1,868,765         |
| Unemployed   | 2,458   | 14,088                    | 36,171  | 152,749           |
| % Unemployed   | 10.4%   | 8.6%                      | 10.2%   | 7.6%              |
| Not in labor force   | 9,326   | 67,413                    | 162,835 | 909,853           |
| % not in labor force   | 28.2%   | 29.0%                     | 31.4%   | 31.0%             |
| Armed Forces   | 14      | 205                       | 410     | 2,787             |
| [1] Includes Malden; Medford; Somerville; Chelsea & Revere           |         |                           |         |                   |
| [2] Essex; Middlesex; Norfolk & Suffolk Counties                     |         |                           |         |                   |
| Source: American Community Survey (2007-2011) & RKG Associates, Inc. |         |                           |         |                   |

**Table 4 – Everett: Worker in Residence and Places of Work (2010)**

| WORKERS IN RESIDENCES & GEO OF WHERE WORKS     |        |  |               |                   | JOBS IN PLACE & GEO FROM WHERE WORKERS RESIDES |        |   |               |              |
|--|--------|--|---------------|-------------------|--|--------|---|---------------|--------------|
| Workers in<br>Residence                        | #      | Workplace of Everett<br>Workers in Residence | #             | % of<br>Residence | Local Jobs in                                  | #      | Jobs in Everett Held<br>by Workers from | #             | % of Jobs    |
| <b>Everett</b>                                 | 21,195 | Everett                                      | 3,090         | 14.6%             | <b>Everett</b>                                 | 13,230 | Everett                                 | 3,090         | 23.4%        |
|  |        | Boston                                       | 5,849         | 27.6%             |  |        | Boston                                  | 1,308         | 9.9%         |
|  |        | Chelsea                                      | 611           | 2.9%              |  |        | Chelsea                                 | 539           | 4.1%         |
|  |        | Revere                                       | 434           | 2.0%              |  |        | Revere                                  | 818           | 6.2%         |
|  |        | Malden                                       | 1,442         | 6.8%              |  |        | Malden                                  | 946           | 7.2%         |
|  |        | Medford                                      | 896           | 4.2%              |  |        | Medford                                 | 513           | 3.9%         |
|  |        | Somerville                                   | 702           | 3.3%              |  |        | Somerville                              | 521           | 3.9%         |
|  |        | Everett Surr. Cities                         | 9,934         | 46.9%             |  |        | Everett Surr. Cities                    | 4,645         | 35.1%        |
|  |        | Essex County                                 | 1,216         | 5.7%              |  |        | Essex County                            | 1,934         | 14.6%        |
|  |        | Rest of Middlesex Co.                        | 5,406         | 25.5%             |  |        | Rest of Middlesex Co.                   | 2,182         | 16.5%        |
|  |        | Norfolk County                               | 739           | 3.5%              |  |        | Norfolk County                          | 407           | 3.1%         |
|  |        | Rest of Suffolk Co.                          | 323           | 1.5%              |  |        | Rest of Suffolk Co.                     | 125           | 0.9%         |
|  |        | Rest of Boston Metro                         | 7,684         | 36.3%             |  |        | Rest of Boston Metro                    | 4,648         | 35.1%        |
|  |        | <b>Total</b>                                 | <b>20,708</b> | <b>97.7%</b>      |  |        | <b>Total</b>                            | <b>12,383</b> | <b>93.6%</b> |
| Source: ACS (2006-2010) & RKG Associates, Inc. |        |  |               |                   |  |        |   |               |              |

**Table 5 – Everett & Comparative Geographies: Comparison of Workers in Residence & Jobs in Place Employment by Industry**

| Industry Sector  | Everett              |               |                | Surrounding Cities [1] |               |                 | City of Boston       |                |                |
|--|----------------------|---------------|----------------|------------------------|---------------|-----------------|----------------------|----------------|----------------|
|  | Workers in Residence | Jobs in Place | Diff-erence    | Workers in Residence   | Jobs in Place | Diff-erence     | Workers in Residence | Jobs in Place  | Diff-erence    |
| Construction   | 1,821                | 1,048         | (773)          | 8,373                  | 5,293         | (3,080)         | 10,240               | 24,668         | 14,428         |
| Manufacturing  | 1,859                | 734           | (1,125)        | 10,406                 | 5,749         | (4,657)         | 14,432               | 17,480         | 3,048          |
| Wholesale trade  | 438                  | 1,197         | 759            | 3,920                  | 3,368         | (552)           | 5,103                | 7,436          | 2,333          |
| Retail trade   | 1,836                | 1,943         | 107            | 14,719                 | 9,174         | (5,545)         | 27,170               | 32,057         | 4,887          |
| Transportation and warehousing, and utilities  | 1,206                | 756           | (450)          | 5,637                  | 5,164         | (473)           | 9,983                | 23,036         | 13,053         |
| Information  | 220                  | 24            | (196)          | 3,776                  | 2,021         | (1,755)         | 8,902                | 15,912         | 7,010          |
| Finance and insurance, and real estate and rental and leasing                              | 1,606                | 1,868         | 262            | 10,570                 | 5,162         | (5,408)         | 31,035               | 79,907         | 48,872         |
| Professional, scientific, and management, and administrative and waste management services | 2,634                | 727           | (1,907)        | 23,493                 | 7,707         | (15,786)        | 48,334               | 88,602         | 40,268         |
| Educational services, and health care and social assistance                                | 4,174                | 2,554         | (1,620)        | 38,853                 | 26,033        | (12,820)        | 98,317               | 161,811        | 63,494         |
| Arts, entertainment, and recreation, and accommodation and food services                   | 2,678                | 1,279         | (1,399)        | 15,701                 | 5,861         | (9,840)         | 35,845               | 47,884         | 12,039         |
| Other services, except public administration   | 1,927                | 959           | (968)          | 8,835                  | 5,868         | (2,967)         | 14,871               | 21,311         | 6,440          |
| Public administration  | 881                  | 313           | (568)          | 5,761                  | 5,109         | (652)           | 14,484               | 33,758         | 19,274         |
| <b>Total</b>   | <b>21,280</b>        | <b>13,402</b> | <b>(7,878)</b> | <b>150,044</b>         | <b>86,509</b> | <b>(63,535)</b> | <b>318,716</b>       | <b>553,862</b> | <b>235,146</b> |
| [1] Includes Malden; Medford; Somerville; Chelsea & Revere                                 |                      |               |                |                        |               |                 |                      |                |                |
| Source: American Community Survey (2007-2011) & RKG Associates, Inc.                       |                      |               |                |                        |               |                 |                      |                |                |

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## MEMORANDUM

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To: Mr. Lionel J. Lucien, P.E.  
Manager, Public/Private Development Unit  
MassDOT Highway Division

From: Keri Pyke, HSH Associates  
Elizabeth Peart, HSH Associates  
Jeffrey Dirk, Vanasse & Associates, Inc.

Subject: Trip Generation Calculations  
Wynn Everett Resort - Broadway (Route 99)  
Everett, Massachusetts

Date: October 30, 2013

HSH Project No.: 2012206

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## Overview

Howard/Stein-Hudson Associates (HSH) and Vanasse & Associates, Inc. (VAI) and have prepared updated trip generation for the Wynn Everett resort (Project) to be located off Broadway (Route 99) in Everett, Massachusetts.

Since submission of the two earlier memos on trip generation<sup>1</sup>, the trip generation process has been broadened beyond vehicle trips to now include overall person trip estimates and trips for other travel modes, including public transportation, water transportation, walk/bicycle, tour buses, and employee shuttles from remote parking facilities.

This memo is organized into the following sections:

- Project Description
  - Trip Generation Methodology
    - ▶ Trip Generation Rates
      - Non-Gaming Land Uses
      - Gaming Land Uses
    - ▶ Trip Generation Characteristics
      - Time Periods (including traffic flow profile)
      - Internal Capture Rates
      - Pass-By Trip Rates
    - ▶ Travel Mode Shares
      - Automobile
      - Public Transportation
      - Tour Buses
      - Walk/Bicycle
      - Neighborhood Employee Shuttle
  - Summary
- 

<sup>1</sup> Jeffrey S. Dirk, VAI, to Lionel Lucien, MassDOT, July 25, 2013 and revised August 2, 2013, "Trip Generation Calculations, Wynn Everett Resort – Broadway (Route 99), Everett, Massachusetts"

## Project Description

Wynn Everett will be a casino and resort project located on about 32 acres of undeveloped land between the Mystic River, Broadway (Route 99), and the MBTA Commuter Rail tracks.

The Project will include the following major elements:

- Hotel - 500 rooms,
- Retail shops and restaurants - 108,095 sf (exclusive of gaming-related retail and restaurant space);
- Night clubs/lounges – 17,096 sf,
- Casino area – 3,972 gaming positions (3,072 slot machines and 900 seats at 150 gaming tables) and ancillary retail shops/restaurants within 170,000 sf.

An on-site parking garage with about 2,900 spaces will serve hotel guests, casino patrons, and visitors to the retail shops, restaurants, and night clubs. Most employees will be required to park off-site and ride a shuttle bus to the Project site. The Proponent plans to lease spaces in approximately three off-site parking facilities, potentially located in Malden, Medford, and Everett. Primary vehicular access will be provided at a new signalized intersection on Broadway (Route 99).

The Project will also have a water taxi/shuttle dock serving as a new stop for water transportation routes. The initial plan is to provide service with stops in Downtown and South Boston, with expansion as demand increases. Additionally, the Project will incorporate new outdoor amenities including an extension of the Mystic River Walk and parklands, and pedestrian and bicycle connections between the Department of Conservation and Recreation (DCR) Mystic River Reservation and Lower Broadway.

## Trip Generation Methodology

### Time Periods

At gaming casinos, trip activity varies by month, day of week, and time of day. Based on available gaming data<sup>2</sup>, visitation is typically highest on Fridays and Saturdays. After a review of recent traffic volume data on Broadway (Route 99) near the site and hourly trip activity patterns at similar gaming facilities (discussed in more detail in the Gaming Land Uses section), it is estimated that the Project's peak periods of travel activity will occur on a Friday and Saturday after 7:00 p.m. and will not overlap with the typical commuter peak hours. However, the highest combination of Project and roadway traffic is expected to occur on Fridays between 4:00 – 6:00 p.m. and Saturdays between 3:00 – 5:00 p.m. See the Traffic Flow Profile section at the end of this memo.

For this study, trip generation data has been summarized for daily conditions on a typical Friday and Saturday and for one peak hour during the periods listed above.

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<sup>2</sup> The review included data from the Casino de Montreal, data from the Casino St. Charles, and "Gaming Casino Traffic", Paul C. Box and William Bunte, Institute of Transportation Engineers, March 1998.

## Trip Generation Rates

The trip generation for the Project is based on statistics published by ITE and empirical trip rates obtained from similar gaming facilities.

### *Non-gaming Land Uses*

Vehicle trip generation estimates for the Project's non-gaming components use rates derived from ITE's Trip Generation<sup>3</sup> Manual. These ITE vehicle trip generation rates are used to estimate the number of "unadjusted" vehicle trips associated with the Project. Unadjusted trips reflect the expected number of trips if all trips are made by private automobile. In an urban setting like the Project site in Everett, however, these "unadjusted" vehicle trips need to be "adjusted" to account for other travel options such as public transportation, water transportation, walk/bicycle, tour buses, and employee shuttles from remote parking facilities. An interim step of applying internal capture rates and pass-by rates further refine the trip generation estimates to reflect the particular characteristics of the development program and building site. Travel mode shares and rates for internal capture and pass-by trips are discussed in later sections.

The following ITE land use codes (LUCs) were used to estimate the unadjusted vehicle trips for the Project:

- LUC 310 – Hotel - This land use code is defined as a place of lodging that provides sleeping accommodations and supporting facilities such as restaurants, cocktail lounges, meeting and banquet rooms, limited recreational facilities. Note that LUC 330 for Resort Hotel was also reviewed for this analysis. Because LUC 310 yields a higher number of trips per room, it was chosen to be most conservative (highest impact). Calculation of the number of vehicle trips uses ITE's average rate per room for Friday p.m. peak hour trips and fitted curve rate for other periods.
- LUC 820 – Shopping Center - A shopping center is an integrated group of commercial establishments that is planned, developed, owned, and managed as a unit. A shopping center's composition is related to its market area in terms of size, location, and type of store. Calculations of the number of trips use ITE's fitted curve rate average rate per 1,000 sf.
- LUC 925 – Drinking Place – A drinking place contains a bar, where alcoholic beverages and food are sold, and possibly some type of entertainment, such as music, television screens, video games, or pool tables. Calculation of the number of vehicle trips uses ITE's average rate per 1,000 sf for all time period periods.

Because patrons and employees will have different travel characteristics, particularly for the gaming component, the patron and employee trips are treated separately in the remaining steps of the trip generation process. Patrons will travel longer distances than employees and are more likely to drive. Most employees will live within a reasonable commuting distance and will use more public transportation services. By disaggregating total trips into patron/visitor trips and employee trips<sup>4</sup>, the appropriate mode share adjustments can be made to each group.

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<sup>3</sup> *Trip Generation, 9th Edition*; Institute of Transportation Engineers; Washington, DC; 2012

<sup>4</sup> Disaggregation proportions were based on non-work and work person trip rates from Boston Transportation Department, *Transportation Access Plan Guidelines*, 1989, for hotel, retail, and night club/lounge land uses. Note that only the proportion of non-work vs. work was adopted and not the trip rates.



**Memorandum**  
**Trip Generation Calculations - Wynn Everett Resort**  
**October 30, 2013**  
**HSH Project No. 2012206**

The unadjusted vehicle trips were converted to person trips based on average vehicle occupancy (AVO) rates. From the most recent survey<sup>5</sup> of national vehicle occupancy rates, an AVO of 2.2 persons/auto was adopted for non-gaming patrons (social/recreational category), and an AVO of 1.13 persons/auto was adopted for employees (work category).

### ***Gaming Land Uses***

The trip characteristics of the gaming component of the Project (inclusive of gaming-related retail and restaurant space to be located within the casino) were developed using empirical trip rates obtained from similar gaming facilities located in urban markets. Initial screening data (including traffic volume and demographic (population) information) was obtained for the following facilities:

- Casino de Montreal – Montreal, Quebec, Canada \*
- Casino St. Charles - St. Louis, Missouri
- Hollywood Casino - Columbia, Ohio
- Resort World Casino at Aqueduct – Queens, New York \*
- Rivers Casino – Pittsburgh, Pennsylvania
- Sugarhouse Casino – Philadelphia, Pennsylvania \*

After review of data from all facilities, the three casinos identified above with an asterisk (\*) were found to be most similar to the Project with respect to 1) market area and demographic base, 2) the number of gaming positions and resort amenities, and 3) proximity to available public transportation services.

Traffic volume data was collected at these selected facilities on a Friday and Saturday in June 2012 and April, May, June, or July 2013, along with resort information (i.e., number of gaming positions/tables and resort amenities provided) for each respective site.

It should be noted that each of the sites that were surveyed included gaming-related retail and restaurant space located within the casino, and each had an off-site or separate hotel. As proposed, the Project will include 3,072 slot machines and 150 gaming tables, each of which will provide an average of six gaming positions, resulting in a total of 3,972 gaming positions (3,072 slot machines with one gaming position each + 150 gaming tables x 6 gaming positions each = 3,972 gaming positions).

Daily and peak hour vehicle trips rates were developed based on trip rates derived from traffic counts conducted at the Casino de Montreal over a continuous 24-hour period on both a Friday and Saturday in July 2013. To estimate the traffic characteristics of the Project's gaming component, the empirical trip rates were applied to 3,972 gaming positions.

From this data, the peak-hour and associated traffic volume on a Friday and Saturday were identified for each facility and normalized to a number of unadjusted vehicle trips (patron and employees) per gaming position. The detailed traffic count data and calculated trips rates for each of the selected sites are shown in Table 1.

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<sup>5</sup> "Summary of Travel Trends: Summary of 2009 National Household Travel Survey", Federal Highway Administration, June 2011.

Memorandum  
 Trip Generation Calculations - Wynn Everett Resort  
 October 30, 2013  
 HSH Project No. 2012206

**Table 1. Comparison of Selected Gaming Facilities**

| Location                                      | Gaming Positions <sup>a</sup> |       | Vehicle Trip Characteristics |       |                    |                    |                    | Gaming Area (sf)     | Public Transit Services     | On Site Hotel?   |
|---|-------------------------------|-------|------------------------------|-------|--------------------|--------------------|--------------------|----------------------|-----------------------------|------------------|
|   |                               |       | Friday Peak Hour             |       |                    | Saturday Peak Hour |                    |                      |                             |                  |
|   |                               |       | Direction                    | Trips | Trips per position | Trips              | Trips per position |                      |                             |                  |
| Sugarhouse Casino Philadelphia, PA            | Slots                         | 1,602 | In                           | 422   | 0.22               | 480                | 0.25               | 45,000 <sup>c</sup>  | Subway                      | No               |
|   | Tables <sup>b</sup>           | 354   | Out                          | 415   | 0.21               | 592                | 0.30               |                      |                             |                  |
|   | Total                         | 1,956 | Total                        | 837   | 0.43               | 1,072              | 0.55               |                      |                             |                  |
| Casino de Montreal Montreal, QC, Canada       | Slots                         | 3,000 | In                           | 511   | 0.14               | 514                | 0.14               | 526,830 <sup>d</sup> | Subway/<br>Bus              | No               |
|   | Tables                        | 714   | Out                          | 513   | 0.14               | 680                | 0.18               |                      |                             |                  |
|   | Total                         | 3,714 | Total                        | 1,024 | 0.28               | 1,194              | 0.32               |                      |                             |                  |
| Resorts World Casino at Aqueduct New York, NY | Slots                         | 4,525 | In                           | 659   | 0.13               | 825                | 0.17               | 763,000 <sup>d</sup> | Subway/<br>Bus <sup>e</sup> | No               |
|   | Tables <sup>b</sup>           | 475   | Out                          | 835   | 0.17               | 817                | 0.16               |                      |                             |                  |
|   | Total                         | 5,000 | Total                        | 1,494 | 0.30               | 1,642              | 0.33               |                      |                             |                  |
| Wynn Everett Everett, MA                      | Slots                         | 3,072 | In                           | 559   | 0.14               | 616                | 0.16               | 197,322 <sup>d</sup> | Bus <sup>f</sup>            | Yes <sup>g</sup> |
|   | Tables                        | 900   | Out                          | 597   | 0.15               | 597                | 0.17               |                      |                             |                  |
|   | Total                         | 3,972 | Total                        | 1,156 | 0.29               | 1,268              | 0.33               |                      |                             |                  |

<sup>a</sup>Assumes six gaming positions per gaming table.

<sup>b</sup>Electronic gaming tables (i.e., one gaming position per table).

<sup>c</sup>Gaming hall only

<sup>d</sup>Includes gaming hall, casino-related entertainment and retail uses.

<sup>e</sup>Includes three subway lines and four bus routes.

<sup>f</sup>Includes eight bus routes.

<sup>g</sup>Hotel trips to be calculated separately.

**Memorandum**  
**Trip Generation Calculations - Wynn Everett Resort**  
**October 30, 2013**  
**HSH Project No. 2012206**

The Sugarhouse Casino rates were eliminated from the comparison because 1) the resulting trip rates at the Sugarhouse Casino are significantly higher than those shown for Casino de Montreal or Resort World Casino at Aqueduct and 2) the number of gaming positions and gaming area at Sugarhouse Casino are significantly smaller than others surveyed. The average of vehicle trip rates from the Casino de Montreal and Aqueduct were adopted for the Wynn Everett site and converted into associated person trip rates by using mode share observations at Casino de Montreal.<sup>6</sup>

The gaming trips have been disaggregated into patrons and employees by data observations at Mohegan Sun in Uncasville, CT.<sup>7</sup> Only the proportion of patron trips to employee trips was adopted, not the trip rates. Based on this data, about 8% of daily Project gaming trips will be made by employees. During the Friday and Saturday peak hours, employee trips will represent about 4% and 7% of all gaming trips, respectively.

By disaggregating trips into patron and employee components, the appropriate mode share adjustments can be made to each group.

Similar to the non-gaming land uses, the number of unadjusted vehicle trips for gaming trips was converted to person trips based on average vehicle occupancy (AVO) rates. Based on the most recent survey of national vehicle occupancy rates, an AVO of 2.0<sup>8</sup> persons/auto was adopted for gaming patrons and an AVO of 1.13 persons/auto was adopted for gaming employees.

### **Internal Capture Rates**

The standard trip generation procedure includes estimation of trips for each individual land use. When large projects have a mix of uses at one site, however, the interaction between land uses is estimated by "internal trips". An example of an internal trip is a hotel guest who also visits the on-site gaming, retail shops, restaurants, or nightclubs.

For this Project, the highest internal trip activity will occur between the hotel and the gaming components. The hotel is an integral element of the resort, and it will generally not compete with the numerous other hotels located in and near downtown Boston, which serve other business and tourist markets. It is anticipated that many hotel guests at the Project will stay on-site once they arrive, but some are expected to travel to other Boston-area destinations. This aspect of trip making activity is incorporated into the trip generation process by adopting a 75% internal trip capture rate for hotel guests.

For the retail, restaurant, and nightclub components, a 20% internal trip capture rate was adopted for patrons, reflecting the fact these uses will attract many customers who will not visit the gaming component.

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<sup>6</sup> After incorporating the specific trip generation characteristics and travel mode shares for the Everett site as presented in later sections of this memo, the resulting revised vehicle trip rates for the Project's gaming facility are generally unchanged from those shown in Table 1, with 0.29 vehicle trips/position during the Friday peak hour and 0.32 vehicle trips/position during the Saturday peak hour. The slight difference for the Saturday peak is due to the specific travel mode share assumptions for the Everett site.

<sup>7</sup> *Draft Environmental Impact Statement - Proposed Mashpee Wampanoag Initial Reservation and Resort Casino*, October 17, 2008, p. 7-70.

<sup>8</sup> Scott Thornton, VAI, to John Thomas, Beals and Thomas, October 4, 2012, "DEIR Traffic Component – Mohegan Sun at Palmer, Palmer Massachusetts". p 17.

**Memorandum**  
**Trip Generation Calculations - Wynn Everett Resort**  
**October 30, 2013**  
**HSH Project No. 2012206**

An internal capture rate was not applied to 1) gaming component trips, because casino patrons are the primary trip generator of the Project or 2) any Project employee trips, because workers travel to only one job and not multiple on-site destinations.

### **Pass-by Rates**

Pass-by trips have been accounted for in the trip generation process. A pass-by factor accounts for people that are already travelling on Broadway (Route 99) who will stop at the Project and then continue onto another destination. For this Project, only a portion of patron trips generated by the retail and restaurant components are designated as pass-by trips.

Based on ITE research, about 34% of traffic generated at retail centers with restaurants can be classified as pass-by trips. To ensure a conservative (higher impact) assessment, and given that the Project's commercial establishments will not directly abut Broadway (Route 99), a lower pass-by trip rate of 10% was adopted for the retail, restaurant, and nightclub components.

Pass-by rates were not applied to the gaming component patron trips or any Project employee trips.

### **Travel Mode Shares**

For this study, trip generation data has been summarized for daily conditions on a typical Friday and Saturday and for one peak hour on Friday afternoon between 4:00 – 6:00 p.m. and on Saturday afternoon between 3:00 – 4:00 p.m..

#### ***Autos and Taxis***

Patrons and employees not assigned to one of the travel modes discussed below will drive. Patrons will park on site and most employees will drive to off-site parking facilities and travel via employee shuttle bus to the Project. Limited employee parking will be provided on-site.

A portion of patrons will arrive via taxi. Based on vehicle type observations at the Aqueduct casino in July 2013, taxis comprise 14% of the auto/taxi volume totals. For this study, it has been assumed that 10% of auto/taxi group is taxis and 90% is autos.

After accounting for other travel modes, 69% of patrons will drive and 8% will arrive via taxi. A lower proportion of employees, 44%, will drive to the off-site parking facilities.

#### ***Public Transportation***

##### **Buses and Subway**

The Project site offers opportunities to take advantage of nearby MBTA public transportation services, including bus routes along Broadway (Route 99) and the Orange Line at Wellington, Sullivan Square, and Malden Center stations. Convenient connections to the Orange Line from all other MBTA subway lines can be made at various downtown stations, including Downtown Crossing (Red Line and Silver Line), Haymarket (Green Line), North Station (Green Line), and State (Blue Line).

Patrons – While a small number of local patrons may travel via existing MBTA bus routes to the Project site, for trip generation purposes it has been assumed that 0% of patrons will use buses. Some patrons from the larger Boston metropolitan area, however, will travel to the Project via the

Memorandum  
Trip Generation Calculations - Wynn Everett Resort  
October 30, 2013  
HSH Project No. 2012206

MBTA's extensive subway and commuter rail network. According to the Metropolitan Area Planning Commission (MAPC)<sup>9</sup>, 7.3% of all person trips in the Boston area are made via public transportation. The Proponent will provide shuttle service (for patrons and employees) between the Project site and nearby Orange Line stations, potentially including Sullivan Square, Wellington, and Malden Center. The final shuttle routes will be determined through on-going discussions with MBTA. Service may be expanded to include Logan International Airport, North Station, South Station and other major transportation hubs and will be coordinated with the MBTA. Given the Project's proximity to the Orange Line, and the plan for frequent casino shuttle service from Sullivan Square and Wellington stations, it is estimated that 10% of patron trips will use the Orange Line.

Employees – A much higher proportion of employees than patrons will use transit because most employees will be local residents and very limited employee parking will be available on-site. After review of the Central Transportation Planning Staff (CTPS) journey to work data<sup>10</sup> for Everett (host community with preferential employment), adjacent communities, and the wider Boston region, it is estimated the 30% of employees will use public transportation. This total has been further disaggregated into 20% to the Orange Line and 10% to local MBTA bus routes. Employees will travel between the nearby Orange Line stations and the site via the shuttle described previously, under "Patrons." The Proponent will enhance MBTA bus stops on Broadway (Route 99) near the site entrance, which serve MBTA routes 104, 105, and 109. Employees who live in local neighborhoods can also ride the employee shuttle bus operating between off-site parking facilities and the Project site. The shuttle system and operating characteristics are still conceptual, but the study team anticipates that 20% of employees will use the shuttle, and 15-minute headways (four buses/hour) would provide an appropriate level of service.

#### Commuter Rail

The patrons and employees who will make the necessary transfers from existing commuter rail hubs at North Station or South Station to the Orange Line have been included in the estimate of public transportation trips. While the Proponent will assist the City of Everett in facilitating the location of a potential future flag-stop for a new commuter rail station on the Newburyport/Rockport line, which runs along the western edge of the Project site, for trip generation purposes no trips have been assigned to this potential future service.

#### Water Transportation

The Proponent will institute frequent, passenger water transport service between the Project site and key Boston Harbor landing sites. The initial plan is to provide service with stops in Downtown and South Boston, with expansion as demand increases. While a feasibility study of water transportation has been conducted for this Project, including proposed boat capacities and service frequency, a full market study of ridership is not yet complete. It has been assumed that boats will operate with an average of 20% occupancy and that 3% of patrons and employees will use water transportation to the site.

#### Tour Bus

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<sup>9</sup> *Boston Metropolitan Long Range Plan*, Metropolitan Area Planning Council, September 2011.

<sup>10</sup> Central Transportation Planning Staff (CTPS), 2010 Demographic Profile of Massachusetts Towns [www.ctps.org/datacatalog\\_share/content/boston-region-mpo-2010-census-demographic-profile](http://www.ctps.org/datacatalog_share/content/boston-region-mpo-2010-census-demographic-profile) (accessed September 4, 2013)

Memorandum  
 Trip Generation Calculations - Wynn Everett Resort  
 October 30, 2013  
 HSH Project No. 2012206

From the July 2013 vehicle counts at Casino de Montreal, about 138 tour buses arrived at the casino per day on both Friday and Saturday. Observations at Mohegan Sun in Uncasville, CT, indicate that 80 to 120 tour buses arrive per day, serving about 12% of patrons, a rate also adopted for the Mohegan Sun at Palmer<sup>11</sup>.

After reviewing these observations, it has been assumed that 10% of Project patrons will arrive via tour bus. Assuming 20 passengers per bus (although capacity will be higher), 83 tour buses are estimated to arrive on Friday and 97 on Saturday. No employees will use tour buses.

**Walk/Bicycle**

No patrons are assumed to walk/bicycle to the Project. Recent journey to work data for Everett residents indicates that 4.5% currently walk/bicycle to work. While a concentration of employees will be from Everett and able to walk/bicycle to the Project site, many employees will live further from the site and not be able to easily walk or bicycle to work. To reflect these characteristics, a walk/bicycle mode share of 3% was applied to Project employee trips.

**Summary**

Table 2 shows a summary of travel mode shares for patrons and employees.

**Table 2. Travel Mode Shares**

| Travel Mode                                 | Patrons | Employees         |
|---|---------|-------------------|
| <b>Automobiles</b>                          |         |                   |
| Park on site                                | 69%     | 0%                |
| Taxi  | 8%      | 0%                |
| Park remotely (connect to employee shuttle) | 0%      | 44% <sup>1)</sup> |
| Total                                       | 77%     | 44%               |
| <b>Public Transportation</b>                |         |                   |
| Orange Line (connect to transit shuttle)    | 10%     | 20%               |
| Local Bus                                   | 0%      | 10%               |
| Water Transportation                        | 3%      | 3%                |
| Total                                       | 13%     | 33%               |
| <b>Employee Shuttle Bus <sup>1)</sup></b>   | 0%      | 20% <sup>1)</sup> |
| <b>Tour Bus</b>                             | 10%     | 0%                |
| <b>Walk/Bicycle</b>                         | 0%      | 3%                |
| <b>Total</b>                                | 100%    | 100%              |

1) The employee shuttle bus will operate between off-site employee parking facilities and the Project, with local neighborhood stops along the route. In total, 44% of employees are forecasted to park remotely and ride the shuttle and 20% of employees are expected to board/alight at neighborhood stops.

<sup>11</sup> Scott Thornton, VAI, to John Thomas, Beals and Thomas, October 4, 2012, "DEIR Traffic Component – Mohegan Sun at Palmer, Palmer Massachusetts". p 18.



Memorandum  
 Trip Generation Calculations - Wynn Everett Resort  
 October 30, 2013  
 HSH Project No. 2012206

Using the person trip estimates for each time period and the travel mode shares from Table 2, an estimate of trips per mode are summarized in Table 3 and Table 4, for daily and peak hour conditions, respectively.

**Table 3. Daily Trips**

|                 | Autos/<br>Taxis | Transit<br>Shuttles | Tour Buses        | Employee<br>Shuttles | Total<br>Vehicles | Transit      | Walk/<br>Bicycle |
|-----------------|-----------------|---------------------|-------------------|----------------------|-------------------|--------------|------------------|
|                 | Vehicle trips   | Vehicle trips       | Vehicle trips     | Vehicle trips        | Vehicle trips     | Person trips | Person trips     |
| <b>Friday</b>   |                 |                     |                   |                      |                   |              |                  |
| Patrons         | In              | 8,576               | <i>Shared Use</i> | 83                   | -                 | 3,017        | -                |
|                 | Out             | 8,576               |                   | 83                   | -                 | 3,017        | -                |
|                 | Total           | 17,512              |                   | 166                  | -                 | 6,033        | -                |
| Employees       | In              | 1,361               | -                 | 288                  | -                 | 1,153        | 105              |
|                 | Out             | 1,361               | -                 | 288                  | -                 | 1,153        | 105              |
|                 | Total           | 2,722               | -                 | 576                  | -                 | 2,306        | 210              |
| Total           | In              | 10,117              | 288               | 83                   | 288               | 4,169        | 105              |
|                 | Out             | 10,117              | 288               | 83                   | 288               | 4,169        | 105              |
|                 | Total           | 20,234              | 576               | 166                  | 576               | 8,338        | 210              |
| <b>Saturday</b> |                 |                     |                   |                      |                   |              |                  |
| Patrons         | In              | 10,415              | <i>Shared Use</i> | 97                   | -                 | 3,594        | -                |
|                 | Out             | 10,415              |                   | 97                   | -                 | 3,594        | -                |
|                 | Total           | 20,830              |                   | 194                  | -                 | 7,188        | -                |
| Employees       | In              | 1,640               | -                 | 288                  | -                 | 1,387        | 126              |
|                 | Out             | 1,640               | -                 | 288                  | -                 | 1,387        | 126              |
|                 | Total           | 3,280               | -                 | 576                  | -                 | 2,778        | 252              |
| Total           | In              | 12,055              | 288               | 97                   | 288               | 4,982        | 126              |
|                 | Out             | 12,055              | 288               | 97                   | 288               | 4,982        | 126              |
|                 | Total           | 24,110              | 576               | 194                  | 576               | 9,964        | 252              |

**Table 4. Peak Hour Trips**

|                 | Autos/<br>Taxis | Transit<br>Shuttles | Tour Buses        | Employee<br>Shuttles | Total<br>Vehicles | Transit      | Walk/<br>Bicycle |
|-----------------|-----------------|---------------------|-------------------|----------------------|-------------------|--------------|------------------|
|                 | Vehicle trips   | Vehicle trips       | Vehicle trips     | Vehicle trips        | Vehicle trips     | Person trips | Person trips     |
| <b>Friday</b>   |                 |                     |                   |                      |                   |              |                  |
| Patrons         | In              | 732                 | <i>Shared Use</i> | 7                    | -                 | 252          | -                |
|                 | Out             | 690                 |                   | 7                    | -                 | 237          | -                |
|                 | Total           | 1,422               |                   | 14                   | -                 | 489          | -                |
| Employees       | In              | 108                 | -                 | 12                   | 90                | 8            |                  |
|                 | Out             | 151                 | -                 | 12                   | 126               | 11           |                  |
|                 | Total           | 200                 | -                 | 24                   | 216               | 19           |                  |
| Total           | In              | 840                 | 12                | 7                    | 12                | 342          | 8                |
|                 | Out             | 841                 | 12                | 7                    | 12                | 363          | 11               |
|                 | Total           | 1,681               | 24                | 14                   | 24                | 705          | 19               |
| <b>Saturday</b> |                 |                     |                   |                      |                   |              |                  |
| Patrons         | In              | 866                 | <i>Shared Use</i> | 8                    | -                 | 299          | -                |
|                 | Out             | 822                 |                   | 8                    | -                 | 283          | -                |
|                 | Total           | 1,688               |                   | 16                   | -                 | 632          | -                |
| Employees       | In              | 130                 | -                 | 12                   | 109               | 10           |                  |
|                 | Out             | 159                 | -                 | 12                   | 133               | 12           |                  |
|                 | Total           | 289                 | -                 | 24                   | 242               | 22           |                  |
| Total           | In              | 966                 | 12                | 8                    | 12                | 408          | 10               |
|                 | Out             | 981                 | 12                | 8                    | 12                | 416          | 12               |
|                 | Total           | 1,977               | 24                | 16                   | 24                | 824          | 22               |

The detailed trip generation calculations and resulting trips are attached to this memo.

## Traffic Flow Profile

To help define the peak traffic flow condition to be assessed for the Project, automatic traffic recorder (ATR) counts were conducted on Broadway (Route 99) in June 2013 on a typical Friday and Saturday. A traffic flow profile was developed for Project patron trips using temporal data obtained from the Casino de Montreal.

To estimate the hourly distribution pattern of future volumes on Broadway (Route 99), the existing volumes were added to the forecasted Project volumes. The resulting distribution is shown in the graphs attached to this memo. The brown bars in the graphs represent the respective peak hours on Broadway (Route 99) and for the Project. For Build conditions analysis, the peak hour volume will include the sum of both peaks even though these do not occur simultaneously. This approach to establishing the peak hour volumes will result in a conservative (highest impact) analysis condition as the actual peak-hour of the Project is expected to occur after the traditional commuter peak-hour and most likely after 7:00 p.m. on both a weekday and weekend.

**Memorandum**  
**Trip Generation Calculations - Wynn Everett Resort**  
**October 30, 2013**  
**HSH Project No. 2012206**

## Summary

Upon concurrence by MassDOT with the trip-generation methodology and establishment of design hour conditions, HSH/VAI will prepare supporting information and calculations in order to substantiate the trip-distribution pattern for Project-related traffic and the establishment of the study area to be assessed in the Draft Environmental Impact Report.

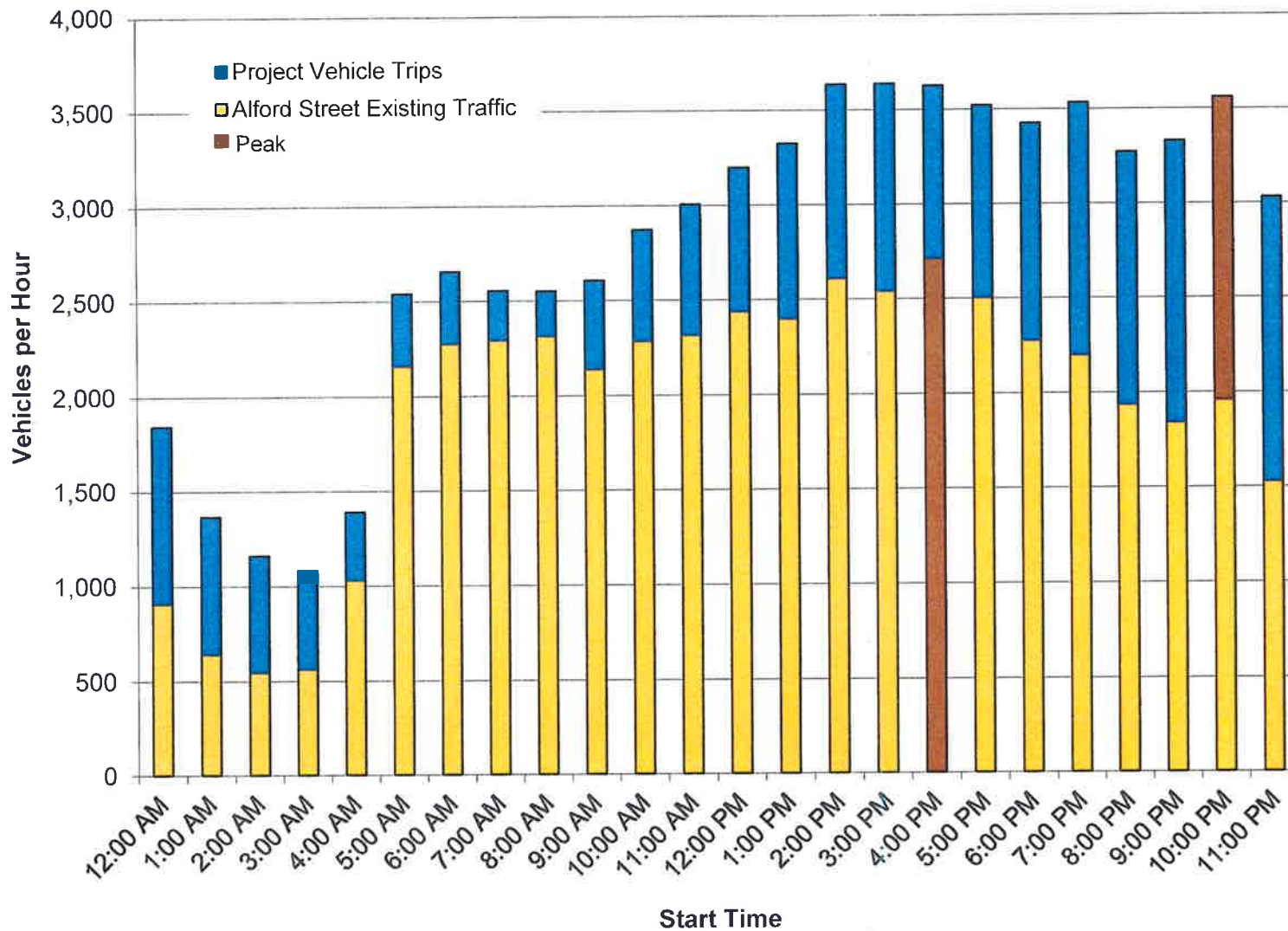
cc:

M. Maddox – Wynn Resorts, LTD (via email)  
J. Errickson – City of Everett Department of Planning and Development (via email)  
J. Fitzgerald - World Tech Engineering (via email)  
C. Gordon (via email)  
D. Gaquin, Esquire – Mintz Levin (via email)  
J. Fay - Fort Point Associates, Inc. (via email)

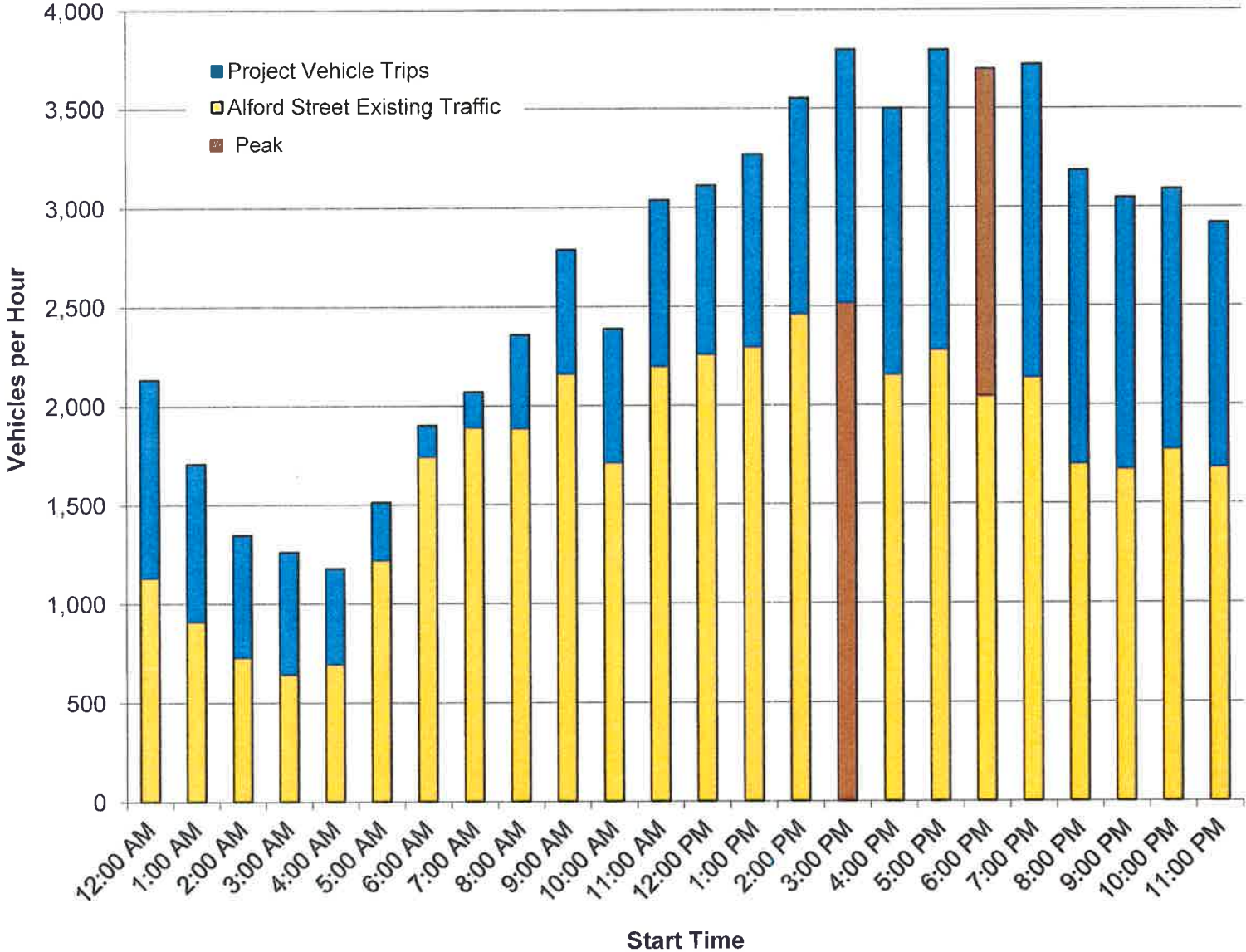
**ROUTE 99 24-HOUR ROADWAY TRAFFIC VOLUMES WITH CASINO PEAK-HOUR ON  
ROADWAY PEAK-HOUR PROFILES**

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**Route 99, south of Dexter Street  
Hourly Traffic Volumes with  
Project-Generated Trips  
Average Friday**



**Route 99, south of Dexter Street  
Hourly Traffic Volumes  
with Project-Generated Trips  
Average Saturday**



EMPIRICAL DATA

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Date: Friday, July 19, 2013  
Jour: vendredi



Traffic generator

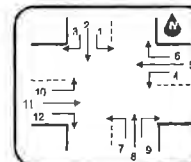
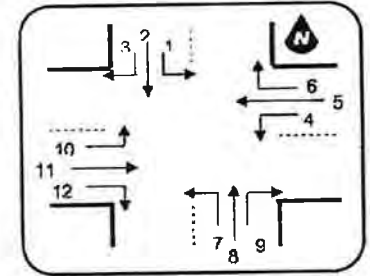


Table with columns for 'Période' (Start/End time), 'Main entrance in/out' (Car, Taxi, Employee Bus, Charter Bus, City Bus, Total), 'Other parking in/out' (Car, Taxi, Employee Bus, Charter Bus, City Bus, Total), and 'Grand total Arrive'. Rows represent 5-minute intervals from 0:00 to 23:45, plus a final 'TOTAL' row.

# Comptages

## Casino of Montréal

Date: Saturday, July 20, 2013  
 Jour: samedi



### TOTAL Véhicules, Piétons et Cyclistes

| Période      |       | Main entrance |            |              |             |           | Main entrance |             |            |              |             | Other parking |            |           |            |              | Other parking |          |          |           |            | Grand Total  |             |          |          |            |
|--------------|-------|---------------|------------|--------------|-------------|-----------|---------------|-------------|------------|--------------|-------------|---------------|------------|-----------|------------|--------------|---------------|----------|----------|-----------|------------|--------------|-------------|----------|----------|------------|
|              |       | In            |            |              |             |           | Out           |             |            |              |             | In            |            |           |            |              | Out           |          |          |           |            |              |             |          |          |            |
| de           | à     | Car           | Taxi       | Employee bus | Charter Bus | City bus  | Total         | Car         | Taxi       | Employee bus | Charter Bus | City bus      | Total      | Car       | Taxi       | Employee bus | Charter Bus   | City bus | Total    | Car       | Taxi       | Employee bus | Charter Bus | City bus | Total    |            |
| 0:00         | 1:00  | 241           | 46         | 10           | 3           |           | 13            | 497         | 55         | 5            | 5           |               | 10         |           |            |              |               |          |          |           |            |              |             |          |          | 23         |
| 1:00         | 2:00  | 117           | 22         | 3            | 5           |           | 8             | 453         | 38         | 7            | 6           |               | 13         |           |            |              |               |          |          |           |            |              |             |          |          | 21         |
| 2:00         | 3:00  | 87            | 55         | 3            | 5           |           | 8             | 389         | 64         | 6            | 6           |               | 12         |           |            |              |               |          |          |           |            |              |             |          |          | 20         |
| 3:00         | 4:00  | 76            | 43         |              | 4           |           | 4             | 262         | 51         | 15           | 7           |               | 22         |           |            |              |               |          |          |           |            |              |             |          |          | 26         |
| 4:00         | 5:00  | 43            | 28         | 2            | 5           |           | 7             | 146         | 33         | 10           | 5           |               | 15         |           |            |              |               |          |          |           |            |              |             |          |          | 22         |
| 5:00         | 6:00  | 50            | 17         | 3            | 4           |           | 7             | 105         | 18         | 5            | 4           |               | 9          |           |            |              |               |          |          |           |            |              |             |          |          | 16         |
| 6:00         | 7:00  | 72            | 11         | 4            | 6           |           | 10            | 120         | 12         |              | 6           |               | 6          |           |            |              |               |          |          |           |            |              |             |          |          | 16         |
| 7:00         | 8:00  | 72            | 8          | 5            | 6           |           | 11            | 99          | 7          |              | 6           |               | 6          |           |            |              |               |          |          |           |            |              |             |          |          | 17         |
| 8:00         | 9:00  | 107           | 3          | 4            | 6           |           | 10            | 63          | 6          |              | 6           |               | 6          |           |            |              |               |          |          |           |            |              |             |          |          | 16         |
| 9:00         | 10:00 | 196           | 4          | 4            | 5           |           | 9             | 82          | 8          |              | 5           |               | 5          |           |            |              |               |          |          |           |            |              |             |          |          | 14         |
| 10:00        | 11:00 | 246           | 7          | 4            | 6           |           | 10            | 84          | 7          |              | 6           |               | 6          |           |            |              |               |          |          |           |            |              |             |          |          | 16         |
| 11:00        | 12:00 | 301           | 13         | 4            | 6           | 1         | 11            | 134         | 15         |              | 6           | 1             | 7          |           |            |              |               |          |          |           |            |              |             |          |          | 18         |
| 12:00        | 13:00 | 355           | 30         | 5            | 6           | 1         | 12            | 165         | 19         |              | 6           |               | 6          |           |            |              |               |          |          |           |            |              |             |          |          | 18         |
| 13:00        | 14:00 | 424           | 30         | 6            | 5           |           | 11            | 209         | 36         |              | 6           | 1             | 7          |           |            |              |               |          |          |           |            |              |             |          |          | 13         |
| 14:00        | 15:00 | 492           | 28         | 5            | 3           | 1         | 9             | 289         | 24         |              | 3           | 1             | 4          |           |            |              |               |          |          |           |            |              |             |          |          | 19         |
| 15:00        | 16:00 | 436           | 24         | 7            | 6           |           | 13            | 260         | 25         |              | 6           |               | 6          |           |            |              |               |          |          |           |            |              |             |          |          | 23         |
| 16:00        | 17:00 | 495           | 47         | 6            | 7           | 2         | 15            | 334         | 39         |              | 6           | 2             | 8          |           |            |              |               |          |          |           |            |              |             |          |          | 25         |
| 17:00        | 18:00 | 385           | 27         | 7            | 8           | 1         | 16            | 329         | 40         |              | 8           | 1             | 9          | 3         |            |              |               |          |          |           | 3          |              |             |          |          | 20         |
| 18:00        | 19:00 | 343           | 37         | 7            | 7           | 1         | 15            | 349         | 37         |              | 4           | 1             | 5          | 6         |            |              |               |          |          |           | 6          | 1            |             |          |          | 19         |
| 19:00        | 20:00 | 169           | 46         | 8            | 3           | 2         | 13            | 277         | 38         |              | 4           | 2             | 6          | 8         | 273        |              |               |          |          |           | 7          | 3            |             |          |          | 21         |
| 20:00        | 21:00 | 276           | 40         | 7            | 5           | 2         | 14            | 283         | 38         |              | 5           | 2             | 7          | 6         |            |              |               |          |          |           | 7          | 18           |             |          |          | 26         |
| 21:00        | 22:00 | 337           | 44         | 7            | 9           | 1         | 17            | 348         | 40         |              | 8           | 1             | 9          | 6         |            |              |               |          |          |           | 6          | 97           |             |          |          | 25         |
| 22:00        | 23:00 | 292           | 39         | 7            | 10          | 1         | 18            | 426         | 48         |              | 6           | 1             | 7          | 6         | 133        |              |               |          |          |           | 7          | 197          |             |          |          | 22         |
| 23:00        | 0:00  | 561           | 38         | 7            | 6           | 1         | 14            | 453         | 42         |              | 7           | 1             | 8          | 4         |            |              |               |          |          |           | 6          | 32           |             |          |          | 474        |
| <b>TOTAL</b> |       | <b>6173</b>   | <b>687</b> | <b>125</b>   | <b>136</b>  | <b>14</b> | <b>275</b>    | <b>6156</b> | <b>740</b> | <b>48</b>    | <b>137</b>  | <b>14</b>     | <b>199</b> | <b>39</b> | <b>406</b> | <b>0</b>     | <b>0</b>      | <b>0</b> | <b>0</b> | <b>42</b> | <b>348</b> | <b>0</b>     | <b>0</b>    | <b>0</b> | <b>0</b> | <b>474</b> |



Date: Saturday, July 20 2013  
Jour: samedi



Traffic generator

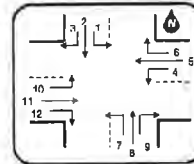


Table with columns: da, s, Main entrance In, Main entrance Out, Other parking In, Other parking Out, Grand total Axis. Rows represent 5-minute intervals from 0:00 to 23:45, plus a TOTAL row.

Aqueduct Casino  
 Turning Movement Counts  
 Count Date: Friday, June 21, 2013

| A    | Rockaway Blvd<br>From East |      |      |       | Aqueduct Rd<br>From South |      |      |       | Rockaway Blvd<br>From West |      |      |       | Veh Total | 1-Hr Veh<br>Total |
|------|----------------------------|------|------|-------|---------------------------|------|------|-------|----------------------------|------|------|-------|-----------|-------------------|
|      | Start Time                 | Left | Thru | Right | Peds                      | Left | Thru | Right | Peds                       | Left | Thru | Right |           |                   |
| 4:00 | 43                         |      |      | 7     | 41                        |      | 55   | 8     |                            |      | 35   | 2     | 174       | 174               |
| 4:15 | 36                         |      |      | 2     | 62                        |      | 53   | 6     |                            |      | 40   | 4     | 191       | 365               |
| 4:30 | 57                         |      |      | 4     | 43                        |      | 63   | 6     |                            |      | 49   | 3     | 212       | 577               |
| 4:45 | 33                         |      |      | 5     | 40                        |      | 49   | 8     |                            |      | 45   | 1     | 167       | 744               |
| 5:00 | 48                         |      |      | 2     | 40                        |      | 52   | 8     |                            |      | 32   | 6     | 172       | 742               |
| 5:15 | 55                         |      |      | 11    | 45                        |      | 64   | 2     |                            |      | 52   | 4     | 216       | 767               |
| 5:30 | 43                         |      |      | 0     | 59                        |      | 56   | 8     |                            |      | 51   | 9     | 209       | 764               |
| 5:45 | 54                         |      |      | 6     | 37                        |      | 43   | 8     |                            |      | 58   | 4     | 192       | 789               |
| 6:00 | 48                         |      |      | 2     | 47                        |      | 47   | 4     |                            |      | 60   | 1     | 202       | 819               |
| 6:15 | 61                         |      |      | 4     | 48                        |      | 63   | 6     |                            |      | 48   | 4     | 218       | 821               |
| 6:30 | 56                         |      |      | 2     | 37                        |      | 47   | 6     |                            |      | 50   | 5     | 190       | 802               |
| 6:45 | 36                         |      |      | 0     | 44                        |      | 39   | 8     |                            |      | 58   | 4     | 177       | 787               |

| G/H  | Aqueduct Rd<br>From North |      |      |       | N Conduitt Ave<br>From East |      |      |       | Veh Total | 1-Hr Veh<br>Total |      |
|------|---------------------------|------|------|-------|-----------------------------|------|------|-------|-----------|-------------------|------|
|      | Start Time                | Left | Thru | Right | Peds                        | Left | Thru | Right |           |                   | Peds |
| 4:00 |                           |      |      | 19    | 0                           |      |      | 28    | 0         | 47                | 47   |
| 4:15 |                           |      |      | 27    | 0                           |      |      | 29    | 0         | 56                | 103  |
| 4:30 |                           |      |      | 43    | 0                           |      |      | 34    | 0         | 77                | 180  |
| 4:45 |                           |      |      | 23    | 0                           |      |      | 38    | 0         | 61                | 241  |
| 5:00 |                           |      |      | 38    | 0                           |      |      | 37    | 0         | 75                | 269  |
| 5:15 |                           |      |      | 40    | 0                           |      |      | 42    | 0         | 82                | 295  |
| 5:30 |                           |      |      | 31    | 0                           |      |      | 34    | 0         | 65                | 283  |
| 5:45 |                           |      |      | 25    | 0                           |      |      | 22    | 1         | 47                | 269  |
| 6:00 |                           |      |      | 34    | 0                           |      |      | 34    | 0         | 68                | 262  |
| 6:15 |                           |      |      | 34    | 0                           |      |      | 33    | 0         | 67                | 247  |
| 6:30 |                           |      |      | 22    | 0                           |      |      | 37    | 0         | 59                | 241  |
| 6:45 |                           |      |      | 36    | 0                           |      |      | 51    | 0         | 87                | 281  |

| I    | Aqueduct Rd<br>From North |      |      |       | Aqueduct Road<br>From South |      |      |       | Veh Total | 1-Hr Veh<br>Total |      |
|------|---------------------------|------|------|-------|-----------------------------|------|------|-------|-----------|-------------------|------|
|      | Start Time                | Left | Thru | Right | Peds                        | Left | Thru | Right |           |                   | Peds |
| 4:00 |                           |      | 66   |       | 1                           |      | 25   |       | 3         | 91                | 91   |
| 4:15 |                           |      | 68   |       | 0                           |      | 29   |       | 1         | 97                | 168  |
| 4:30 |                           |      | 66   |       | 0                           |      | 40   |       | 0         | 106               | 294  |
| 4:45 |                           |      | 62   |       | 0                           |      | 24   |       | 1         | 86                | 380  |
| 5:00 |                           |      | 70   |       | 0                           |      | 37   |       | 0         | 107               | 396  |
| 5:15 |                           |      | 97   |       | 0                           |      | 36   |       | 1         | 133               | 432  |
| 5:30 |                           |      | 54   |       | 0                           |      | 27   |       | 1         | 81                | 407  |
| 5:45 |                           |      | 66   |       | 0                           |      | 24   |       | 1         | 90                | 411  |
| 6:00 |                           |      | 62   |       | 0                           |      | 15   |       | 0         | 77                | 381  |
| 6:15 |                           |      | 98   |       | 0                           |      | 37   |       | 0         | 135               | 383  |
| 6:30 |                           |      | 37   |       | 0                           |      | 32   |       | 2         | 69                | 371  |
| 6:45 |                           |      | 76   |       | 0                           |      | 27   |       | 0         | 103               | 384  |

**Entire Study Area**  
 Peak Hour Analysis

|                  |             |
|------------------|-------------|
| 4:00-5:00        | 1365        |
| 4:15-5:15        | 1407        |
| <u>4:30-5:30</u> | <u>1494</u> |
| 4:45-5:45        | 1454        |
| 5:00-6:00        | 1469        |
| 5:15-6:15        | 1462        |
| 5:30-6:30        | 1451        |
| 5:45-6:45        | 1414        |
| 6:00-7:00        | 1452        |

Aqueduct Casino  
 Turning Movement Counts  
 Count Date: Saturday, June 22, 2013

HV Includes Trucks, Buses

| Start Time | Rockaway Blvd From East |      |       |      | Aqueduct Rd From South |      |       |      | Rockaway Blvd From West |      |       |      | Veh Total | 1-Hr Veh Total |     |
|------------|-------------------------|------|-------|------|------------------------|------|-------|------|-------------------------|------|-------|------|-----------|----------------|-----|
|            | Left                    | Thru | Right | Peds | Left                   | Thru | Right | Peds | Left                    | Thru | Right | Peds |           |                |     |
| 2:00       | 57                      |      |       | 7    | 32                     |      |       | 30   | 0                       |      |       |      | 56        | 0              | 175 |
| 2:15       | 63                      |      |       | 4    | 39                     |      |       | 50   | 1                       |      |       |      | 55        | 3              | 207 |
| 2:30       | 67                      |      |       | 5    | 27                     |      |       | 40   | 3                       |      |       |      | 53        | 0              | 187 |
| 2:45       | 71                      |      |       | 1    | 49                     |      |       | 34   | 6                       |      |       |      | 70        | 2              | 224 |
| 3:00       | 62                      |      |       | 5    | 44                     |      |       | 59   | 8                       |      |       |      | 43        | 0              | 208 |
| 3:15       | 73                      |      |       | 3    | 24                     |      |       | 51   | 8                       |      |       |      | 49        | 1              | 197 |
| 3:30       | 71                      |      |       | 2    | 26                     |      |       | 56   | 8                       |      |       |      | 51        | 0              | 204 |
| 3:45       | 67                      |      |       | 1    | 58                     |      |       | 52   | 14                      |      |       |      | 50        | 1              | 225 |
| 4:00       | 72                      |      |       | 1    | 55                     |      |       | 50   | 11                      |      |       |      | 54        | 0              | 231 |
| 4:15       | 64                      |      |       | 3    | 51                     |      |       | 55   | 8                       |      |       |      | 41        | 1              | 211 |
| 4:30       | 71                      |      |       | 0    | 51                     |      |       | 52   | 5                       |      |       |      | 65        | 0              | 239 |
| 4:45       | 58                      |      |       | 0    | 38                     |      |       | 59   | 8                       |      |       |      | 64        | 0              | 207 |
| 5:00       | 61                      |      |       | 0    | 61                     |      |       | 71   | 8                       |      |       |      | 49        | 0              | 242 |
| 5:15       | 77                      |      |       | 0    | 62                     |      |       | 57   | 12                      |      |       |      | 51        | 1              | 247 |
| 5:30       | 61                      |      |       | 2    | 55                     |      |       | 52   | 3                       |      |       |      | 51        | 2              | 219 |
| 5:45       | 51                      |      |       | 10   | 44                     |      |       | 43   | 11                      |      |       |      | 89        | 3              | 201 |
| 6:00       | 63                      |      |       | 2    | 60                     |      |       | 71   | 0                       |      |       |      | 63        | 0              | 257 |
| 6:15       | 71                      |      |       | 5    | 42                     |      |       | 58   | 7                       |      |       |      | 51        | 0              | 222 |
| 6:30       | 68                      |      |       | 3    | 48                     |      |       | 48   | 6                       |      |       |      | 64        | 1              | 228 |
| 6:45       | 53                      |      |       | 1    | 52                     |      |       | 63   | 11                      |      |       |      | 56        | 0              | 224 |

| Start Time | Aqueduct Rd From North |      |       |      | N Conduit Ave From East |      |       |      | Veh Total | 1-Hr Veh Total |
|------------|------------------------|------|-------|------|-------------------------|------|-------|------|-----------|----------------|
|            | Left                   | Thru | Right | Peds | Left                    | Thru | Right | Peds |           |                |
| 2:00       |                        |      | 29    | 0    |                         |      | 38    | 0    | 65        |                |
| 2:15       |                        |      | 20    | 0    |                         |      | 45    | 0    | 65        |                |
| 2:30       |                        |      | 27    | 0    |                         |      | 52    | 0    | 79        |                |
| 2:45       |                        |      | 39    | 0    |                         |      | 59    | 0    | 99        | 307            |
| 3:00       |                        |      | 28    | 0    |                         |      | 42    | 0    | 70        | 312            |
| 3:15       |                        |      | 44    | 0    |                         |      | 49    | 0    | 93        | 340            |
| 3:30       |                        |      | 44    | 0    |                         |      | 58    | 0    | 102       | 363            |
| 3:45       |                        |      | 43    | 0    |                         |      | 48    | 0    | 91        | 356            |
| 4:00       |                        |      | 41    | 0    |                         |      | 56    | 0    | 99        | 365            |
| 4:15       |                        |      | 37    | 0    |                         |      | 57    | 1    | 94        | 388            |
| 4:30       |                        |      | 44    | 0    |                         |      | 30    | 0    | 74        | 358            |
| 4:45       |                        |      | 44    | 0    |                         |      | 60    | 0    | 104       | 371            |
| 5:00       |                        |      | 31    | 0    |                         |      | 62    | 0    | 93        | 365            |
| 5:15       |                        |      | 49    | 0    |                         |      | 55    | 2    | 104       | 373            |
| 5:30       |                        |      | 40    | 0    |                         |      | 43    | 0    | 83        | 384            |
| 5:45       |                        |      | 40    | 0    |                         |      | 59    | 0    | 99        | 379            |
| 6:00       |                        |      | 45    | 0    |                         |      | 49    | 2    | 94        | 380            |
| 6:15       |                        |      | 28    | 0    |                         |      | 63    | 0    | 91        | 367            |
| 6:30       |                        |      | 72    | 0    |                         |      | 53    | 0    | 125       | 409            |
| 6:45       |                        |      | 39    | 0    |                         |      | 48    | 0    | 87        | 367            |

| Start Time | Aqueduct Rd From North |      |       |      | Aqueduct Road From South |      |       |      | Veh Total | 1-Hr Veh Total |
|------------|------------------------|------|-------|------|--------------------------|------|-------|------|-----------|----------------|
|            | Left                   | Thru | Right | Peds | Left                     | Thru | Right | Peds |           |                |
| 2:00       |                        |      | 28    | 0    |                          |      | 38    | 0    | 66        |                |
| 2:15       |                        |      | 42    | 0    |                          |      | 41    | 0    | 83        |                |
| 2:30       |                        |      | 39    | 0    |                          |      | 38    | 0    | 77        |                |
| 2:45       |                        |      | 38    | 0    |                          |      | 43    | 0    | 81        | 307            |
| 3:00       |                        |      | 33    | 0    |                          |      | 35    | 0    | 68        | 309            |
| 3:15       |                        |      | 38    | 0    |                          |      | 39    | 0    | 77        | 303            |
| 3:30       |                        |      | 38    | 0    |                          |      | 41    | 0    | 79        | 305            |
| 3:45       |                        |      | 45    | 0    |                          |      | 46    | 0    | 91        | 315            |
| 4:00       |                        |      | 34    | 0    |                          |      | 30    | 2    | 64        | 311            |
| 4:15       |                        |      | 37    | 0    |                          |      | 28    | 0    | 65        | 299            |
| 4:30       |                        |      | 36    | 0    |                          |      | 22    | 0    | 58        | 278            |
| 4:45       |                        |      | 34    | 0    |                          |      | 28    | 0    | 60        | 247            |
| 5:00       |                        |      | 39    | 0    |                          |      | 36    | 0    | 75        | 258            |
| 5:15       |                        |      | 49    | 0    |                          |      | 31    | 0    | 80        | 273            |
| 5:30       |                        |      | 42    | 0    |                          |      | 16    | 0    | 60        | 275            |
| 5:45       |                        |      | 38    | 0    |                          |      | 25    | 0    | 61        | 276            |
| 6:00       |                        |      | 39    | 0    |                          |      | 27    | 0    | 66        | 287            |
| 6:15       |                        |      | 39    | 0    |                          |      | 28    | 0    | 67        | 254            |
| 6:30       |                        |      | 59    | 0    |                          |      | 34    | 0    | 93        | 287            |
| 6:45       |                        |      | 54    | 0    |                          |      | 34    | 0    | 88        | 314            |

Entire Study Area  
 Peak Hour Analysis

|           |      |
|-----------|------|
| 2:00-3:00 | 1407 |
| 2:15-3:15 | 1447 |
| 2:30-3:30 | 1459 |
| 2:45-3:45 | 1501 |
| 3:00-4:00 | 1505 |
| 3:15-4:15 | 1553 |
| 3:30-4:30 | 1559 |
| 3:45-4:45 | 1542 |
| 4:00-5:00 | 1506 |
| 4:15-5:15 | 1522 |
| 4:30-5:30 | 1583 |
| 4:45-5:45 | 1574 |
| 5:00-6:00 | 1564 |
| 5:15-6:15 | 1571 |
| 5:30-6:30 | 1520 |
| 5:45-6:45 | 1604 |
| 6:00-7:00 | 1642 |

## TRIP-GENERATION CALCULATIONS

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# Wynn Everett - Trip Generation

Howard/Stein-Hudson Associates  
October 29, 2013

| Component                | Rate  | Category | Vehicle<br>Hour per<br>unit | Unadjusted<br>Vehicle<br>Trips | Nonroad<br>vehicle<br>occupancy<br>rate | Person<br>Trips | Proportion of work vs. non-work trips<br>(see footnote 2) | Employee<br>person trips | Person<br>Person<br>Trips |        |       |      |
|--------------------------|-------|----------|-----------------------------|--------------------------------|---|-----------------|---|--------------------------|---------------------------|--------|-------|------|
| <b>FRIDAY DAILY</b>      |       |          |                             |                                |   |                 |   |                          |                           |        |       |      |
| Hotel                    | 500   | Total    | 8.20                        | 4102                           |   | 8,376           | work non-work total                                       | 1207                     | 7138                      |        |       |      |
| see footnote 2           |       | rooms    | In                          | 4.10                           | 2051                                    | 2.0             | 4.188   | 14.4%                    | 85.2%                     | 100.0% | 618   | 3560 |
|                          |       |          | Out                         | 4.10                           | 2051                                    | 2.0             | 4.188   | 14.4%                    | 85.2%                     | 100.0% | 618   | 3560 |
| Night Club/Lounge        | 17.1  | Total    | 13.18                       | 2228                           |   | 4,802           |   |                          |                           |        |       |      |
| see footnote 3           |       | KSF      | In                          | 68.10                          | 1164                                    | 2.1             | 2,403   | 12.9%                    | 87.1%                     | 100.0% | 308   | 2092 |
|                          |       |          | Out                         | 68.10                          | 1164                                    | 2.1             | 2,401   | 12.9%                    | 87.1%                     | 100.0% | 309   | 2092 |
| Retail (shopping center) | 108.1 | Total    | 69.09                       | 7142                           |   | 14,571          |   |                          |                           |        |       |      |
| see footnote 4           |       | KSF      | In                          | 32.04                          | 2822                                    | 2.0             | 7,266   | 15.0%                    | 85.0%                     | 100.0% | 1051  | 6185 |
|                          |       |          | Out                         | 37.04                          | 3572                                    | 2.0             | 7,289   | 15.0%                    | 85.0%                     | 100.0% | 1091  | 6185 |
| Gaming                   | 387.2 | Total    |                             |                                |   | 35,812          |   | 2848                     | 33024                     |        |       |      |
| see footnote 5           |       | patrons  | In                          |                                |   | 17,988          | 8.2%  | 81.8%                    | 100.0%                    | 1474   | 16512 |      |
|                          |       |          | Out                         |                                |   | 17,828          | 8.2%  | 81.8%                    | 100.0%                    | 1474   | 16512 |      |
| FRIDAY DAILY             |       | Total    |                             |                                |   | 63,771          |   | 6885                     | 56735                     |        |       |      |
| Total                    |       | In       |                             |                                |   | 31,620          |   | 3432                     | 28268                     |        |       |      |
|                          |       | Out      |                             |                                |   | 31,860          |   | 3482                     | 28388                     |        |       |      |
| <b>FRIDAY PM PEAK</b>    |       |          |                             |                                |   |                 |   |                          |                           |        |       |      |
| Hotel                    | 500   | Total    | 8.81                        | 305                            |   | 623             | work non-work total                                       | 22                       | 601                       |        |       |      |
| see footnote 2           |       | rooms    | In                          | 0.33                           | 177                                     | 2.0             | 281   | 0.0%                     | 100.0%                    | 100.0% | 0     | 281  |
|                          |       |          | Out                         | 0.38                           | 128                                     | 2.0             | 262   | 8.3%                     | 91.7%                     | 100.0% | 22    | 240  |
| Night Club/Lounge        | 17.1  | Total    | 16.48                       | 265                            |   | 546             |   |                          |                           |        |       |      |
| see footnote 3           |       | KSF      | In                          | 10.83                          | 175                                     | 2.1             | 330   | 14.5%                    | 85.5%                     | 100.0% | 52    | 298  |
|                          |       |          | Out                         | 4.88                           | 80                                      | 2.1             | 180   | 5.8%                     | 94.2%                     | 100.0% | 10    | 175  |
| Retail (shopping center) | 108.1 | Total    | 8.84                        | 821                            |   | 1,283           |   |                          |                           |        |       |      |
| see footnote 4           |       | KSF      | In                          | 2.80                           | 303                                     | 2.0             | 618   | 27.3%                    | 72.7%                     | 100.0% | 109   | 449  |
|                          |       |          | Out                         | 3.04                           | 328                                     | 2.0             | 670   | 27.3%                    | 72.7%                     | 100.0% | 185   | 487  |
| Gaming                   | 387.2 | Total    |                             |                                |   | 2,825           |   | 219                      | 2618                      |        |       |      |
| see footnote 5           |       | patrons  | In                          |                                |   | 1,568           | 3.8%  | 88.2%                    | 100.0%                    | 53     | 1518  |      |
|                          |       |          | Out                         |                                |   | 1,466           | 11.4%   | 88.6%                    | 100.0%                    | 180    | 1320  |      |
| FRIDAY PM PEAK           |       | Total    |                             |                                |   | 5,281           |   | 556                      | 4,638                     |        |       |      |
| Total                    |       | In       |                             |                                |   | 2,703           |   | 274                      | 2,435                     |        |       |      |
|                          |       | Out      |                             |                                |   | 2,583           |   | 281                      | 2,302                     |        |       |      |

# Employees

| Employee<br>Person Trips | Employee Shuttle Ridership                   |                 |  |                 |                                     |                 |                          |                 |                  |             |  |              |   |              |                    |
|--------------------------|--|-----------------|--|-----------------|-------------------------------------|-----------------|--------------------------|-----------------|------------------|-------------|--|--------------|---|--------------|--------------------|
|                          | Employee<br>Public Transit<br>ORANGE<br>LINE |                 | Employee<br>Public Transit -<br>MBTA BUS |                 | Employee<br>Water<br>Transportation |                 | Employee<br>Walk/Bicycle |                 | Employee<br>Auto |             | Employees<br>boarding/alighting at<br>neighborhood stops |              | Employees<br>boarding/alighting at<br>remote parking facilities |              | Total<br>Ridership |
|                          | Share  | Person<br>Trips | Share                                    | Person<br>Trips | Share                               | Person<br>Trips | Share                    | Person<br>Trips | Share            | Auto<br>AVG | Share  | Person Trips | Person Trips  | Person Trips |                    |
|                          | 20%  |                 | 16%                                      |                 | 3%                                  |                 | 3%                       |                 | 64%              | 1.13        |  | 20%          |   |              |                    |
| 618                      | 20%  | 124             | 16%                                      | 62              | 3%                                  | 19              | 3%                       | 18              | 64%              | 272         | 1.13   | 241          | 209   | 124          | 272                |
| 618                      | 20%  | 124             | 16%                                      | 62              | 3%                                  | 19              | 3%                       | 18              | 64%              | 272         | 1.13   | 241          | 209   | 124          | 272                |
| 309                      | 20%  | 62              | 16%                                      | 31              | 3%                                  | 9               | 3%                       | 9               | 64%              | 136         | 1.13   | 121          | 20%   | 62           | 136                |
| 309                      | 20%  | 62              | 16%                                      | 31              | 3%                                  | 9               | 3%                       | 9               | 64%              | 136         | 1.13   | 121          | 20%   | 62           | 136                |
| 1801                     | 20%  | 218             | 16%                                      | 109             | 3%                                  | 32              | 3%                       | 31              | 64%              | 400         | 1.13   | 420          | 20%   | 218          | 400                |
| 1801                     | 20%  | 218             | 16%                                      | 109             | 3%                                  | 32              | 3%                       | 31              | 64%              | 400         | 1.13   | 420          | 20%   | 218          | 400                |
| 1474                     | 20%  | 296             | 16%                                      | 147             | 3%                                  | 44              | 3%                       | 44              | 64%              | 849         | 1.13   | 574          | 20%   | 296          | 849                |
| 1474                     | 20%  | 296             | 16%                                      | 147             | 3%                                  | 44              | 3%                       | 44              | 64%              | 849         | 1.13   | 574          | 20%   | 296          | 849                |
| 4885                     |  | 1283            |  | 648             |                                     | 218             |                          | 218             |                  | 7273        |  | 1387         |   | 1283         | 4479               |
| 3492                     |  | 686             |  | 349             |                                     | 105             |                          | 105             |                  | 1632        |  | 1361         |   | 686          | 2215               |
| 3492                     |  | 686             |  | 349             |                                     | 105             |                          | 105             |                  | 1632        |  | 1361         |   | 686          | 2215               |
| 8                        | 20%  | 0               | 10%                                      | 0               | 3%                                  | 0               | 3%                       | 0               | 64%              | 0           | 1.13   | 0            | 20%   | 0            | 0                  |
| 32                       | 20%  | 4               | 10%                                      | 2               | 3%                                  | 1               | 3%                       | 1               | 64%              | 10          | 1.13   | 9            | 20%   | 4            | 10                 |
| 52                       | 20%  | 10              | 10%                                      | 0               | 3%                                  | 0               | 3%                       | 0               | 64%              | 20          | 1.13   | 21           | 20%   | 10           | 21                 |
| 10                       | 20%  | 2               | 10%                                      | 1               | 3%                                  | 0               | 3%                       | 0               | 64%              | 5           | 1.13   | 5            | 20%   | 2            | 5                  |
| 109                      | 20%  | 34              | 10%                                      | 17              | 3%                                  | 5               | 3%                       | 5               | 64%              | 74          | 1.13   | 98           | 20%   | 34           | 74                 |
| 185                      | 20%  | 37              | 10%                                      | 19              | 3%                                  | 5               | 3%                       | 5               | 64%              | 80          | 1.13   | 112          | 20%   | 37           | 80                 |
| 63                       | 20%  | 11              | 10%                                      | 5               | 3%                                  | 2               | 3%                       | 2               | 64%              | 21          | 1.13   | 21           | 20%   | 11           | 21                 |
| 166                      | 20%  | 33              | 10%                                      | 17              | 3%                                  | 5               | 3%                       | 5               | 64%              | 73          | 1.13   | 86           | 20%   | 33           | 73                 |
| 855                      |  | 131             |  | 66              |                                     | 30              |                          | 30              |                  | 388         |  | 131          |   | 131          | 435                |
| 228                      |  | 55              |  | 27              |                                     | 9               |                          | 9               |                  | 120         |  | 86           |   | 55           | 126                |
| 161                      |  | 36              |  | 18              |                                     | 11              |                          | 11              |                  | 158         |  | 75           |   | 36           | 144                |

**Wynn Everett - Trip Generation**  
Howard/Stein-Hudson Associates  
October 29, 2013

| Component                                   | Type  | Category | Vehicle<br>Trips per<br>hour | Unadjusted<br>Vehicle<br>Trips | National<br>Vehicle<br>Occupancy<br>Rate | Person<br>Trips | Proportion of work vs. non-work trips<br>(see Worksheet 3) |          |        | Employee<br>person trips | Person<br>Trips |
|---|-------|----------|------------------------------|--------------------------------|--|-----------------|--|----------|--------|--------------------------|-----------------|
|   |       |          |                              |                                |  |                 | work   | non-work | total  |                          |                 |
| <b>SATURDAY DAILY</b>                       |       |          |                              |                                |  |                 |  |          |        |                          |                 |
| Hotel<br>see Worksheet 2                    | 800   | Total    | 889                          | 4515                           |  | 9,220           |  |          |        | 1392                     | 7856            |
|   |       | In       | 852                          | 2296                           | 2.0                                      | 4,810           | 10%  | 85.2%    | 100.0% | 641                      | 3829            |
|   |       | Out      | 432                          | 2259                           | 2.0                                      | 4,690           | 19%  | 85.2%    | 100.0% | 641                      | 3829            |
| Night Club/Lounge<br>see Worksheet 3        | 17.1  | Total    | 142.85                       | 3842                           |  | 6,617           |  |          |        | 648                      | 4360            |
|   |       | In       | 71.42                        | 1821                           | 2.1                                      | 2,518           | 12.8%  | 87.1%    | 100.0% | 324                      | 2194            |
|   |       | Out      | 71.42                        | 1821                           | 2.1                                      | 2,518           | 12.8%  | 87.1%    | 100.0% | 324                      | 2194            |
| Retail (shopping center)<br>see Worksheet 4 | 108.1 | Total    | 89.77                        | 3704                           |  | 18,254          |  |          |        | 2064                     | 16190           |
|   |       | In       | 44.88                        | 4882                           | 2.0                                      | 9,807           | 85.0%  | 85.0%    | 100.0% | 1482                     | 8445            |
|   |       | Out      | 44.89                        | 4852                           | 2.0                                      | 9,807           | 15.0%  | 85.0%    | 100.0% | 1482                     | 8445            |
| Gaming<br>see Worksheet 5                   | 3872  | Total    |                              |                                |  | 41,913          |  |          |        | 3436                     | 35479           |
|   |       | In       |                              |                                |  | 20,957          | 8.2%   | 91.8%    | 100.0% | 1717                     | 19239           |
|   |       | Out      |                              |                                |  | 20,957          | 8.2%   | 91.8%    | 100.0% | 1717                     | 19239           |
| <b>SATURDAY DAILY</b>                       |       |          |                              |                                |  |                 |  |          |        |                          |                 |
|   | Total |          |                              |                                | 78,864                                   |                 |  |          | 6,108  | 67,656                   |                 |
|   | In    |          |                              |                                | 37,582                                   |                 |  |          | 4204   | 33778                    |                 |
|   | Out   |          |                              |                                | 37,882                                   |                 |  |          | 4264   | 33778                    |                 |
| <b>SATURDAY PEAK HOUR</b>                   |       |          |                              |                                |  |                 |  |          |        |                          |                 |
| Hotel<br>see Worksheet 2                    | 800   | Total    | 0.70                         | 349                            |  | 713             |  |          |        | 20                       | 687             |
|   |       | In       | 0.39                         | 150                            | 2.0                                      | 308             | 8.8%   | 100.0%   | 100.0% | 0                        | 299             |
|   |       | Out      | 0.31                         | 154                            | 2.0                                      | 314             | 8.3%   | 91.7%    | 100.0% | 20                       | 288             |
| Night Club/Lounge<br>see Worksheet 3        | 17.1  | Total    | 18.38                        | 280                            |  | 578             |  |          |        | 83                       | 515             |
|   |       | In       | 9.08                         | 169                            | 2.1                                      | 341             | 14.5%  | 85.0%    | 100.0% | 50                       | 291             |
|   |       | Out      | 9.22                         | 115                            | 2.1                                      | 237             | 5.0%   | 84.4%    | 100.0% | 13                       | 224             |
| Retail (shopping center)<br>see Worksheet 4 | 108.1 | Total    | 4.51                         | 900                            |  | 1,875           |  |          |        | 512                      | 1564            |
|   |       | In       | 4.42                         | 476                            | 2.0                                      | 975             | 27.3%  | 72.3%    | 100.0% | 266                      | 709             |
|   |       | Out      | 4.08                         | 441                            | 2.0                                      | 900             | 27.3%  | 72.7%    | 100.0% | 246                      | 655             |
| Gaming<br>see Worksheet 5                   | 3872  | Total    |                              |                                |  | 3,121           |  |          |        | 132                      | 2989            |
|   |       | In       |                              |                                |  | 1,513           | 0.0%   | 89.1%    | 100.0% | 14                       | 1500            |
|   |       | Out      |                              |                                |  | 1,608           | 3.3%   | 92.2%    | 100.0% | 118                      | 1490            |
| <b>SATURDAY PEAK HOUR</b>                   |       |          |                              |                                |  |                 |  |          |        |                          |                 |
|   | Total |          |                              |                                | 6,266                                    |                 |  |          | 737    | 5,568                    |                 |
|   | In    |          |                              |                                | 3,228                                    |                 |  |          | 329    | 2900                     |                 |
|   | Out   |          |                              |                                | 3,058                                    |                 |  |          | 403    | 2668                     |                 |

- Notes:
1. National vehicle occupancy rates based on the 2009 National Household Travel Survey
  2. ITE Trip Generation, 9th Edition, LUG 210 (Hotels). Average rates for p.m. peak and third curve for risky, Saturday, and peak Saturday
  3. ITE Trip Generation, 9th Edition, LUG 025 (Shopping Trips). Average rate for all time periods
  4. ITE Trip Generation, 9th Edition, LUG 020 (Shopping Center). Final curve for all time periods
  5. Gaming person trip generation developed from similar gaming facilities. See trip generation methodology documentation
  6. Proportion of work vs. non-work trips based on BTD Access Plan Guidelines (non-gaming) and Wynn (gaming)

**Employees**

| Employee<br>Person Trips | Employee<br>Public Transit<br>ORANGE<br>LINE | Employee<br>Public Transit -<br>MBTA BUS | Employee<br>Water<br>Transportation | Employee<br>Walk/Bicycle | Employee<br>Auto | Employee Shuttle Ridership                               |              |   |              |                    |              |      |     |      |     |      |      |
|--------------------------|--|--|-------------------------------------|--------------------------|------------------|--|--------------|---|--------------|--------------------|--------------|------|-----|------|-----|------|------|
|                          |  |  |                                     |                          |                  | Employees<br>boarding/alighting at<br>neighborhood stops |              | Employees<br>boarding/alighting at<br>remote parking facilities |              | Total<br>Ridership |              |      |     |      |     |      |      |
|                          |  |  |                                     |                          |                  | Share  | Person Trips | Share   | Person Trips | Share              | Person Trips |      |     |      |     |      |      |
| 881                      | 20%  | 136                                      | 10%                                 | 86                       | 3%               | 20   | 3%           | 20  | 44%          | 300                | 1.1%         | 268  | 20% | 138  | 300 | 428  |      |
| 881                      | 20%  | 138                                      | 10%                                 | 88                       | 3%               | 20   | 3%           | 20  | 44%          | 300                | 1.1%         | 268  | 20% | 136  | 300 | 428  |      |
| 324                      | 20%  | 80                                       | 10%                                 | 38                       | 3%               | 18   | 3%           | 18  | 44%          | 143                | 1.1%         | 127  | 20% | 85   | 143 | 207  |      |
| 324                      | 20%  | 85                                       | 10%                                 | 38                       | 3%               | 18   | 3%           | 18  | 44%          | 143                | 1.1%         | 127  | 20% | 86   | 143 | 207  |      |
| 1492                     | 20%  | 206                                      | 10%                                 | 143                      | 3%               | 44   | 3%           | 44  | 44%          | 882                | 1.1%         | 678  | 20% | 206  | 882 | 1188 |      |
| 1492                     | 20%  | 208                                      | 10%                                 | 143                      | 3%               | 44   | 3%           | 44  | 44%          | 882                | 1.1%         | 678  | 20% | 208  | 882 | 1188 |      |
| 1717                     | 20%  | 343                                      | 10%                                 | 172                      | 3%               | 62   | 3%           | 62  | 44%          | 786                | 1.1%         | 696  | 20% | 343  | 786 | 1029 |      |
| 1717                     | 20%  | 345                                      | 10%                                 | 172                      | 3%               | 62   | 3%           | 62  | 44%          | 786                | 1.1%         | 688  | 20% | 343  | 786 | 1029 |      |
| 8408                     |  | 1882                                     |                                     | 841                      |                  | 252  |              | 252   |              | 3700               |              | 3280 |     | 1882 |     | 3700 | 5982 |
| 4204                     |  | 841                                      |                                     | 420                      |                  | 128  |              | 128   |              | 1350               |              | 1040 |     | 841  |     | 1350 | 2891 |
| 4204                     |  | 841                                      |                                     | 420                      |                  | 128  |              | 128   |              | 1350               |              | 1040 |     | 841  |     | 1350 | 2891 |
| 4264                     |  | 841                                      |                                     | 420                      |                  | 128  |              | 128   |              | 1380               |              | 1040 |     | 841  |     | 1380 | 2981 |
| 8                        | 20%  | 8  | 10%                                 | 8                        | 3%               | 8  | 3%           | 8   | 44%          | 8                  | 1.1%         | 8    | 20% | 8    | 8   | 8    |      |
| 20                       | 20%  | 8  | 10%                                 | 8                        | 3%               | 8  | 3%           | 8   | 44%          | 18                 | 1.1%         | 11   | 20% | 8    | 18  | 17   |      |
| 98                       | 20%  | 10                                       | 10%                                 | 5                        | 3%               | 8  | 3%           | 8   | 44%          | 22                 | 1.1%         | 20   | 20% | 18   | 22  | 22   |      |
| 17                       | 20%  | 3  | 10%                                 | 8                        | 3%               | 8  | 3%           | 8   | 44%          | 8                  | 1.1%         | 8    | 20% | 3    | 8   | 8    |      |
| 286                      | 20%  | 53                                       | 10%                                 | 27                       | 3%               | 8  | 3%           | 8   | 44%          | 117                | 1.1%         | 104  | 20% | 53   | 117 | 170  |      |
| 240                      | 20%  | 49                                       | 10%                                 | 25                       | 3%               | 7  | 3%           | 7   | 44%          | 108                | 1.1%         | 98   | 20% | 49   | 108 | 167  |      |
| 14                       | 20%  | 3  | 10%                                 | 1                        | 3%               | 8  | 3%           | 8   | 44%          | 8                  | 1.1%         | 8    | 20% | 3    | 8   | 8    |      |
| 118                      | 20%  | 24                                       | 10%                                 | 12                       | 3%               | 4  | 3%           | 4   | 44%          | 88                 | 1.1%         | 48   | 20% | 24   | 88  | 118  |      |
| 372                      |  | 144                                      |                                     | 73                       |                  | 22   |              | 22  |              | 322                |              | 266  |     | 144  |     | 322  | 466  |
| 829                      |  | 68                                       |                                     | 33                       |                  | 10   |              | 10  |              | 145                |              | 120  |     | 68   |     | 145  | 213  |
| 403                      |  | 81                                       |                                     | 40                       |                  | 12   |              | 12  |              | 177                |              | 158  |     | 81   |     | 177  | 258  |

# Wynn Everett - Trip Generation

Howard/Stein-Hudson Associates  
October 29, 2013

| Component                | Days  | Category | Vehicle<br>trips per<br>unit | Live/Shifted<br>Vehicle<br>Trips | National<br>vehicle<br>occupancy | Patron<br>Trips | Proportion of work vs non-work trips |          |        | Employee<br>patron trips | Patron<br>Patron<br>Trips |
|--------------------------|-------|----------|------------------------------|----------------------------------|----------------------------------|-----------------|--------------------------------------|----------|--------|--------------------------|---------------------------|
|                          |       |          |                              |                                  |                                  |                 | work                                 | non-work | total  |                          |                           |
| <b>FRIDAY DAILY</b>      |       |          |                              |                                  |                                  |                 |                                      |          |        |                          |                           |
| Hotel                    | 500   | Total    | 4.20                         | 4102                             |                                  | 4,376           |                                      |          | 1237   | 7138                     |                           |
|                          |       | in       | 4.10                         | 2051                             | 38                               | 4,184           | 14.8%                                | 85.2%    | 100.0% | 4619                     |                           |
|                          |       | Out      | 4.10                         | 2051                             | 39                               | 4,188           | 14.8%                                | 85.2%    | 100.0% | 619                      |                           |
| Night Club/Lounge        | 17.1  | Total    | 130.19                       | 2324                             |                                  | 4,802           |                                      |          | 618    | 4184                     |                           |
|                          |       | in       | 98.16                        | 1164                             | 3.1                              | 7,921           | 12.3%                                | 87.7%    | 100.0% | 309                      |                           |
|                          |       | Out      | 32.04                        | 1160                             | 3.1                              | 2,881           | 12.9%                                | 87.1%    | 100.0% | 309                      |                           |
| Retail (shopping center) | 108.1 | Total    | 66.09                        | 7149                             |                                  | 14,571          |                                      |          | 2105   | 12466                    |                           |
|                          |       | in       | 33.04                        | 3372                             | 2.0                              | 7,258           | 15.0%                                | 85.0%    | 100.0% | 1081                     |                           |
|                          |       | Out      | 33.04                        | 3777                             | 2.0                              | 7,313           | 15.0%                                | 85.0%    | 100.0% | 1024                     |                           |
| Gaming                   | 3972  | Total    |                              |                                  |                                  | 20,372          |                                      |          | 2018   | 22390                    |                           |
|                          |       | in       |                              |                                  |                                  | 17,965          | 8.2%                                 | 91.8%    | 100.0% | 1474                     |                           |
|                          |       | Out      |                              |                                  |                                  | 17,965          | 8.2%                                 | 91.8%    | 100.0% | 1544                     |                           |
| <b>FRIDAY DAILY</b>      |       | Total    |                              |                                  |                                  | 83,721          |                                      |          | 6945   | 80666                    |                           |
| <b>Total</b>             |       | in       |                              |                                  |                                  | 31,869          |                                      |          | 3492   | 28377                    |                           |
| <b>Total</b>             |       | Out      |                              |                                  |                                  | 31,852          |                                      |          | 3453   | 28289                    |                           |
| <b>FRIDAY PM PEAK</b>    |       |          |                              |                                  |                                  |                 |                                      |          |        |                          |                           |
| Hotel                    | 500   | Total    | 0.61                         | 305                              |                                  | 833             |                                      |          | 22     | 601                      |                           |
|                          |       | in       | 0.55                         | 177                              | 2.0                              | 301             | 0.9%                                 | 100.0%   | 100.0% | 0                        |                           |
|                          |       | Out      | 0.20                         | 128                              | 7.0                              | 232             | 8.3%                                 | 91.7%    | 100.0% | 22                       |                           |
| Night Club/Lounge        | 17.1  | Total    | 15.43                        | 290                              |                                  | 548             |                                      |          | 63     | 485                      |                           |
|                          |       | in       | 10.53                        | 175                              | 2.1                              | 300             | 14.5%                                | 85.5%    | 100.0% | 52                       |                           |
|                          |       | Out      | 4.90                         | 115                              | 2.1                              | 168             | 5.9%                                 | 84.1%    | 100.0% | 10                       |                           |
| Retail (shopping center) | 108.1 | Total    | 0.54                         | 651                              |                                  | 1,708           |                                      |          | 351    | 1357                     |                           |
|                          |       | in       | 2.80                         | 303                              | 2.0                              | 614             | 27.3%                                | 72.7%    | 100.0% | 180                      |                           |
|                          |       | Out      | 1.04                         | 328                              | 2.0                              | 870             | 27.3%                                | 72.7%    | 100.0% | 183                      |                           |
| Gaming                   | 3972  | Total    |                              |                                  |                                  | 2,835           |                                      |          | 219    | 2616                     |                           |
|                          |       | in       |                              |                                  |                                  | 1,968           | 3.8%                                 | 16.7%    | 100.0% | 53                       |                           |
|                          |       | Out      |                              |                                  |                                  | 1,456           | 11.4%                                | 88.6%    | 100.0% | 166                      |                           |
| <b>FRIDAY PM PEAK</b>    |       | Total    |                              |                                  |                                  | 5,291           |                                      |          | 655    | 4,636                    |                           |
| <b>Total</b>             |       | in       |                              |                                  |                                  | 2,748           |                                      |          | 274    | 2,474                    |                           |
| <b>Total</b>             |       | Out      |                              |                                  |                                  | 2,543           |                                      |          | 381    | 2,162                    |                           |

# Patrons

|                       |         |                |         |                     |         |                                   |         |                             |         | Patron Auto/Taxi |         |             |         |         |             |         |         |         |         |       |      |
|-----------------------|---------|----------------|---------|---------------------|---------|-----------------------------------|---------|-----------------------------|---------|------------------|---------|-------------|---------|---------|-------------|---------|---------|---------|---------|-------|------|
| Patron Internal Trips |         | Patron Pass-By |         | Patron Person Trips |         | Patron Public Transit ORANGE LINE |         | Patron Water Transportation |         | Patron Tour Bus  |         | Patron Auto |         |         | Patron Taxi |         |         | Total   |         |       |      |
| Person                | Person  | Person         | Person  | Person              | Person  | Person                            | Person  | Person                      | Person  | Person           | Person  | Person      | Person  | Person  | Person      | Person  | Person  | Person  | Person  |       |      |
| trips                 | trips   | trips          | trips   | trips               | trips   | trips                             | trips   | trips                       | trips   | trips            | trips   | trips       | trips   | trips   | trips       | trips   | trips   | trips   | trips   |       |      |
| Percent               | Percent | Percent        | Percent | Percent             | Percent | Percent                           | Percent | Percent                     | Percent | Percent          | Percent | Percent     | Percent | Percent | Percent     | Percent | Percent | Percent | Percent |       |      |
|                       |         |                |         |                     |         |                                   | 10.0%   | 3.0%                        |         | 10.0%            | 20      |             |         |         |             |         |         |         |         | 66.0% | 3.0% |
| 70%                   | 2077    | 0%             | 0       | 493                 | 10%     | 88                                | 3%      | 27                          | 0%      | 0                | 20      | 0           | 80%     | 816     | 2.0         | 308     | 0%      | 71      | 2.0     | 38    | 345  |
| 70%                   | 2077    | 0%             | 0       | 493                 | 10%     | 88                                | 3%      | 27                          | 0%      | 0                | 20      | 0           | 80%     | 816     | 2.0         | 308     | 0%      | 71      | 2.0     | 38    | 345  |
| 30%                   | 418     | 10%            | 208     | 1454                | 10%     | 140                               | 3%      | 44                          | 0%      | 0                | 20      | 0           | 80%     | 1010    | 2.2         | 480     | 8%      | 117     | 2.0     | 60    | 518  |
| 20%                   | 419     | 10%            | 208     | 1454                | 10%     | 140                               | 3%      | 44                          | 0%      | 0                | 20      | 0           | 80%     | 1010    | 2.2         | 480     | 8%      | 117     | 2.0     | 60    | 518  |
| 20%                   | 4238    | 10%            | 810     | 4238                | 10%     | 424                               | 3%      | 130                         | 0%      | 0                | 20      | 0           | 80%     | 2002    | 3.3         | 1991    | 8%      | 343     | 3.0     | 174   | 1674 |
| 20%                   | 4238    | 10%            | 810     | 4238                | 10%     | 424                               | 3%      | 130                         | 0%      | 0                | 20      | 0           | 80%     | 2002    | 3.3         | 1991    | 8%      | 343     | 3.0     | 174   | 1674 |
| 0%                    | 0       | 0%             | 0       | 18093               | 10%     | 1881                              | 3%      | 486                         | 10%     | 1881             | 20      | 83          | 80%     | 11383   | 2.0         | 5807    | 8%      | 1321    | 2.0     | 601   | 6038 |
| 0%                    | 0       | 0%             | 0       | 18093               | 10%     | 1881                              | 3%      | 486                         | 10%     | 1881             | 20      | 83          | 80%     | 11383   | 2.0         | 5807    | 8%      | 1321    | 2.0     | 601   | 6038 |
| 36%                   | 668     | 14%            | 444     | 4444                | 10%     | 444                               | 3%      | 132                         | 10%     | 444              | 185     | 83          | 30%     | 3703    | 2.0         | 1582    | 3%      | 370     | 2.0     | 100   | 1702 |
| 0%                    | 0       | 0%             | 0       | 1324                | 10%     | 1324                              | 3%      | 397                         | 10%     | 1324             | 20      | 83          | 80%     | 15013   | 2.0         | 4607    | 8%      | 1324    | 2.0     | 408   | 4766 |
| 83%                   | 4234    | 62%            | 2228    | 2228                | 10%     | 2228                              | 3%      | 668                         | 10%     | 2228             | 20      | 83          | 80%     | 28813   | 2.0         | 8607    | 8%      | 1324    | 2.0     | 408   | 4766 |
| 70%                   | 221     | 0%             | 0       | 80                  | 10%     | 3                                 | 3%      | 1                           | 0%      | 0                | 20      | 0           | 80%     | 62      | 2.0         | 30      | 3%      | 1       | 2.0     | 4     | 38   |
| 15%                   | 186     | 0%             | 0       | 80                  | 10%     | 3                                 | 3%      | 1                           | 0%      | 0                | 20      | 0           | 80%     | 61      | 2.0         | 29      | 3%      | 1       | 2.0     | 3     | 24   |
| 30%                   | 42      | 10%            | 21      | 214                 | 10%     | 22                                | 3%      | 8                           | 0%      | 0                | 20      | 0           | 80%     | 144     | 2.2         | 84      | 7%      | 10      | 2.0     | 9     | 72   |
| 23%                   | 36      | 10%            | 14      | 129                 | 10%     | 12                                | 3%      | 4                           | 0%      | 0                | 20      | 0           | 80%     | 61      | 2.2         | 59      | 7%      | 10      | 2.0     | 8     | 44   |
| 20%                   | 42      | 10%            | 21      | 214                 | 10%     | 22                                | 3%      | 8                           | 0%      | 0                | 20      | 0           | 80%     | 144     | 2.2         | 84      | 7%      | 10      | 2.0     | 9     | 72   |
| 18%                   | 41      | 10%            | 14      | 129                 | 10%     | 12                                | 3%      | 4                           | 0%      | 0                | 20      | 0           | 80%     | 61      | 2.2         | 59      | 7%      | 10      | 2.0     | 8     | 44   |
| 20%                   | 42      | 10%            | 21      | 214                 | 10%     | 22                                | 3%      | 8                           | 0%      | 0                | 20      | 0           | 80%     | 144     | 2.2         | 84      | 7%      | 10      | 2.0     | 9     | 72   |
| 18%                   | 41      | 10%            | 14      | 129                 | 10%     | 12                                | 3%      | 4                           | 0%      | 0                | 20      | 0           | 80%     | 61      | 2.2         | 59      | 7%      | 10      | 2.0     | 8     | 44   |
| 0%                    | 0       | 0%             | 0       | 8146                | 10%     | 132                               | 3%      | 38                          | 10%     | 132              | 20      | 7           | 80%     | 808     | 2.0         | 454     | 8%      | 105     | 2.0     | 33    | 507  |
| 0%                    | 0       | 0%             | 0       | 8146                | 10%     | 132                               | 3%      | 38                          | 10%     | 132              | 20      | 7           | 80%     | 807     | 2.0         | 444     | 8%      | 104     | 2.0     | 32    | 501  |
| 13%                   | 142     | 1%             | 14      | 142                 | 10%     | 14                                | 3%      | 4                           | 10%     | 142              | 14      | 1           | 30%     | 204     | 2.0         | 126     | 3%      | 33      | 2.0     | 10    | 142  |
| 42%                   | 70      | 0%             | 0       | 142                 | 10%     | 14                                | 3%      | 4                           | 10%     | 142              | 14      | 1           | 30%     | 204     | 2.0         | 126     | 3%      | 33      | 2.0     | 10    | 142  |
| 31%                   | 98      | 0%             | 0       | 142                 | 10%     | 14                                | 3%      | 4                           | 10%     | 142              | 14      | 1           | 30%     | 204     | 2.0         | 126     | 3%      | 33      | 2.0     | 10    | 142  |

# Wynn Everett - Trip Generation

Howard/Stein-Hudson Associates  
October 29, 2013

| Component                | Area | Category | Vehicle Trip per Loc | Unadjusted Vehicle Trips | Annual vehicle occupancy rate | Person Trips | Proportion of work vs. non-work trips (see footnote 6) | Employment person hrs | Patron Person Trips |      |       |
|--------------------------|------|----------|----------------------|--------------------------|-------------------------------|--------------|--|-----------------------|---------------------|------|-------|
| <b>SATURDAY DAILY</b>    |      |          |                      |                          |                               |              |  |                       |                     |      |       |
| Hotel                    | 509  | Total    | 0.03                 | 4515                     |                               | 9,220        | work non-work  | 1992                  | 7608                |      |       |
|                          |      | in       | 4.52                 | 2258                     | 2.0                           | 4,515        | 15%  | 85.7%                 | 100.0%              | 681  | 3529  |
|                          |      | Out      | 4.52                 | 2258                     | 2.0                           | 4,610        | 15%  | 45.2%                 | 100.0%              | 611  | 3429  |
| Night Club/Lounge        | 438F | Total    | 112.81               | 2442                     |                               | 5,037        |  | 648                   | 4389                |      |       |
|                          |      | in       | 71.43                | 1221                     | 2.1                           | 2,516        | 12.9%  | 87.1%                 | 100.0%              | 324  | 2194  |
|                          |      | Out      | 71.43                | 1221                     | 2.1                           | 2,518        | 12.9%  | 87.1%                 | 100.0%              | 324  | 2194  |
| Retail (shopping center) | 1081 | Total    | 89.77                | 1034                     |                               | 10,794       |  | 2184                  | 18610               |      |       |
|                          |      | in       | 44.89                | 4412                     | 2.0                           | 8,977        | 15.2%  | 65.0%                 | 100.0%              | 1482 | 8415  |
|                          |      | Out      | 44.89                | 4432                     | 2.0                           | 9,897        | 15.2%  | 65.0%                 | 100.0%              | 1482 | 8415  |
| Gaming                   | 3922 | Total    |                      |                          |                               | 41,913       |  | 3435                  | 38478               |      |       |
|                          |      | in       |                      |                          |                               | 20,957       | 8.2%   | 91.8%                 | 100.0%              | 1717 | 18979 |
|                          |      | Out      |                      |                          |                               | 20,957       | 8.2%   | 91.8%                 | 100.0%              | 1717 | 18979 |
| <b>SATURDAY DAILY</b>    |      |          |                      |                          |                               |              |  |                       |                     |      |       |
| Total                    |      |          |                      |                          |                               | 73,964       |  | 8,429                 | 65,536              |      |       |
| Total                    |      |          |                      |                          |                               | 73,964       |  | 8,504                 | 65,460              |      |       |
| Total                    |      |          |                      |                          |                               | 77,982       |  | 8,204                 | 69,778              |      |       |

| Component                 | Area | Category | Vehicle Trip per Loc | Unadjusted Vehicle Trips | Annual vehicle occupancy rate | Person Trips | Proportion of work vs. non-work trips (see footnote 6) | Employment person hrs | Patron Person Trips |      |
|---------------------------|------|----------|----------------------|--------------------------|-------------------------------|--------------|--|-----------------------|---------------------|------|
| <b>SATURDAY PEAK HOUR</b> |      |          |                      |                          |                               |              |  |                       |                     |      |
| Hotel                     | 509  | Total    | 9.20                 | 388                      |                               | 713          | work non-work  | 26                    | 687                 |      |
|                           |      | in       | 9.20                 | 388                      | 3.0                           | 209          | 0.0%   | 100.0%                | 0                   | 196  |
|                           |      | Out      | 9.21                 | 358                      | 3.0                           | 314          | 8.3%   | 91.7%                 | 25                  | 204  |
| Night Club/Lounge         | 438F | Total    | 10.38                | 280                      |                               | 578          |  | 63                    | 515                 |      |
|                           |      | in       | 9.88                 | 165                      | 2.1                           | 341          | 14.5%  | 85.5%                 | 50                  | 291  |
|                           |      | Out      | 5.72                 | 115                      | 2.1                           | 237          | 5.0%   | 84.0%                 | 13                  | 224  |
| Retail (shopping center)  | 1081 | Total    | 8.51                 | 923                      |                               | 1,876        |  | 512                   | 1364                |      |
|                           |      | in       | 4.42                 | 478                      | 2.0                           | 875          | 27.3%  | 72.7%                 | 260                 | 709  |
|                           |      | Out      | 4.08                 | 441                      | 2.0                           | 900          | 27.3%  | 72.7%                 | 246                 | 655  |
| Gaming                    | 3922 | Total    |                      |                          |                               | 132          |  | 2890                  |                     |      |
|                           |      | in       |                      |                          |                               | 1,513        | 9.9%   | 99.1%                 | 14                  | 1500 |
|                           |      | Out      |                      |                          |                               | 1,608        | 7.3%   | 82.1%                 | 118                 | 1490 |
| <b>SATURDAY PEAK HOUR</b> |      |          |                      |                          |                               |              |  |                       |                     |      |
| Total                     |      |          |                      |                          |                               | 6,288        |  | 732                   | 5,556               |      |
| Total                     |      |          |                      |                          |                               | 6,229        |  | 729                   | 5,500               |      |
| Total                     |      |          |                      |                          |                               | 6,559        |  | 483                   | 2,956               |      |

- Notes:
1. Adjusted vehicle occupancy rates based on the 2009 National Household Travel Survey
  2. ITE Trip Generation, 9th Edition, LUC 210 (Hotel). Average rate per person peak and 15th curve for city, Suburban and rural Saturday
  3. ITE Trip Generation, 9th Edition, LUC 220 (Gaming Facility). Average rate for all trip periods
  4. ITE Trip Generation, 9th Edition, LUC 820 (Shopping Center). Filled curve for all trip periods
  5. Gaming patron trip generation developed from dealer gaming facilities. See trip generation methodology documentation
  6. Proportion of work vs. non-work trips based on BTD Access Plus Database (job-gaining) and Wynn (gaming)

## Patrons

| Component                | Area | Category | Vehicle Trip per Loc | Unadjusted Vehicle Trips | Annual vehicle occupancy rate | Person Trips | Proportion of work vs. non-work trips (see footnote 6) | Employment person hrs | Patron Person Trips | Patron Public Transit ORANGE LINE |              |                |              |                     |              |                             |              |                 |              |             |              |             |              | Patron Auto/Taxi |              |        |              | Total  |        |        |        |        |      |
|--------------------------|------|----------|----------------------|--------------------------|-------------------------------|--------------|--|-----------------------|---------------------|-----------------------------------|--------------|----------------|--------------|---------------------|--------------|-----------------------------|--------------|-----------------|--------------|-------------|--------------|-------------|--------------|------------------|--------------|--------|--------------|--------|--------|--------|--------|--------|------|
|                          |      |          |                      |                          |                               |              |  |                       |                     | Patron Internal Trips             |              | Patron Park-By |              | Patron Person Trips |              | Patron Water Transportation |              | Patron Tour Bus |              | Patron Auto |              | Patron Taxi |              |                  |              |        |              |        |        |        |        |        |      |
|                          |      |          |                      |                          |                               |              |  |                       |                     | Percent                           | Person Trips | Percent        | Person Trips | Share               | Person Trips | Share                       | Person Trips | Share           | Person Trips | Share       | Person Trips | Share       | Person Trips | Share            | Person Trips | Share  | Person Trips |        |        |        |        |        |      |
| Hotel                    | 509  | Total    | 0.03                 | 4515                     |                               | 9,220        | work non-work  | 1992                  | 7608                | 27%                               | 2847         | 0%             | 0            | 802                 | 10%          | 54                          | 3%           | 29              | 0%           | 0           | 20           | 0           | 89%          | 878              | 2.0          | 330    | 8%           | 78     | 2.8    | 46     | 559    |        |      |
|                          |      | in       | 4.52                 | 2258                     | 2.0                           | 4,515        | 15%  | 85.7%                 | 100.0%              | 681                               | 3529         | 10%            | 54           | 3%                  | 29           | 0%                          | 0            | 20              | 0            | 0           | 0            | 20          | 0            | 89%              | 878          | 2.0    | 330          | 8%     | 78     | 2.8    | 46     | 559    |      |
|                          |      | Out      | 4.52                 | 2258                     | 2.0                           | 4,610        | 15%  | 45.2%                 | 100.0%              | 611                               | 3429         | 10%            | 58           | 3%                  | 29           | 0%                          | 0            | 20              | 0            | 0           | 0            | 20          | 0            | 89%              | 878          | 2.0    | 330          | 8%     | 78     | 2.8    | 46     | 559    |      |
| Night Club/Lounge        | 438F | Total    | 112.81               | 2442                     |                               | 5,037        |  | 648                   | 4389                | 20%                               | 438          | 10%            | 210          | 1638                | 10%          | 154                         | 3%           | 45              | 0%           | 0           | 20           | 0           | 89%          | 1380             | 2.2          | 432    | 8%           | 133    | 2.0    | 62     | 544    |        |      |
|                          |      | in       | 71.43                | 1221                     | 2.1                           | 2,516        | 12.9%  | 87.1%                 | 100.0%              | 324                               | 2194         | 20%            | 430          | 10%                 | 213          | 1638                        | 10%          | 154             | 3%           | 48          | 0%           | 20          | 0            | 89%              | 1390         | 2.2    | 432          | 8%     | 123    | 2.0    | 62     | 544    |      |
|                          |      | Out      | 71.43                | 1221                     | 2.1                           | 2,518        | 12.9%  | 87.1%                 | 100.0%              | 324                               | 2194         | 20%            | 438          | 10%                 | 210          | 1638                        | 10%          | 154             | 3%           | 45          | 0%           | 20          | 0            | 89%              | 1380         | 2.2    | 432          | 8%     | 133    | 2.0    | 62     | 544    |      |
| Retail (shopping center) | 1081 | Total    | 89.77                | 1034                     |                               | 10,794       |  | 2184                  | 18610               | 20%                               | 1683         | 10%            | 812          | 6891                | 10%          | 585                         | 3%           | 137             | 0%           | 0           | 20           | 0           | 89%          | 4080             | 2.2          | 1845   | 8%           | 471    | 2.0    | 235    | 2084   |        |      |
|                          |      | in       | 44.89                | 4412                     | 2.0                           | 8,977        | 15.2%  | 65.0%                 | 100.0%              | 1482                              | 8415         | 20%            | 1583         | 10%                 | 842          | 6891                        | 10%          | 585             | 3%           | 137         | 0%           | 0           | 20           | 0                | 89%          | 4080   | 2.2          | 1845   | 8%     | 471    | 2.0    | 235    | 2084 |
|                          |      | Out      | 44.89                | 4432                     | 2.0                           | 9,897        | 15.2%  | 65.0%                 | 100.0%              | 1482                              | 8415         | 20%            | 1583         | 10%                 | 842          | 6891                        | 10%          | 585             | 3%           | 137         | 0%           | 0           | 20           | 0                | 89%          | 4080   | 2.2          | 1845   | 8%     | 471    | 2.0    | 235    | 2084 |
| Gaming                   | 3922 | Total    |                      |                          |                               | 41,913       |  | 3435                  | 38478               | 0%                                | 0            | 0%             | 0            | 16238               | 10%          | 1624                        | 3%           | 577             | 10%          | 1624        | 20           | 97          | 89%          | 13225            | 2.0          | 8038   | 8%           | 1338   | 2.0    | 770    | 7408   |        |      |
|                          |      | in       |                      |                          |                               | 20,957       | 8.2%   | 91.8%                 | 100.0%              | 1717                              | 18979        | 0%             | 0            | 0%                  | 0            | 16220                       | 10%          | 1624            | 3%           | 577         | 10%          | 1624        | 20           | 97               | 89%          | 13225  | 2.0          | 8038   | 8%     | 1338   | 2.0    | 770    | 7408 |
|                          |      | Out      |                      |                          |                               | 20,957       | 8.2%   | 91.8%                 | 100.0%              | 1717                              | 18979        | 0%             | 0            | 0%                  | 0            | 16220                       | 10%          | 1624            | 3%           | 577         | 10%          | 1624        | 20           | 97               | 89%          | 13225  | 2.0          | 8038   | 8%     | 1338   | 2.0    | 770    | 7408 |
| <b>SATURDAY DAILY</b>    |      |          |                      |                          |                               |              |  |                       |                     |                                   |              |                |              |                     |              |                             |              |                 |              |             |              |             |              |                  |              |        |              |        |        |        |        |        |      |
| Total                    |      |          |                      |                          |                               | 73,964       |  | 8,429                 | 65,536              | 10/137                            | 2122         | 10/280         | 0/530        | 16/80               | 10/348       | 18/184                      | 3/3194       | 1/1874          | 1/1874       | 2/3194      | 20/8038      | 8/8038      | 2/3194       | 2/3194           | 2/3194       | 2/3194 | 2/3194       | 2/3194 | 2/3194 | 2/3194 | 2/3194 | 2/3194 |      |
| Total                    |      |          |                      |                          |                               | 73,964       |  | 8,504                 | 65,460              | 10/137                            | 2122         | 10/280         | 0/530        | 16/80               | 10/348       | 18/184                      | 3/3194       | 1/1874          | 1/1874       | 2/3194      | 20/8038      | 8/8038      | 2/3194       | 2/3194           | 2/3194       | 2/3194 | 2/3194       | 2/3194 | 2/3194 | 2/3194 | 2/3194 |        |      |
| Total                    |      |          |                      |                          |                               | 77,982       |  | 8,204                 | 69,778              | 10/137                            | 2122         | 10/280         | 0/530        | 16/80               | 10/348       | 18/184                      | 3/3194       | 1/1874          | 1/1874       | 2/3194      | 20/8038      | 8/8038      | 2/3194       | 2/3194           | 2/3194       | 2/3194 | 2/3194       | 2/3194 | 2/3194 | 2/3194 | 2/3194 |        |      |



**Wynn Everett - Trip Generation**  
Howard/Stein-Hudson Associates  
October 29, 2013

| Component                                  | Date    | Category | Vehicles Transacted | Unassigned Vehicle Trips | Internal vehicle occupancy rate | Person Trips | Proportion of work vs. non-work hrs (see footnote #) | Employee portion % | Patron Portion % |
|--|---------|----------|---------------------|--------------------------|---------------------------------|--------------|--|--------------------|------------------|
| <b>FRIDAY DAILY</b>                        |         |          |                     |                          |                                 |              |  |                    |                  |
| Hotel<br>see footnote 2                    | rooms   | In       | 500                 | 4102                     |                                 | 5,316        |  | 100%               | 100%             |
|  |         | Out      | 410                 | 2941                     | 2.0                             | 4,353        | 14.8%  | 85.2%              | 100.0%           |
|  |         |          | 410                 | 2951                     | 2.0                             | 4,348        | 14.8%  | 85.2%              | 100.0%           |
| Night Club/Lounge<br>see footnote 3        | KCF     | In       | 17.1                | 2728                     |                                 | 4,802        |  | 100%               | 100%             |
|  |         | Out      | 18.10               | 1184                     | 2.3                             | 2,401        | 12.9%  | 87.1%              | 100.0%           |
|  |         |          | 18.10               | 1184                     | 2.3                             | 2,401        | 12.9%  | 87.1%              | 100.0%           |
| Retail (shopping center)<br>see footnote 4 | KCF     | In       | 108.1               | 7141                     |                                 | 14,573       |  | 100%               | 100%             |
|  |         | Out      | 32.64               | 3512                     | 2.0                             | 7,266        | 15.0%  | 85.0%              | 100.0%           |
|  |         |          | 32.64               | 3512                     | 2.0                             | 7,266        | 15.0%  | 85.0%              | 100.0%           |
| Gaming<br>see footnote 5                   | patrons | In       | 2312                | 1796                     |                                 | 35,912       |  | 100%               | 100%             |
|  |         | Out      | 17.96               | 1796                     | 8.2%                            | 91,851       | 100.0%   | 100.0%             | 100.0%           |
|  |         |          | 17.96               | 1796                     | 8.2%                            | 91,851       | 100.0%   | 100.0%             | 100.0%           |
| <b>FRIDAY DAILY Total</b>                  |         |          |                     |                          |                                 |              |  |                    |                  |
|  | In      |          | 63,721              |                          | 68,625                          |              | 56738  |                    |                  |
|  | Out     |          | 31,053              |                          | 34,652                          |              | 28268  |                    |                  |
|  |         |          | 11,888              |                          | 34,852                          |              | 28268  |                    |                  |
| <b>FRIDAY PM PEAK</b>                      |         |          |                     |                          |                                 |              |  |                    |                  |
| Hotel<br>see footnote 2                    | rooms   | In       | 500                 | 0.81                     |                                 | 108          |  | 0.2%               | 0.0%             |
|  |         | Out      | 0.28                | 172                      | 2.0                             | 164          | 0.6%   | 100.0%             | 100.0%           |
|  |         |          | 0.28                | 178                      | 2.0                             | 262          | 8.2%   | 91.7%              | 100.0%           |
| Night Club/Lounge<br>see footnote 3        | KCF     | In       | 17.1                | 15.40                    |                                 | 285          |  | 5.8%               | 4.3%             |
|  |         | Out      | 10.53               | 175                      | 2.1                             | 340          | 14.5%  | 85.5%              | 100.0%           |
|  |         |          | 4.96                | 80                       | 2.1                             | 168          | 5.6%   | 94.4%              | 100.0%           |
| Retail (shopping center)<br>see footnote 4 | KCF     | In       | 108.1               | 5.81                     |                                 | 531          |  | 1.3%               | 0.9%             |
|  |         | Out      | 2.80                | 383                      | 2.0                             | 615          | 27.3%  | 72.7%              | 100.0%           |
|  |         |          | 3.08                | 308                      | 2.0                             | 670          | 21.3%  | 72.7%              | 100.0%           |
| Gaming<br>see footnote 5                   | patrons | In       | 2312                | 0.83%                    |                                 | 219          |  | 0.3%               | 0.2%             |
|  |         | Out      | 1.856               | 1,856                    | 3.8%                            | 1,856        | 100.0%   | 100.0%             | 100.0%           |
|  |         |          | 1.856               | 1,856                    | 3.8%                            | 1,856        | 100.0%   | 100.0%             | 100.0%           |
| <b>FRIDAY PM PEAK Total</b>                |         |          |                     |                          |                                 |              |  |                    |                  |
|  | In      |          | 5,391               |                          | 655                             |              | 4,636  |                    |                  |
|  | Out     |          | 2,764               |                          | 274                             |              | 2,490  |                    |                  |
|  |         |          | 2,585               |                          | 381                             |              | 2208   |                    |                  |

**Trip Generation Summary**

| All Persons | Public Transit  |                          | Employee Shuttle  |                             | Transit Shuttle to Orange Line Stations at Sullivan and Wellington        |                             | Tour Buses  |                 | Employee Auto   |            | Patron Auto/Taxi  |                   |
|-------------|---|--------------------------|---|-----------------------------|---|-----------------------------|---|-----------------|---|------------|---|-------------------|
|             | Orange Line Passenger Trips   | MBTA Bus Passenger Trips | Water Transportation Passenger Trips  | Shuttle Bus Passenger Trips | Shuttle Bus Trips   | Shuttle Bus Passenger Trips | Shuttle Bus Trips   | Passenger Trips | Bus Trips   | Auto trips | Patron auto trips   | Patron Taxi Trips |
|             | Based on average frequency of 15 minutes throughout the day to each of 2 parking facilities |                          | Based on average frequency of 15 minutes throughout the day to each of 2 parking facilities |                             | Based on average frequency of 15 minutes throughout the day to 2 stations |                             | Based on average frequency of 15 minutes throughout the day to 2 stations |                 | Based on average frequency of 15 minutes throughout the day to 2 stations |            | Based on average frequency of 15 minutes throughout the day to 2 stations |                   |
| 1511        | 213   | 82                       | 45  | 388                         | 213   | 8                           | 3   | 281             | 308   | 38         | 184   | 144               |
| 1511        | 213   | 82                       | 45  | 388                         | 213   | 8                           | 3   | 281             | 308   | 38         | 184   | 144               |
| 1713        | 204   | 31                       | 53  | 103                         | 275   | 2                           | 0   | 125             | 881   | 33         | 318   | 318               |
| 1713        | 204   | 31                       | 53  | 103                         | 275   | 2                           | 0   | 125             | 881   | 33         | 318   | 318               |
| 5427        | 852   | 100                      | 183   | 853                         | 852   | 0                           | 4   | 495             | 1183  | 174        | 758   | 758               |
| 5427        | 852   | 100                      | 183   | 853                         | 852   | 0                           | 4   | 495             | 1183  | 174        | 758   | 758               |
| 17888       | 1048  | 147                      | 540   | 841                         | 1948  | 1051                        | 53  | 824             | 8807  | 771        | 8138  | 8138              |
| 17888       | 1048  | 147                      | 540   | 841                         | 1948  | 1051                        | 53  | 824             | 8807  | 771        | 8138  | 8138              |
| 53385       | 8034  | 708                      | 1002  | 4470                        | 578   | 1034                        | 570   | 3302            | 1864  | 1883       | 1912  | 1912              |
| 20905       | 3019  | 348                      | 801   | 3215                        | 281   | 1019                        | 283   | 1851            | 82  | 1084       | 890   | 878               |
| 28888       | 3818  | 388                      | 388   | 3388                        | 388   | 1018                        | 388   | 281             | 1018  | 388        | 478   | 478               |
| 81          | 8   | 8                        | 8   | 8                           | 8   | 8                           | 8   | 8               | 8   | 8          | 8   | 8                 |
| 81          | 8   | 8                        | 8   | 8                           | 8   | 8                           | 8   | 8               | 8   | 8          | 8   | 8                 |
| 261         | 28  | 8                        | 6   | 34                          | 52  | 8                           | 8   | 11              | 8   | 8          | 71  | 71                |
| 133         | 24  | 1                        | 4   | 7                           | 14  | 8                           | 8   | 8               | 8   | 8          | 44  | 44                |
| 483         | 65  | 31                       | 14  | 168                         | 85  | 0                           | 0   | 48              | 36  | 31         | 112   | 112               |
| 523         | 71  | 15                       | 18  | 117                         | 71  | 8                           | 8   | 52              | 107   | 18         | 124   | 124               |
| 1368        | 142   | 8                        | 41  | 74                          | 142   | 730                         | 1   | 7               | 424   | 57         | 581   | 581               |
| 1488        | 182   | 17                       | 44  | 107                         | 182   | 188                         | 17  | 64              | 440   | 82         | 522   | 522               |
| 4414        | 507   | 85                       | 102   | 419                         | 24  | 507                         | 24  | 282             | 148   | 1079       | 159   | 1552              |
| 2210        | 248   | 17                       | 88  | 175                         | 18  | 248                         | 12  | 116             | 18  | 103        | 78  | 702               |
| 2214        | 258   | 18                       | 88  | 184                         | 18  | 258                         | 12  | 116             | 18  | 103        | 74  | 690               |

# Wynn Everett - Trip Generation

Howard/Stein-Hudson Associates  
October 29, 2013

| Component                       | Size  | Category | Vehicle Occupancy | Unadjusted Vehicle Trips | Adjusted Vehicle Occupancy rate <sup>1</sup> | Person Trips | Proportion of work vs. non-work (see footnote 6) | Employee person trips | Patron Trips |
|---------------------------------|-------|----------|-------------------|--------------------------|--|--------------|--|-----------------------|--------------|
| <b>SATURDAY DAILY</b>           |       |          |                   |                          |  |              |  |                       |              |
|                                 |       |          |                   |                          |  |              | work   | non-work              | total        |
| <b>Hotel</b>                    | 500   | Total    | 0.51              | 4515                     |  | 8,220        |  | 1302                  | 7558         |
|                                 |       | In       | 0.52              | 2256                     | 2.0  | 4,510        | 100%   | 85.2%                 | 100.0%       |
|                                 |       | Out      | 0.52              | 2259                     | 2.0  | 4,510        | 100%   | 85.3%                 | 100.0%       |
| <b>Night Club/Lounge</b>        | 17.1  | Total    | 142.8%            | 2442                     |  | 5,007        |  | 648                   | 4359         |
|                                 |       | In       | 11.4%             | 1221                     | 2.1  | 2,518        | 12.0%  | 87.1%                 | 100.0%       |
|                                 |       | Out      | 11.4%             | 1221                     | 2.1  | 2,518        | 12.0%  | 87.1%                 | 100.0%       |
| <b>Retail (shopping center)</b> | 108.1 | Total    | 89.77             | 8754                     |  | 19,724       |  | 2054                  | 19,630       |
|                                 |       | In       | 44.8%             | 4652                     | 2.0  | 9,497        | 15.0%  | 85.0%                 | 100.0%       |
|                                 |       | Out      | 44.8%             | 4652                     | 2.0  | 9,497        | 15.0%  | 85.0%                 | 100.0%       |
| <b>Gaming</b>                   | 2072  | Total    |                   | 41,913                   |  | 3155         |  | 18473                 | 18473        |
|                                 |       | In       |                   | 20,957                   | 8.2%   | 91.8%        | 100.0%   | 1717                  | 19249        |
|                                 |       | Out      |                   | 20,957                   | 8.2%   | 91.8%        | 100.0%   | 1717                  | 19249        |
| <b>SATURDAY DAILY Total</b>     |       | Total    |                   | 75,864                   |  | 4,608        |  | 47,550                | 47,550       |
|                                 |       | In       |                   | 37,882                   |  | 4,204        |  | 33,718                | 33,718       |
|                                 |       | Out      |                   | 37,982                   |  | 4,204        |  | 33,718                | 33,718       |
| <b>SATURDAY PEAK HOUR</b>       |       |          |                   |                          |  |              |  |                       |              |
|                                 |       |          |                   |                          |  |              | work   | non-work              | total        |
| <b>Hotel</b>                    | 500   | Total    | 0.70              | 349                      |  | 713          |  | 36                    | 447          |
|                                 |       | In       | 0.59              | 186                      | 2.0  | 388          | 8.0%   | 100.0%                | 100.0%       |
|                                 |       | Out      | 0.31              | 154                      | 2.0  | 325          | 8.3%   | 91.7%                 | 100.0%       |
| <b>Night Club/Lounge</b>        | 17.1  | Total    | 16.51             | 280                      |  | 578          |  | 83                    | 515          |
|                                 |       | In       | 9.6%              | 123                      | 2.1  | 241          | 14.2%  | 85.9%                 | 100.0%       |
|                                 |       | Out      | 6.7%              | 157                      | 2.1  | 337          | 5.6%   | 94.4%                 | 100.0%       |
| <b>Retail (shopping center)</b> | 108.1 | Total    | 8.51              | 920                      |  | 1,870        |  | 547                   | 1,384        |
|                                 |       | In       | 4.4%              | 478                      | 2.0  | 915          | 27.3%  | 72.7%                 | 100.0%       |
|                                 |       | Out      | 4.0%              | 442                      | 2.0  | 955          | 27.3%  | 72.7%                 | 100.0%       |
| <b>Gaming</b>                   | 2072  | Total    |                   | 3,121                    |  | 132          |  | 2990                  | 2990         |
|                                 |       | In       |                   | 1,513                    | 0.9%   | 69.1%        | 100.0%   | 14                    | 1500         |
|                                 |       | Out      |                   | 1,608                    | 7.3%   | 62.7%        | 100.0%   | 116                   | 1480         |
| <b>SATURDAY PEAK HOUR Total</b> |       | Total    |                   | 6,288                    |  | 732          |  | 5,558                 | 5,558        |
|                                 |       | In       |                   | 3,223                    |  | 329          |  | 2800                  | 2800         |
|                                 |       | Out      |                   | 3,065                    |  | 403          |  | 2766                  | 2766         |

- Notes:
1. National vehicle occupancy rates based on the 2009 National Household Travel Survey
  2. ITE Trip Generation (9th Edition) LUC 310 (Hotel) Average rate for a m. peak and then used for daily Saturday and peak Saturday
  3. ITE Trip Generation (9th Edition) LUC 625 (Dining/Phoe) Average rate for all time periods
  4. ITE Trip Generation (9th Edition) LUC 320 (Shopping Center) Fixed value for all time periods
  5. Gaming person trip generation developed from similar gaming facilities. See ITE Trip Generation methodology documentation
  6. Proportion of work vs. non-work based on BTD Access Plan (Walkways, main parking) and Wynn (gaming)

# Trip Generation Summary

| All Persons | Transit Shuttles to Orange Line Stations at Sullivan and Wellington |                          |                                      |                             |                   |                 |                   |                 |                  |            |                   |                   |                          |  |
|-------------|---|--------------------------|--------------------------------------|-----------------------------|-------------------|-----------------|-------------------|-----------------|------------------|------------|-------------------|-------------------|--------------------------|--|
|             | Public Transit  |                          | Employee Shuttle                     |                             | Tour Buses        |                 | Employee Autos    |                 | Patron Auto/Taxi |            |                   |                   |                          |  |
|             | Orange Line Passengers Trips  | MBTA Bus Passenger Trips | Water Transportation Passenger Trips | Shuttle Bus Passenger Trips | Shuttle Bus Trips | Passenger Trips | Shuttle Bus Trips | Passenger Trips | Bus Trips        | Auto trips | Patron auto trips | Patron taxi trips | Patron Auto + Taxi trips |  |
| 1663        | 234   | 86                       | 50                                   | 434                         | 234               | 0               | 0                 | 194             | 438              | 48         | 336               |                   |                          |  |
| 1463        | 234   | 86                       | 50                                   | 438                         | 234               | 0               | 0                 | 204             | 358              | 42         | 326               |                   |                          |  |
| 1870        | 218   | 83                       | 68                                   | 207                         | 218               | 0               | 0                 | 171             | 442              | 42         | 344               |                   |                          |  |
| 1690        | 218   | 83                       | 68                                   | 207                         | 218               | 0               | 0                 | 171             | 442              | 42         | 344               |                   |                          |  |
| 7325        | 685   | 148                      | 221                                  | 648                         | 685               | 0               | 0                 | 578             | 1483             | 206        | 1264              |                   |                          |  |
| 7373        | 685   | 148                      | 221                                  | 648                         | 685               | 0               | 0                 | 578             | 1483             | 206        | 1264              |                   |                          |  |
| 20614       | 2287  | 172                      | 120                                  | 1090                        | 2287              | 1024            | 91                | 894             | 4318             | 775        | 3468              |                   |                          |  |
| 20617       | 2287  | 172                      | 120                                  | 1090                        | 2287              | 1024            | 91                | 894             | 4318             | 775        | 3468              |                   |                          |  |
| 47106       | 7211  | 941                      | 1011                                 | 5362                        | 6781              | 2211            | 578               | 2043            | 1884             | 2082       | 1884              | 2219              | 2082                     |  |
| 31853       | 3508  | 420                      | 100                                  | 281                         | 3508              | 263             | 1924              | 97              | 1540             | 9207       | 1128              | 19415             | 1128                     |  |
| 31852       | 3508  | 420                      | 100                                  | 281                         | 3508              | 263             | 1924              | 97              | 1540             | 9207       | 1128              | 19415             | 1128                     |  |

57



WYNN MA, LLC PUBLIC OUTREACH DRAFT DOCUMENT  
NOVEMBER 7, 2013

| <b>DOCUMENTED OUTREACH</b> |                     |  |   |   |
|----------------------------|---------------------|--|---|---|
| <b>MALDEN OUTREACH</b>     |                     |  |   |   |
| <b>Date</b>                | <b>Organization</b> | <b>Malden Representative(s) Present</b>  | <b>Wynn Official(s) Present</b>   | <b>Description</b>  |
| June 25, 2013              | City of Malden      | Gary Christenson, Mayor of Malden; Kevin Duffy, Strategy & Business Development Officer, City of Malden  | Steve Tocco and Bob Havern  | Project Briefing  |
| July 8, 2013               | City of Malden      | Gary Christenson, Mayor of Malden  | Steve Tocco, Kim Sinatra, Jacqui Krum                                     | Project Briefing  |
| July 18, 2013              | City of Malden      | Kevin Duffy, Strategy & Business Development Officer; Ron Hogan, Strategic Planning Analyst  | Steve Tocco, Bob Havern, John Tocco, Chris Gordon, Sarah Kelly, Jeff Dirk | Review of Traffic Flow and Transportation Infrastructure  |
| July 22, 2013              | City of Malden      | Kevin Duffy, Strategy & Business Development Officer; Ron Hogan, Strategic Planning Analyst; Patrick Johnston, Everett Police Officer  | John Tocco  | Kevin and Ron toured the Malden River and Wynn site from the water with Officer Johnston.                               |
| August 13, 2013            | City of Malden      | Kevin Duffy, Strategy & Business Development Officer   | Steve Tocco   | Project Briefing  |
| August 21, 2013            | City of Malden      | Kevin Duffy, Strategy & Business Development Officer, City of Malden; Stephen Wishoski, Executive Director, Malden Redevelopment Authority; Ron Hogan, Strategic Planning Analyst, City of Malden; and Deborah Burke, Assistant Executive Director, Malden Redevelopment Authority | Steve Tocco; Chris Gordon   | Parking Issues Meeting  |
| August 22, 2013            | City of Malden      | Gary Christenson, Mayor of Malden; Ron Hogan; Kevin Duffy  | Gamal Aziz; John Tocco  | Introduce additional Wynn executive team members to the Mayor and discuss future development plans                      |
| September 9, 2013          | City of Malden      | Kevin Duffy, Strategy & Business Development Officer; Ron Hogan, Strategic Planning Analyst; Councilor Jim Nestor; and Councilor David D'Arcangelo   | Steve Tocco; Bob Havern; John Tocco                                       | Kevin and Ron introduced the Malden representatives who were appointed to negotiate the surrounding community agreement |
| September 16, 2013         | City of Malden      | Kevin Duffy, Strategy & Business Development Officer; Ron Hogan, Strategic Planning Analyst; Councilor Jim Nestor; and Councilor David D'Arcangelo   | Steve Tocco, Bob Havern   | Surrounding Community Agreement Negotiation   |
| September 18, 2013         | City of Malden      | Kevin Duffy, Strategy & Business Development Officer; Ron Hogan, Strategic Planning Analyst; Councilor David D'Arcangelo   | Steve Tocco, Bob Havern, John Tocco, Jacqui Krum                          | Surrounding Community Agreement Negotiation   |

WYNN MA, LLC PUBLIC OUTREACH DRAFT DOCUMENT  
NOVEMBER 7, 2013

**DOCUMENTED OUTREACH**

**MALDEN OUTREACH**

|                    |                |  |  |  |
|--------------------|----------------|--|--|--|
| September 19, 2013 | City of Malden | Kevin Duffy, Strategy & Business Development Officer; Ron Hogan, Strategic Planning Analyst; Councilor Jim Nestor; and Councilor David D'Arcangelo | Steve Tocco, Bob Havern, John Tocco, Jacqui Krum | Surrounding Community Agreement Negotiation                                |
| September 30, 2013 | City of Malden | Kevin Duffy, Strategy & Business Development Officer   | John Tocco                                       | Career Showcase and Vendor Opportunities                                   |
| October 8, 2013    | City of Malden | Kevin Duffy, Strategy & Business Development Officer   | John Tocco                                       | Surrounding Community Agreement Negotiation                                |
| November 5, 2013   | City of Malden | Kevin Duffy, Strategy & Business Development Officer; Ron Hogan, Strategic Planning Analyst  | John Tocco                                       | E-mail from John to Kevin and Ron with updated trip generation projections |

WYNN MA, LLC PUBLIC OUTREACH DRAFT DOCUMENT  
NOVEMBER 7, 2013

**DOCUMENTED OUTREACH**

**BOSTON OUTREACH**

| <b>Date</b>        | <b>Organization</b>              | <b>Boston Representative(s) Present</b>   | <b>Wynn Official(s) Present</b>        | <b>Description</b>  |
|--------------------|----------------------------------|---|--|---|
| May 29, 2013       | Boston Harbor Association        | Vivien Li, Boston Harbor Association; and others  | Jamie Fay, Sarah Kelly                 | General overview of municipal harbor plan   |
| July 9, 2013       | Boston Harbor Association        | Vivien Li, Boston Harbor Association; and others  | Jamie Fay, Sarah Kelly, Charles Norris | General overview of project EENF to Boston Harbor Association Harbor Use Committee            |
| July 15, 2013      | Charlestown Business Community   | Diane Grant, Charlestown Business Community   | John Tocco                             | Email re: setting up a meeting  |
| September 26, 2013 | Charlestown Business Community   | Diane Grant, Charlestown Business Community   | John Tocco                             | Email re: setting up a meeting  |
| July 12, 2013      | Charlestown Mothers Association  | Jennifer Rossi, Charlestown Mothers Association   | John Tocco                             | Email re: setting up a meeting  |
| July 24, 2013      | Charlestown Mothers Association  | Rebecca Love, Co-president, Board Member, Charlestown Mothers Association; Jennifer, M. Rossi, Charlestown Mothers Association; Laura L. Carroll, Charlestown Mothers Association   | John Tocco                             | Overview of Wynn Project and discussion regarding impacts to Charlestown                      |
| October 3, 2013    | Charlestown Mothers Association  | Charlestown Mothers Association Board of Directors  | John Tocco, Chris Gordon               | Project Briefing and Discussion of Sullivan Square  |
| October 21, 2013   | Charlestown Mothers Association  | Sal LaMattina; Representative from Gene O'Flaherty's office; Members of the Charlestown Mothers Association   | John Tocco                             | Project Update  |
| August 12, 2013    | Charlestown Neighborhood Council | Tom Cuhna, Chairman of the Charlestown Neighborhood Council; David Whelan, Vice Chair of the Charlestown Neighborhood Council; Mike Charbonnier; Sullivan Square Precinct Representative for the Charlestown Neighborhood Council | John Tocco                             | Email requesting the opportunity to speak with the Charlestown Neighborhood Council           |
| August 13, 2013    | Charlestown Neighborhood Council | Mike Charbonnier; Sullivan Square Precinct Representative for the Charlestown Neighborhood Council  | John Tocco                             | Telephone call to try and set up a briefing/meeting with the Charlestown Neighborhood Council |
| September 26, 2013 | Charlestown Neighborhood Council | Tom Cuhna, Chairman of the Charlestown Neighborhood Council; David Whelan, Vice Chair of the Charlestown Neighborhood Council; Mike Charbonnier; Sullivan Square Precinct Representative for the Charlestown Neighborhood Council | John Tocco                             | Email re: setting up a meeting  |
| October 9, 2013    | Charlestown Neighborhood Council | Tom Cuhna, Chairman of the Charlestown Neighborhood Council; David Whelan, Vice Chair of the Charlestown Neighborhood Council   | John Tocco                             | Another email requesting to meet with the Charlestown Neighborhood Council                    |
| October 31, 2013   | Charlestown Neighborhood Council | Mike Charbonnier; Sullivan Square Precinct Representative for the Charlestown Neighborhood Council  | John Tocco                             | Project Briefing  |
| October 31, 2013   | Charlestown Neighborhood Council | Charlestown Neighborhood Council  | John Tocco                             | Project Briefing  |