

TO: City Manager, Mark Jinks
Cc: Deputy City Manager, Emily Baker
FROM: MGM Readiness Task Force
DATE: Friday, February 5, 2016
SUBJECT: **MGM Readiness Task Force Recommendations**

EXECUTIVE SUMMARY

The MGM National Harbor Resort is expected to open in late 2016 or early 2017. Our group of twenty local leaders has met and developed recommendations to help Alexandria prepare for this environmental change. Recognizing both the resort's potential impact on Alexandria and the City's fiscal constraints, we are recommending the City include in the FY17 budget up to 14 projects with a combined estimated cost of \$377,000. We believe these projects represent low risk/high reward expenditures likely to generate tax receipts that will offset their cost.

An additional 8 projects of greater magnitude in both cost and impact are also recommended for future consideration, pending the resources to fund them. Their combined estimated cost is \$1.462 million. We also identified four additional projects for further study prior to recommendation. Finally, we considered, but rejected, another 7 suggestions with a combined cost of \$27.9 million.

GOALS

To guide the MGM Readiness Task Force we established the following five goals:

1. Communicate MGM scope to Alexandria community
2. Develop productive working relationship with MGM leadership
3. Identify collaboration opportunities that support Alexandria residents and businesses
4. Identify risks that can be mitigated
5. Assess our strengths/weaknesses—a catalyst for needed improvements in infrastructure and service

BACKGROUND

In late 2016 or early 2017 MGM Resorts will open a \$1.3 billion destination resort casino in National Harbor, Maryland, directly across the river from Alexandria. Projected visitation to MGM is 9,000,000 annually, which would double National Harbor's current visitation, and is roughly 2 ½ times Alexandria's current visitor volume.

We anticipate the opening of the resort will present both positive and negative influences on Alexandria. On the positive side, the resort will be a new well-marketed, high quality regional attraction that will create jobs, drive new visitation and offer collaborative marketing opportunities. The project differs from other eastern casinos in that it is an upscale regional destination resort, emphasizing a diverse revenue stream including entertainment, dining and retail—only 30% of MGM's current revenue comes from gaming. On the negative side, MGM will compete with Alexandria restaurants and retailers, increase traffic and potentially exacerbate the social ills associated with addictive gambling. Several restaurants will feature celebrity chefs and retail will likely include high-end stores such as Gucci and Cartier.

In response to these market forces, the Deputy City Manager asked Visit Alexandria to assess and respond to the opportunities and potential risks of this new regional attraction by convening a task force to draft recommendations to help Alexandria prepare for MGM's opening. The task force was to be modeled closely on a similar initiative in 2007-8 to prepare for the original opening of National Harbor.

The work of that task force led to the creation of the King Street Trolley, marina modernization, enhanced marketing and King Street lighting and trees.

In November and December, we convened and briefed a group of twenty local leaders, collaborative in approach and diverse in expertise. (See Appendix A—MGM Overview.) The team encompassed City staff, economic development partners, business leaders, and citizen representatives. Recognizing that there would likely be budget implications for the City's FY 17 budget, the task force met both collectively and in five smaller working teams: Aesthetics, Activation, Community/Education, Marketing and Transportation. Each subgroup generated and researched a list of ideas to help Alexandria maximize its competitive position and revenue potential and minimize adverse impacts. The group then prioritized recommendations using a matrix weighing required investment and potential impact. (See Appendix B—Project Prioritization Matrix.)

The following is a summary of the ideas generated, recommendations and estimated costs:

RECOMMENDED PROJECTS (listed in ascending order of cost)

1) Holiday Lights

Explore options with City Arborist and Department of Transportation & Environmental Services to hang holiday lights in a different manner to save money, increase longevity and improve aesthetics. Current methodology requires installation and removal of lights each year. Two alternate proposals include stringing lights from lampposts to trees or outlining King Street buildings rather than trees.

Working Team: Aesthetics

Lead Agency: Recreation, Parks and Cultural Activities

Timing: Nov. 2016-March 2017

Impact: Mid

Cost: \$0, potential savings (to be confirmed): \$40,000

2) International Wayfinding

Ensure international travel symbols are fully integrated into City's signage and wayfinding plan. No funding was allocated to wayfinding in FY16. Of the total CIP plan for wayfinding, \$200K is budgeted in FY 17 and \$515K in FY 18. This project requires no new money, but requires inclusion in the overall wayfinding plan.

Working Team: Transportation

Lead Agency: Planning & Zoning

Timing: July 2016-June 2017

Impact: High

Cost: \$0 (assuming C.I.P. commitment is still accurate)

3) MGM Task Force

Continue the work of the current MGM Task Force to coordinate and communicate any recommended projects that are undertaken and also to respond to new opportunities and risks that emerge as MGM launches.

Working Team: Communications/Education

Lead Agency: Visit Alexandria

Timing: July 2016-June 2017

Impact: Mid

Cost: \$0

4) Community Education

Communicate information via media, blogs, community briefings that help citizens and businesses understand the MGM project, dispel misconceptions and offer FAQ's. Develop in partnership with MGM Community Affairs, but also ensure inclusion of resources addressing potential adverse impacts from proximity of gambling.

Working Team: Communications/Education

Lead Agency: Visit Alexandria

Timing: Sept. 2016-Jan. 2017

Impact: Mid

Cost: \$5,000

5) Retail Training

Following a similar model to that implemented effectively during the National Harbor opening in 2008, implement front-line staff training for retail, hotels, restaurants and attractions that promote extraordinary customer service, strategic business practice and local area knowledge. Implementation would encompass workshops, in-store counsel and videos.

Working Team: Communications/Education

Lead Agencies: Small Business Development Center & Alexandria Visitor Center

Timing: Oct. 2017

Impact: High

Cost: \$ 10,000

6) International Trade Shows & Tour Operators

Coordinate with MGM sales team to attend international trade shows such as IPW and World Travel Market as part of Capital Region USA consortium to raise visibility of the Alexandria-National Harbor area. Develop and distribute collateral material for tour operators. Other than design and printing of collateral, there is little new activity or cost associated with this project—simply coordination of existing efforts to raise visibility and credibility as a combined destination.

Working Team: Marketing

Lead Agency: Visit Alexandria

Timing: Nov. 2016 & June 2017

Impact: Mid

Cost: \$13,000

7) Business Improvement District (B.I.D.)

Evaluate feasibility of a Business Improvement District focused on waterfront. Prior discussion of B.I.D.'s met with resistance, but there is renewed interest given investment at the waterfront and the City's long-term budget constraints. Funding would evaluate models in other communities and recommend a structure for start-up that enables the B.I.D. to be self-supporting. Activities of the B.I.D. would include appearance, performance and promotion.

Working Team: Activation

Lead Agency: Business Community

Timing: July 2016-Sep. 2016

Impact: High

Cost: \$ 20,000

8) Job Fair

Institute a partnership project with MGM to conduct a hospitality-wide job fair using MGM as an attractor, but connecting prospective employees with prospective employers throughout Alexandria. One goal would be to increase share of Alexandrians capitalizing on high-paying jobs at MGM (which may hire up to 60% of its workforce outside of Prince George's County). A second goal would be to generate new employees for Alexandria businesses whose work force may be cannibalized by the emergence of higher paying jobs at MGM. A third objective is to help Alexandrians understand the prerequisite skills to obtain jobs at MGM with sufficient time and guidance to obtain that training.

Working Team: Transportation

Lead Agency: Workforce Development Center

Timing: July 2016 & Nov. 2016

Impact: High

Cost: \$ 20,000

9) Street Banners

Building on the success of last year's "Shop Small" banners for the holiday season, this initiative would implement a four-season banner program for the stanchions affixed to the lampposts on King Street. The purpose is to animate Alexandria's primary commercial zone and create an atmosphere of timeliness that encourages increased retail and restaurant spending.

Working Team: Aesthetics

Lead Agency: Transportation & Environmental Services

Timing: July 2016-June 2017

Impact: Mid

Cost: \$24,000

10) Public Programming

Develop a coordinated program of performing arts for the waterfront. This would include: paid performers, curated buskers (i.e. unpaid, but screened for quality, scheduled and permitted), public art, pop-ups, and historical tours and re-enactments.

Working Team: Activation

Lead Agencies: Recreation, Parks and Cultural Activities and Office of Historic Alexandria

Timing: April-June 2017

Impact: Mid

Cost: \$ 30,000

11) Meeting Planner Initiative

Develop relationship with MGM national and on-property sales teams; Promote Alexandria to meeting planners for pre and post-convention experiences; develop content, design and print collateral; educate Sales team, on-going research of mtg. planner contact information for upcoming meetings; host joint mtg. planner event/fam

Working Team: Marketing

Lead Agency: Visit Alexandria

Timing: July 2016-June 2017

Impact: Mid

Cost: \$35,000

12) City Marina Refresh

Recognizing that the marina will be the gateway for many MGM visitors to Alexandria, this location represents the critical first impression of our community, and is our highest aesthetic priority. Funding would support continued water taxi service, new welcome signage, ongoing cleaning of waterfront garbage and debris, and enhanced seating.

Working Team: Aesthetics

Lead Agency: Recreation, Parks and Cultural Activities

Timing: July 2016-June 2017

Impact: High

Cost: \$45,000

13) Flowers & Tree Wells

Funding would support plantings and maintenance of trees and flowers along King Street for consistent presence and maintenance during growing seasons for the one mile stretch from the King Street Metro to the Waterfront. The King Street Metro is the other gateway to Alexandria, so beautification along King Street is key to a positive first impression and maximizing revenue capture for restaurants and retail in this corridor. One cost containment option would be an “adopt-a-block” format to allow individual adjacent businesses to take responsibility for and gain recognition for beautification and upkeep with materials, plantings provided by City.

Working Team: Aesthetics

Lead Agency: Recreation, Parks and Cultural Activities

Timing: March-June 2017

Impact: Mid

Cost: \$75,000

14) In-Resort Advertising

New advertising specifically designed for placement in-resort at MGM and through wider regional distribution. Video and rack card promoting the Extraordinary Alexandria experience reaching in-market visitors at MGM, on the water taxi, in hotel rooms, on the trolley and other high traffic locations. Designed to generate spontaneous visits and web site traffic from visitors in the immediate area with discretionary time. Includes creative, production, media placement and distribution.

Working Team: Marketing

Lead Agency: Visit Alexandria

Timing: Jan.-June 2017

Impact: High

Cost: \$100,000

ADDITIONAL PROJECTS, IF SUFFICIENT FUNDING EXISTS

1) Net Impact Economic Analysis

Undertaken by Destination Analysts, the national economic impact firm we used for the advertising effectiveness ROI study, this analysis would establish a benchmark for the impact of the MGM opening. It would calculate the positive effect of visitor spending in Alexandria from MGM guests netted against the loss of revenue to National Harbor from Alexandria guests traveling to the casino resort. This benchmark could be used in future years to detect change over time.

Working Team: Marketing

Lead Agency: Visit Alexandria

Timing: May-June 2017

Impact: Low

Cost: \$45,000

2) Garage Improvement Pilot

Select one City-owned garage to test user-friendly enhancements: lighting, brightly colored paint, signage, and public art to make the garage feel safer, more welcoming and more easily found. Market use of garage as alternative to street parking.

Working Team: Transportation

Lead Agency: Transportation & Environmental Services

Timing: July 2016-Nov. 2017

Impact: Low

Cost: \$55,000

3) Free Weekend Parking

A supplement to the Garage Improvement Pilot listed above, this project would offer free weekend parking in the least utilized City garage (Courthouse) as an incentive to increase overall visitation and reduce pressure on street parking. The foregone revenue from this garage on an annual basis would be \$112,000. To be conservative, we have not reflected any increased tax collection from retail and restaurants.

Working Team: Transportation

Lead Agency: Transportation & Environmental Services

Timing: July 2016-June 2017

Impact: Mid

Cost: \$112,000

4) Tall Ships Event

Modeled after the successful Hermione visit in 2015, we would seek to recruit another Tall Ship event to promote Alexandria's waterfront and gain visibility from MGM National Harbor across the Potomac. This would create an attraction event consistent with Alexandria's image and support local retail and restaurant foot traffic.

Working Team: Activation

Lead Agency: Recreation, Parks and Cultural

Timing: May-June 2017

Impact: Mid

Cost: \$150,000

5) Traffic Mitigation/Wayfinding

In anticipation of increased traffic volume generated by MGM, we would explore mitigation options (i.e., signals, motorcoach parking and drop-off, turn lanes, etc.) based on traffic projections. We would also study parking occupancy on-street and off-street north and south of the Old Town Area Parking Study Area. Finally, we would enhance signage and wayfinding, including real time garage occupancy to assist visitors with identifying off-street parking options in Old Town.

Working Team: Transportation

Lead Agency: Transportation & Environmental Services

Timing: July 2016-June 2017

Impact: High

Cost: \$200,000 (incremental traffic signal enhancements only; wayfinding already in CIP.)

6) "Crave Your Local" Promotion

This promotion would establish a local shopping market, Alexandria Pop-Up at MGM, and family programs. Consolidate retail marketing efforts under existing Crave Your Local Campaign being developed for 2016. Key steps include story boards, creative design, photo shoot, partnerships, calendar of events, ad development and pop-up kiosk and ad production. Pop-up would need to be staffed with a staff person.

Working Team: Marketing

Lead Agency: Visit Alexandria

Timing: Jan-June 2017

Impact: High

Cost: \$200,000

7) Garage Real Time Occupancy

Assist visitors with identifying off-street parking options in Old Town through signage in garages which directs drivers immediately to open parking spaces. This enhancement would increase confidence in ease of use and safety of garages.

Working Team: Transportation

Lead Agency: Transportation & Environmental Services

Timing: July 2016-June 2017

Impact: Mid

Cost: \$300,000

8) Trolley Hours Extension

Extend King Street Trolley service hours, reduce headways and optimize DASH routes operating in Old Town. Evaluate best hours for extended service (AM hours before 10AM and PM hours after 10:15PM weekdays/12:00PM weekends). Study the concept of a fare free transit zone in Old Town. Hours could be extended in the AM and PM to provide an additional transit option for employees /visitors/residents who would commute to MGM via King Street Metro Station and Water Taxi.

Working Team: Transportation

Lead Agency: Transportation & Environmental Services (DASH)

Timing: April 2017-June 2017

Impact: High

Cost: \$400,000 (annual basis, less if partial year)

PROJECTS REQUIRING FURTHER STUDY PRIOR TO RECOMMENDATION

1) Bike/Ped Wayfinding

Dedicated bicycle and pedestrian access between National Harbor and Alexandria is already available via the Woodrow Wilson Bridge. This project would address directional signage deficiencies to support better wayfinding from MGM and enhance bike parking options in Old Town. The latter is already included in the current CIP.

Working Team: Transportation

Lead Agency: Transportation & Environmental Services

Timing: Oct. 2016-Mar. 2017

Impact: Low

Cost: TBD

2) Braddock Potomac Yard Market Analysis

To explore new demands for service, retail, hospitality and related amenities and a possible marina along the north end of Alexandria's waterfront that could support nearby redevelopment opportunities in planning areas such as Old Town North, Braddock and Potomac Yards.

Working Team: Community/Education

Lead Agency: AEDP

Timing: Oct. 2016-Mar. 2017

Impact: Mid

Cost: TBD

3) AirBnB Outreach

Meet with in-market AirBnB representative to address issues of host training, safety, tax collection and marketing to ensure compliance and fairness with rise in room demand.

Working Team: Community/Education

Lead Agency: Code Administration

Timing: Jul.-Nov. 2016

Impact: Mid

Cost: TBD

4) Private Shuttle Service

Meet with representatives of MGM, National Harbor, Gaylord and Tanger Outlets to encourage recruitment and funding of private operator of shuttle service linking National Harbor with Metro stop in Alexandria, ideally King Street.

Working Team: Transportation

Timing: Jul. -Dec. 2016

Lead Agency: Transportation & Environmental Services

Impact: Mid

Cost: TBD

PROJECTS DISCUSSED, BUT NOT RECOMMENDED AT THIS TIME

1) 1749 Historic Boundary District

Recognize Old Town Historic Boundary District, circa 1749 (Bounded by Oronoco, Duke, Pitt streets). Includes interpretive signs, trail, parking restrictions.

Timing: N/A

Working Team: Community/Education

Lead Agency: Office of Historic Alexandria

Impact: Mid

Cost: \$50,000+

2) Old Town Historic District Traffic Plan

New traffic plan in anticipation of increased visitorship in Old Town. Limits on-street parking to enhance traffic flow and quality of life for residents (who are exempted from parking restrictions). Institutes one-way traffic flow on King St from Fairfax to Union. Adds bike lane on east side of Union.

Working Team: Community/Education

Lead Agency: Transportation & Environmental Services

Timing: N/A

Impact: Mid

Cost: \$100,000+ (planning only)

3) Clean Teams

Dedicated, 7 day/week uniformed team to service Old Town as ambassadors, maintenance and sweepers ensuring cleanliness and functionality in high-traffic zone.

Working Team: Aesthetics

Lead Agencies: Transportation & Environmental Services

Timing: N/A

Impact: Mid

Cost: \$250,000

4) Old Town Public Safety Staffing

In anticipation of increased visitation in Old Town, establish dedicated staffing for 4 additional police officers and 2 paramedics.

Working Team: Community/Education

Lead Agencies: Police, Fire Departments

Timing: N/A

Impact: High

Cost: \$500,000

5) Public Transit Express Connecting Service

Work with representatives of WMATA, MGM, National Harbor, Gaylord and Tanger Outlets to establish public express service linking National Harbor with Metro stop in Alexandria, ideally King Street.

Working Team: Transportation

Lead Agency: Transportation & Environmental Services

Timing: N/A

Impact: Mid

Cost: \$4,000,000

6) Performing Arts Building

Provide pre-1865 style venue for historical programming, movies, theater.

Working Team: Community/Education

Lead Agencies: Local Performing Arts Group

Impact: Mid

Timing: N/A

Cost: \$4,000,000

7) WMATA Bus Barn Hub

Purchase WMATA Bus Barn on Pendleton Street and use as a hub for Tour Bus, Visitor Parking, Trolley Shuttle to alleviate Old Town parking and traffic congestion

Working Team: Community/Education

Lead Agency: Transportation & Environmental Services

Timing: N/A

Impact: Low

Cost: \$19,000,000

Summary

MGM National Harbor resort will open within the next year. There are clear opportunities for Alexandria to benefit from this change through increased employment for our residents and increased business activity resulting from new visitor volume. There are a number of immediate relatively low cost steps we can take to maximize our readiness and competitive position, and we have recommended them in this memo. At the same time, Alexandria should also recognize some potential adverse impacts associated with the opening of the resort including increased competition, wage pressure and social impacts of gambling. Recognizing both the time frame for the drafting of the City's FY17 budget and the time frame for project implementation at MGM, we recommend a line item of \$377,000 and the continued service of the task force to refine and coordinate the ideas presented here.

MGM Readiness Task Force

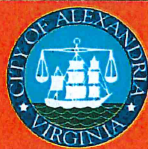
The Task Force split into 5 working teams to address 5 key issues:

- Activation—Engage visitors and residents in activities and create vibrancy.
- Aesthetics—Make Alexandria visually attractive and welcoming.
- Communication/Education—Improve customer service and community understanding/welcome.
- Marketing—Increase visitation to Alexandria leveraging MGM.
- Transportation—Make it easier for MGM guests to get to Alexandria and Alexandria residents to get to jobs at MGM. Also projects that will reduce congestion, improve parking and facilitate wayfinding.

Last Name	First Name	Company/ Organization	Title	Working Team
Baker	Emily	City of Alexandria	Deputy City Manager	Activation
Browand	Jack	City of Alexandria	Division Chief, Department of Recreation	Activation
Bulova	Gretchen	City of Alexandria	Deputy Director, Office of Historic Alexandria	Aesthetics
Gammon	Tony	City of Alexandria	Acting Deputy Director, Department of Project Implementation	Aesthetics
Haggerty	Joe	Alexandria Chamber of Commerce	President & CEO	Aesthetics
Hall	Charlotte	Potomac Riverboat Company	Vice President	Transportation
Kotowski	Karen	Convention Industry Council	CEO	Marketing
Lambert	Yon	City of Alexandria	Director, Department of Transportation & Environmental Services	Transportation
Manor	Jody	Bittersweet--Catering, Bakery, Café	Owner	Activation
Matyas	Philip	Old Town Civic Association	Board Member	Community
O'Connell	Jesse	Braddock Metro Citizens Association	Vice President	Community
Parks	Roger	American Advertising Distributors	President	Marketing
Potts	Maurisa	Spotted MP	CEO	Marketing
Quiles	Evelyn	City of Alexandria	Business Services Specialist/ Special Projects Coordinator	Transportation
Reagan	Bill	Alexandria Small Business Development Center	Director	Community
Romanetti	Danielle	fibre space	Owner	Aesthetics
Ruggiero	Diane	City of Alexandria	Deputy Director, Recreation, Parks and Cultural Activities	Activation
Touhill	Ryan	Alexandria Economic Development Partnership	Senior Associate, Commercial Real Estate	Transportation
Washington	Patricia	Visit Alexandria	President and CEO	Marketing
Williams	Nancy	City of Alexandria	Principal Planner, Dept. of Planning & Zoning	Community
Staff:				
Kaiden	Tom	Visit Alexandria	Chief Operating Officer	
Reilly	Jackie	Alexandria Economic Development Partnership	Administrative Assistant	

Appendix A: MGM Overview

Appendix B: Project Prioritization Matrix

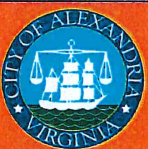
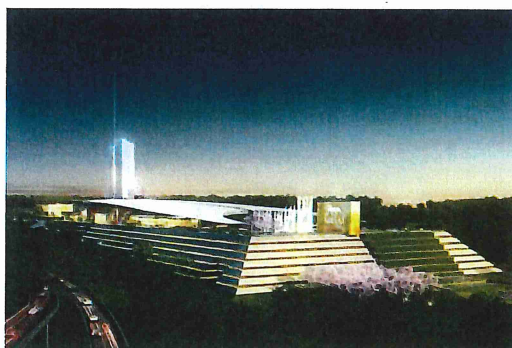


Appendix A

MGM Readiness Task Force

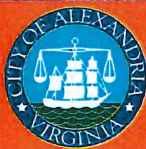
Project Overview

November 6, 2015



Agenda

- | | |
|---|-----------------------------------|
| 1. Introductions | 12:00-12:05 |
| 2. Task Force Goals | 12:05-12:10 |
| 3. MGM National Harbor Project Overview | 12:10-12:25 |
| 4. Brainstorming Breakouts | 12:25-12:55 (brainstorm) |
| 1. Activation | 12:55-1:10 (research assignments) |
| 2. Aesthetics | |
| 3. Community | |
| 4. Transportation | |
| 5. Marketing | |
| 5. Report Out & Next Steps | 1:10-1:25 |
| 6. Next Full Task Force Meeting Date | 1:25-1:30 |
| Dec. 4, 7 or 8? | |
| Noon or 3:30pm? | |



2007-8 National Harbor Collaborative

\$2.2 Million Response Plan:

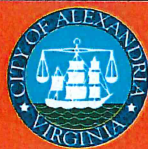
1. **Transportation:** King Street Trolley, intersection improvements
2. **Physical Plant:** marina improvements (benches, shelter, TFAC façade), signage
3. **Marketing:** ↑ in-room advertising, ↑ visitor center hours, market survey, rack brochure, water taxi video
4. **Aesthetics:** trees, tree wells, lighting
5. **Activation:** performers, audio tours, service training, security



Goals of the Task Force

Planning

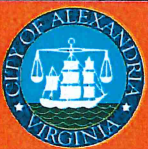
1. Communicate MGM scope to Alexandria community
2. Develop productive working relationship with MGM leadership
3. Identify collaboration opportunities that support Alexandria residents and businesses
4. Identify risks that can be mitigated
5. Assess our strengths/weaknesses—a catalyst for needed improvements in infrastructure and service



Goals of the Task Force

Action Plan

1. Key components
2. Priority
3. Budget required
4. Timing
5. Assigned responsibility

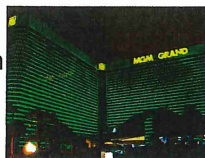


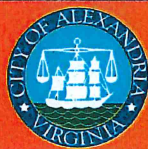
MGM—The Parent Company

- \$10 billion in revenue
- 70% of revenue non-gaming
- 18 destinations
- 5 markets—Las Vegas, Detroit, Biloxi, Tunica (MS), Macau
- Also targeting the following for expansion: Atlanta, Northern NJ, Springfield MA
- 63,000 employees
- 50,000 hotel rooms
- Eastern corporate office in National Harbor



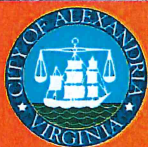
MGM RESORTS
INTERNATIONAL™





MGM National Harbor Stats:

- Opening 4th Quarter 2016
- 23 stories high
- 308 hotel rooms (74 suites)
- 125,000 sq feet casino
- 3000 slot machines
- 140 table games
- 4800 parking spaces
- 120-150 shows/year



MGM National Harbor Stats^{ctd}:

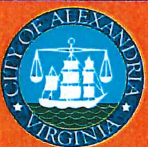
- 12 restaurants—partnering with celebrity chefs (Jose Andres—seafood with deck overlooking water, Voltaggio brothers—steak house, Marcus Samuelsson—Red Rooster
- Also “market style” food court, sports bar (no betting), no buffet
- Spa/salon—27,000 sq ft
- Upscale retail chains
- Ballroom that seats 800





Features:

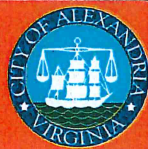
- 3000 seat theater (4000 if standing room). Can also convert to large meeting space/dining hall with rounds.
- Conservatory (1/3 larger than Bellagio and on 2 levels). Will changeout conservatory display 5 X per year. Each changeout costs \$2.5 million.
- Chocolate fountain (like Bellagio)
- No nightclub
- No dramatic light feature (as originally planned)



Marketing:

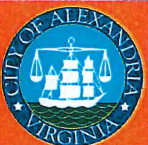
- 25,000 customers/day
- Upscale product—not a traditional eastern urban casino, more a Vegas upscale casino dropped into the east coast
- Several target audiences, but not specific about split among them:
 - Regional day trippers
 - Asians who live in the DMV
 - DC tourists who can be drawn away for the day/evening to this attraction
 - Meetings/conferences
 - Overnight destination guests (for their hotel and who can stay nearby)
- Regional demographics they cited:
 - 30 million annual visitors to DC
 - 9 million annual visitors to National Harbor
 - 3.5 million annual visitors to Alexandria





Human Resources:

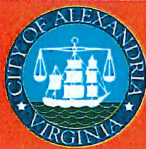
- 3600 positions to fill
- Expecting 40-50 thousand applicants
- 100 different job classifications
- 40% of staff must come from Prince George's county (or be veterans) at start
- 50% after 5 years
- Huge emphasis on service, staff who love to deliver "elevated experience"
- 80% union (5 unions)
- Highest volume jobs are F&B and table games (both involved pooled tips)
- Avg. table games dealer at Maryland Live earns @ \$50-60K
- SkillSmart is the name of hiring tool
 - Rates people based on skills
 - Fits them to suitable jobs



Transportation:

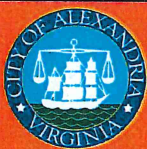
- 4800 parking spots
- 12-15K patrons during peak periods
- Approx 20% will arrive without car (bus, taxi, water taxi, Uber)
- Water Taxi (connect to shuttle)
- There is a King Street Metro shuttle from National Harbor currently, but not used much
- Bus service from Branch Ave.
- Metro express interest also expressed by Tanger Outlets & National Harbor
- Bridge traffic is serious concern—solution not determined yet





Community Engagement Goals

- Diversity
- Sustainability/Environment
- Volunteerism
- Philanthropy (Give \$10 Million/year or 0.1%)



Working Groups

Activation

1. Emily Baker
2. Jack Browand
3. Jody Manor
4. Diane Ruggiero

Aesthetics

1. Gretchen Bulova
2. Tony Gammon
3. Joe Haggerty
4. Danielle Romanetti

Transportation

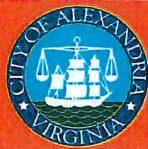
1. Charlotte Hall
2. Yon Lambert
3. Evelyn Quiles
4. Ryan Touhill

Community

1. Phil Matyas
2. Jesse O'Connell
3. Bill Reagan
4. Nancy Williams

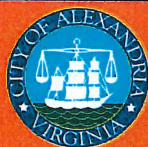
Marketing

1. Karen Kotowski
2. Roger Parks
3. Maurisa Potts
4. Patricia Washington



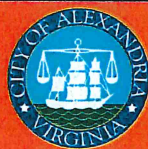
Brainstorm Ideas that Will:

- ↑ Visitation to Alexandria
- ↑ Job opportunities for Alexandria residents
- ↑ Quality of Alexandria experience for residents & visitors
- ↓ Adverse impacts of MGM Resort on Alexandria



Next Steps:

- Assign someone to take the lead on each idea in your group
- Each idea leader should come back to the next meeting with:
 - **Key steps** to implementation
 - **Lead organization** /agency
 - **Supporting organizations** /agencies required
 - **Time frame** to complete
 - **Permission(s)** required
 - **Likelihood of success**
 - **Estimated cost** to implement idea
- Next meeting—prioritization



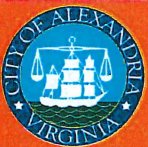
Next Meeting:

1. Date?

1. Friday, Dec. 4
2. Monday, Dec. 7
3. Tuesday, Dec. 8

2. Time?

1. Noon-1:30
2. 3:30-5:00



Thank you!

