

2017 Edition

*Casino City's*  
**INDIAN GAMING  
INDUSTRY REPORT**

**By Alan Meister, Ph.D.**



Seneca Niagara Resort & Casino, Niagara Falls, New York

A Casino City Press Publication

IndianGamingReport.com ♦ CasinoCityPress.com



**NATHAN**  
ASSOCIATES INC.

## EXECUTIVE SUMMARY

Indian gaming experienced strong growth on a nationwide basis in calendar year 2015, more than doubling that in 2014 and surpassing its pre-recession growth rate for the first time. The 5.5% growth of gaming revenue in 2015 compared to growth of 2% in 2014 and 4% in 2007. This was the sixth straight year of growth following the Great Recession, leading to a new all-time high of \$30.5 billion in gaming revenue in 2015.

Non-gaming amenities continued to expand at many Indian gaming facilities. In 2015, non-gaming revenue grew approximately 4.5% to an all-time high of \$3.9 billion. Altogether, the \$34.4 billion in gaming and non-gaming revenues were generated by 242 tribes operating nearly 357,000 gaming machines and 7,700 table games in 494 gaming facilities in 28 states.

Notably, Indian gaming's growth outpaced that of the economy. While U.S. gross domestic product (GDP) grew 2.5% in 2015, slightly faster than the 2.2% in 2014, U.S. per capita disposable personal income (DPI) grew 3.1% in 2015, slightly slower than the 4.2% in 2014. Also, gross state product (GSP) and state-level per capita disposable personal income (DPI) increased in 47 of 50 states in 2015. However, 2015 growth was only faster in 27 states for GSP and nine states for DPI.

Indian gaming also outperformed other casino gaming segments to become the largest industry segment. The traditional commercial casino segment grew 1.6% to \$29.8 billion and the racetrack casino ("racino") segment grew 4.2% to \$8.5 billion. Indian gaming now represents 44.3% of the nationwide casino gaming market, compared to 43.3% for the commercial casino segment and 12.4% for the racino segment. The only segment to outgrow Indian gaming in 2015 was card rooms (18%).

There was a wide disparity in the performance of Indian gaming across gaming facilities, tribes, and states, varying from approximately +16% in

Texas to -14% in Wyoming. Nonetheless, Indian gaming grew in the vast majority of states in which it existed (24 of 28). The top 10 fastest growing Indian gaming states were (high to low): Texas, Alabama, North Carolina, South Dakota, Florida, California, Idaho, Oklahoma, Montana, and Mississippi. The only other declining states besides Wyoming were (high to low): Nevada, Connecticut, and New York.

In 2015, the largest Indian gaming state in terms of gaming revenue continued to be California, nearly double the size of the next largest state, Oklahoma. California alone accounted for about 26% of total nationwide gaming revenue for Indian gaming. It was by far the leading driver of overall nationwide gaming revenue growth in 2015 given its sheer size and significant growth. The 8% growth rate was back to pre-recession levels and nearly 75% faster growth than in 2014. This growth also pushed California Indian gaming to a new all-time high of \$7.9 billion in gaming revenue.

Gaming revenue continued to be highly concentrated among the largest Indian gaming states. The top two states, California and Oklahoma, generated a combined 40% of gaming revenue. Adding Florida, Washington, and Arizona puts the top five states at approximately 63% of total gaming revenue. The top 10 states, which included Connecticut, Minnesota, Michigan, Wisconsin, and New York, generated 85% of total gaming revenue. That leaves 18 other states combining to equal only 15% of total nationwide Indian gaming revenue.

Gaming revenue also continued to be highly concentrated among a small number of very large Indian gaming facilities. In 2015, the top 7% of all Indian gaming facilities, which each generated \$250 million or more, accounted for 45% of total gaming revenue nationwide. Broadening the view a little, the top 28% of gaming facilities, which each generated \$50 million or more, accounted for 84% of gaming revenue. On the other side of the spectrum, the smallest 37% of gaming

facilities, which each generated \$10 million or less, only accounted for 2% of gaming revenue.

There was also a wide disparity in performance across classes of Indian gaming in 2015. The 24 Indian gaming states with at least some Class III gaming (i.e., Las Vegas style gaming) generated 98% of total gaming revenue for Indian gaming, while the four states with only Class II gaming generated 2%. Nonetheless, Class II only Indian gaming states in the aggregate grew at more than double the rate of states with at least some Class III gaming. Gaming revenue in Class II only states grew nearly 12% in 2015, compared to approximately 5% in states with at least some Class III gaming.

Indian gaming had a significant economic and fiscal impact in 2015. First and foremost, Indian gaming continued to serve as a means of promoting tribal economic development, self-sufficiency, and strong tribal governments. Per federal law, gaming profits were used to:

- Fund tribal government operations;
- Develop tribal infrastructure;
- Support tribal programs and services; and
- Finance economic development efforts.

In addition to having a positive impact on Native American tribes and their members, Indian gaming facilities continued to make substantial economic and fiscal impacts on their surrounding communities and the economy. Indian gaming facilities, including their non-gaming operations, directly generated economic activity, provided jobs and wages, assisted charities, and made direct payments to federal, state, and local governments (i.e., revenue sharing). Indian gaming also led to secondary impacts including and resulting from the iteration of purchases of goods and services by Indian gaming facilities, tribal governments, other governments that received revenue sharing payments from tribes, casino vendors and other businesses down the supply chain, and employees at all of these entities.

In 2015, the total contribution of Indian gaming to the U.S. economy, including both direct and secondary impacts, totaled approximately:

- \$103.0 billion in output (i.e., value of sales);
- 770,000 jobs;
- \$35.5 billion in wages; and
- \$12.3 billion in fiscal impact, including:
  - \$1.8 billion in direct payments to federal, state, and local governments; and
  - \$10.5 billion in federal, state, and local taxes.

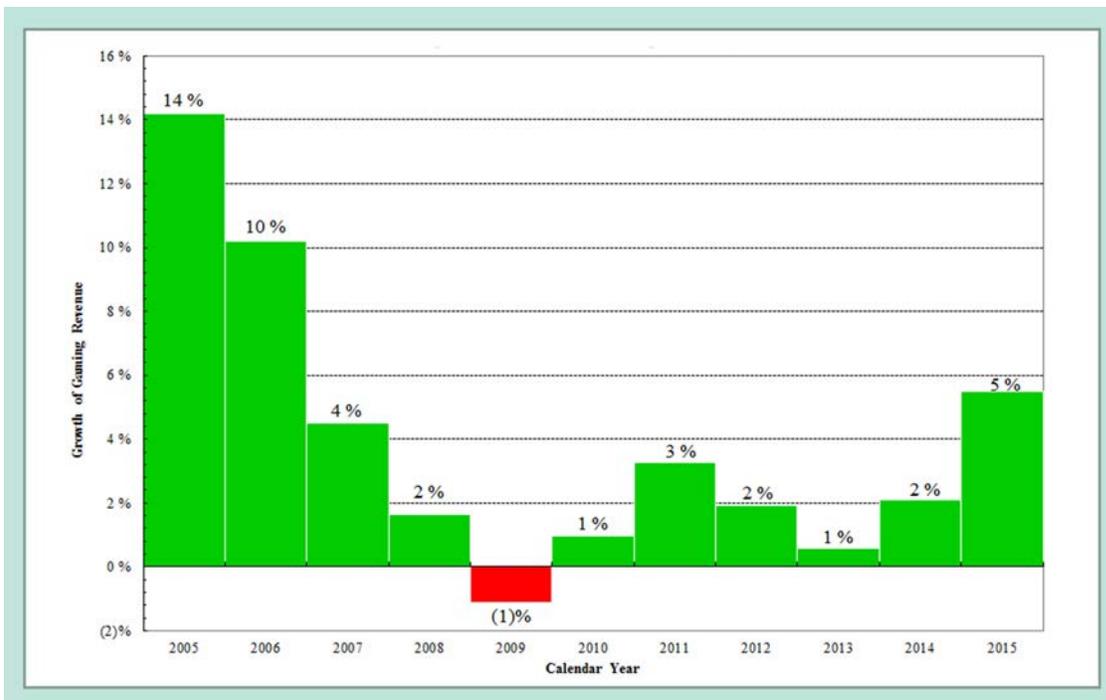
Looking forward, there are a number of potential opportunities for the future growth of Indian gaming. Despite the positive growth of the economy following the Great Recession, the economy has still been somewhat sluggish. As the economy continues to improve, it will likely lead to improved growth of Indian gaming. As in previous years, performance will likely vary widely across Indian gaming facilities, tribes, and states. There are several potential sources of future Indian gaming growth:

- 1) States that have limited competition and/or unmet demand;
- 2) States where tribes were previously restricted in terms of gaming supply but are able to expand when there is sufficient demand;
- 3) Smaller, less mature Indian gaming markets;
- 4) Continued development and implementation of high-performing Class II gaming machines;
- 5) Conversions of Class II to Class III gaming;
- 6) Growth from the replacement, expansion, and remodeling of existing gaming facilities;
- 7) Growth from new Indian gaming facilities, including those requiring land to be taken into trust by the federal government; and
- 8) The enactment of public policies favorable to the development of Indian gaming.

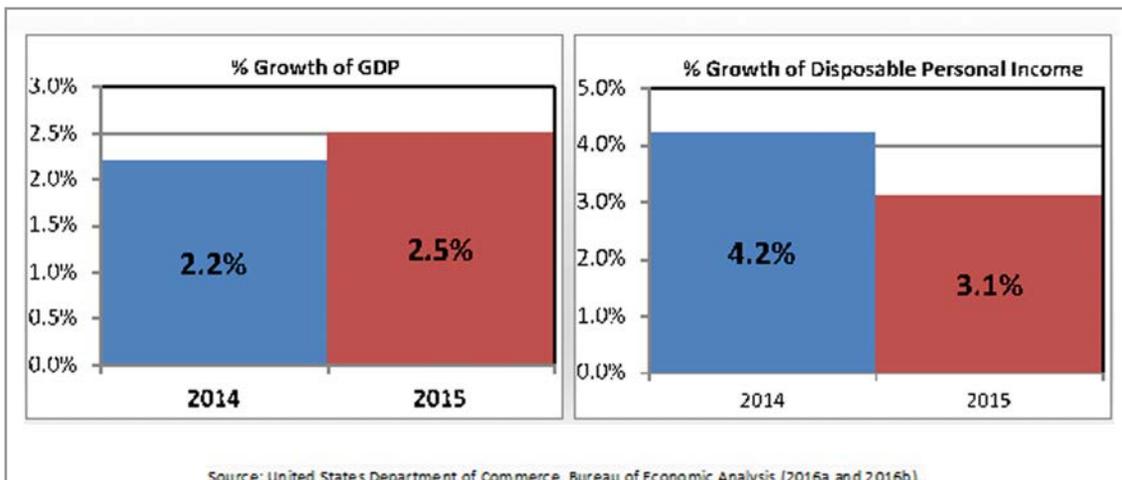
However, given the mix of legal, regulatory, political, and economic challenges facing Indian gaming, there is uncertainty regarding its longer-term future. Key economic challenges include:

- Increasing competition;
- Maturation of gaming markets;
- Game and technology development (e.g., Internet, mobile, and skill games);
- The next generations of gamers.

### Growth of Gaming Revenue at Indian Gaming Facilities, 2005-2015



### Performance of the U.S. Economy, 2015 vs. 2014



### Performance of State Economies, 2015

States with	Gross State Product	Disposable Personal Income
Growth in 2015	47	47
Decline in 2015	3	3
All	50	50
Faster Growth in 2015 than 2014	27	9
Slower Growth in 2015 than 2014	23	41
All	50	50

Source: United States Department of Commerce, Bureau of Economic Analysis (2016a and 2016b).

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## ABOUT THE AUTHOR

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Dr. Meister is an economist specializing in the application of economic analysis to public policy, litigation, regulatory, and business planning and operations matters. He has extensive experience analyzing economic issues related to the gaming industry, including Indian gaming, commercial casinos, racinos, card rooms, and online gaming. His consulting work has included industry and market analyses, economic and fiscal impact studies, public policy analysis, feasibility analysis, evaluations of regulations, analyses of land-in-trust gaming applications, economic assessments of tribal-state gaming compacts and revenue sharing, tribal socioeconomic needs assessments, surveys, damage analysis, and economic research, analysis, and expert testimony in litigation and regulatory matters. His clients have included gaming facility operators, industry suppliers, investors, gaming associations, Native American tribes, and other governments. Of particular note, he was previously commissioned by the National Indian Gaming Commission to independently analyze the economic effects of proposed regulatory changes. Dr. Meister has also conducted years of independent, scholarly research on the gaming industry and authored a number of publications, most notably his annual study, the *Indian Gaming Industry Report*, which has been cited by the United States Supreme Court. He has presented his work at various academic, professional, and industry conferences and testified before the California State Senate on gaming issues. Furthermore, his consulting and scholarly work have been used in matters before the U.S. Department of the Interior, United States Supreme Court, and World Trade Organization. Dr. Meister leads the Gaming Industry and Indian Gaming consulting practices at Nathan Associates, as well as its Native American Advisory Services.

In his public policy work, Dr. Meister has conducted economic analysis to identify and measure the effects of: construction, expansion, and operation of various types of businesses; regulations; legislation; taxation; the passage of ballot initiatives; government programs and services; publicly funded projects; sporting and entertainment events; commercial and mixed-use developments in low-income areas; and medical research. His work has included economic and fiscal impact analyses, assessments of the contribution of businesses and industries to the economy, cost-benefit analyses, and surveys.

Dr. Meister provides economic research, analysis, and expert testimony in various types of litigation matters, including antitrust, intellectual property, labor and employment, general commercial litigation, and class actions. He has served as an expert on liability issues, damages, and gaming industry practices and policies. He has conducted damage analyses involving a wide range of claims, including anticompetitive conduct, breach of contract, breach of fiduciary duty, breach of covenant of good faith and fair dealing, business interruption, fraud, patent/trademark/trade dress infringement, misappropriation of trade secrets, tortious interference, and wage and hour disputes.

In antitrust litigation matters, Dr. Meister has analyzed relevant product and geographic markets, the extent and magnitude of competition, market power, and harm to competition. Dr. Meister has analyzed various antitrust issues, including monopolization, attempted monopolization, price fixing, tying, collusion, market allocation, exclusive dealing, and boycotting. In antitrust class action matters,

he has conducted economic analysis of issues that are central to the certification of a proposed class, including pass-through of alleged overcharges to end consumers in indirect purchaser cases. In the class-certification stage of class action matters in general, Dr. Meister has conducted analysis of typicality, common impact, and the feasibility of assessing class-wide damages.

Dr. Meister has significant experience developing and implementing statistical analyses and surveys. He has conducted this work in wide range of contexts, including analyses of: liability and damages in litigation matters, public policy issues, consumer behavior, racial profiling, forensic testing, and skill versus chance games. Prior to joining Nathan Associates, Dr. Meister was a teaching assistant for five years at the University of California, Irvine, where he assisted with teaching courses on probability, statistics, econometrics, and survey design. In addition, he worked for a market research firm that implemented surveys for the motion picture industry.

## ABOUT NATHAN ASSOCIATES INC.

As one of the oldest and most respected economic consulting firms in the United States, Nathan Associates has more than 70 years of experience applying economic principles to real world issues. When Robert Nathan founded it in 1946, he believed that economic principles and data could be used to objectively and reliably guide policies and operations in a way that would ultimately make a positive difference in people's lives. Now, grounded in the same principles and guided by the same core values, our employees are motivated by the belief that we can make a difference. Our consulting staff has grown many times over, and we have expanded our services and geographical reach while remaining small enough to personally ensure the quality of our work.

Nathan Associates has a reputation for objective, insightful, comprehensive, high-quality research and analysis. Our work is grounded in sound economic and financial theory, guided by extensive industry knowledge, supported by relevant data and market research, and customized to the circumstances of each matter. Despite the complexity of our work, we convey data, analyses, and results in straightforward, simplified terms so that they can be easily understood. For these reasons, our experts are routinely called upon to analyze complex issues and assist clients in high-stakes and controversial matters, and their work is widely accepted and well respected by governments, regulators, courts, the media, and the public.

Our experts have conducted research and analysis in a variety of contexts, including:

- Litigation, arbitration, and mediation;
- Regulatory proceedings;
- Public policy matters;
- Public and government relations;
- Business planning and operations; and
- Economic development.

Nathan Associates brings significant industry experience and expertise to cases, projects, and studies. Our staff of expert witnesses, economists, accountants, and financial analysts has experience in a wide range of industries, including the gaming industry, especially Indian gaming.

### Gaming Industry

Nathan Associates has extensive experience analyzing the gaming industry. We have conducted economic and financial research and analysis to help gaming operators, suppliers, developers, investors, associations, governments, and regulatory agencies assess business and market opportunities and navigate economic, regulatory, legal, and legislative challenges.

Nathan Associates provides a variety of services to the gaming industry, including:

- Market assessments;
- Feasibility studies;
- Gaming facility performance assessments;
- Analysis of market entry and competition;
- Public policy analysis;
- Economic and fiscal impact studies to quantify the effects of existing and planned gaming facilities on competitors, surrounding communities, and the economy;
- Evaluations of game performance;
- Skill vs. chance game assessments;
- Survey design, implementation, and data analysis;
- Expert research and analysis in litigation matters, including cases involving claims of alleged breach of contract, breach of fiduciary duty, breach of good faith and fair dealing, anticompetitive conduct, unfair competition, and tortious interference with current and prospective business; and
- Analysis of competition, market power, and harm to competition in antitrust litigation matters.

Our experts have conducted research and analysis of all segments of the gaming industry:

- Indian gaming;
- Commercial casinos;
- Racetrack casinos;
- Lotteries;
- Pari-mutuel wagering;
- Charitable gaming;
- Card rooms;
- Convenience gambling; and
- Internet gaming.

We have studied the gaming industry at national, state, regional, and local levels and in all 48 states in which it exists. We have analyzed the introduction of planned gaming facilities, as well as the development and operation of existing gaming facilities. This includes the integration and development of non-gaming amenities at gaming facilities. Our experience and expertise transcend the U.S. gaming market, as we also research and analyze international gaming.

In addition to consulting, our experts regularly conduct independent scholarly research and analysis of the gaming industry, publishing articles and studies, and presenting at academic, professional, and industry conferences. Our consulting and scholarly research and analyses have been relied on by the gaming industry, tribal and non-tribal governments, the investment community, academics, and other gaming consultants.

Our experts' work is regularly cited in trade publications such as *Casino Journal*, *Global Gaming Business*, *Casino Enterprise Management*, and *Indian Gaming*; law and economics publications including *Gaming Law Review and Economics*, *Gaming Research & Review Journal*, and *American Gaming Lawyer*; and general media including *The Wall Street Journal*, *USA Today*, *New York Times*, *Los Angeles Times*, *Washington Post*, *Financial Times*, *The Economist*, *Bloomberg*, *Reuters*, *National Public Radio*, *Indian Country Today*, *Las Vegas Review-Journal*, CNN, MSNBC, CNBC, Fox News, ABC News, and *Forbes*.

## Indian Gaming

Nathan Associates conducts research and analysis to assess the economic and fiscal impacts of Indian gaming on tribes, competitors, surrounding communities, and the economy. We also evaluate the impacts of outside forces — such as the economic climate, competition, public policy, and alleged unlawful conduct — on Indian gaming facilities and tribes.

Our experts have researched and analyzed many facets of Indian gaming.

- All 28 states in which Indian gaming exists;
- Existing and proposed gaming facilities;
- Introduction, development, and operation of gaming facilities;
- National, state, regional, and local markets;
- Class II and III gaming;
- Non-gaming amenities at gaming facilities, including hotels, restaurants, retail, entertainment, spas, meeting space, and convention centers; and
- Impacts on tribal governments and tribal members, competitors, other businesses, non-tribal governments, gaming markets, and the economy.

Our experts have examined a wide array of issues related to Indian gaming:

- Impacts of planned and existing gaming facilities on tribes and surrounding communities;
- Gaming facility performance;
- Public policies, including legislation, regulations, and ballot propositions;
- Land-in-trust gaming applications, including for off-reservation casinos;
- Gaming-related agreements, such as compacts, amendments to compacts, and agreements with local governments;
- Revenue sharing;
- Game performance;
- Impacts of and to other segments of the gaming industry and associated industries; and
- Damages resulting from alleged unlawful conduct, including breach of contract, breach of fiduciary duty, breach of good faith and fair dealing, anticompetitive conduct, unfair competition, and tortious interference with current and prospective business.

Of particular note is our consultants' previous experience conducting independent economic analysis of proposed regulatory changes on behalf of the National Indian Gaming Commission.

In addition to consulting, our experts regularly conduct independent scholarly research and analysis of Indian gaming, publishing articles and studies, and presenting at academic, professional, and industry conferences. Most notable is the annual *Indian Gaming Industry Report*, a nationally recognized report that provides nationwide and state-by-state Indian gaming data and analyses. The report is widely cited, including by the U.S. Supreme Court.

Our consulting and scholarly gaming research and analyses have been used in matters before the:

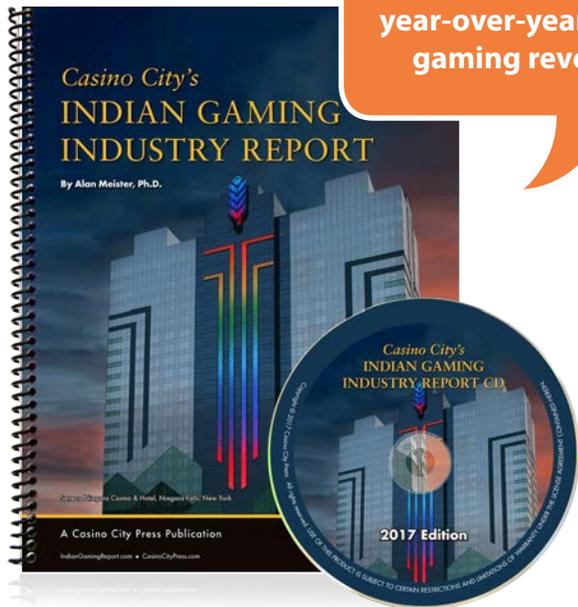
- U.S. Supreme Court;
- National Indian Gaming Commission;
- U.S. Department of the Interior, Bureau of Indian Affairs; and
- World Trade Organization.

# Indian Gaming

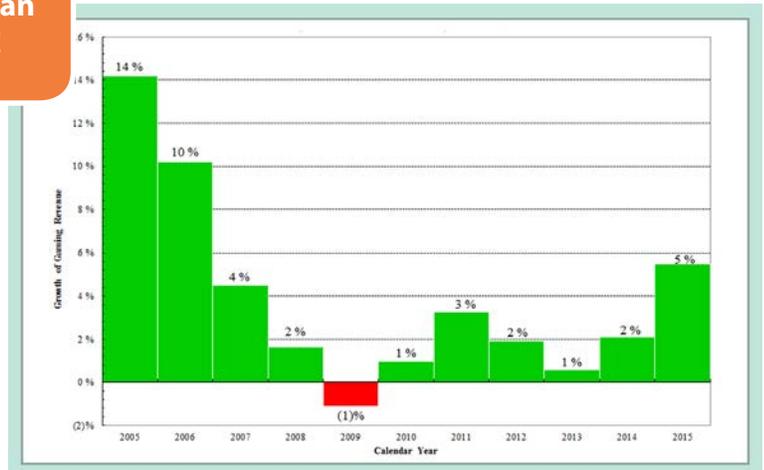
## Casino City's Indian Gaming Industry Report

Covers the United States Indian gaming industry with up-to-date revenue data by state, Indian gaming market summaries and trends, and a nationwide economic impact analysis.

State-by-state, year-over-year Indian gaming revenue!



Growth of Gaming Revenue at Indian Gaming Facilities, 2005-2015



The chart above shows total gaming revenue growth at Indian gaming facilities by year for the ten-year period of 2005-2015. The Report contains more than 50 charts and tables with revenue data, revenue growth, counts and more.

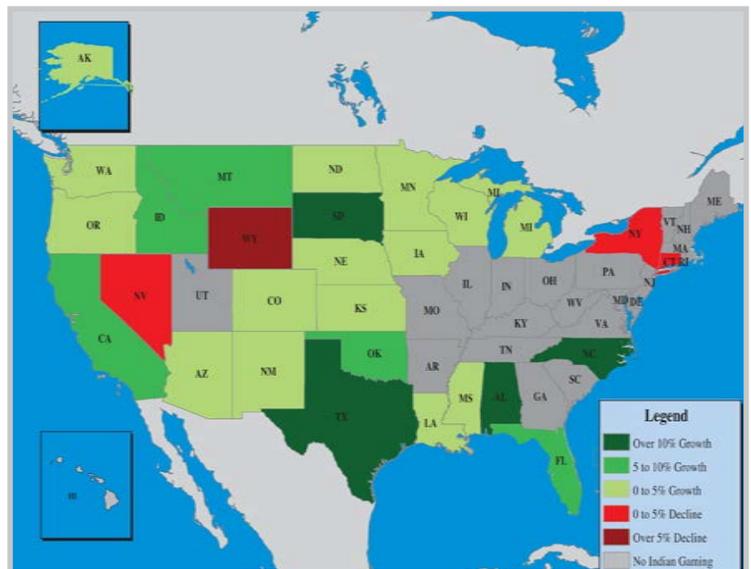
2017 Edition - 254 Pages

- \$749.95 Multi-User Online Subscription<sup>†</sup> and Printed Report
- \$724.95 Multi-User Online Subscription<sup>†</sup>
- \$499.95 Single-User Online Subscription<sup>†</sup> and Printed Report
- \$474.95 Single-User Online Subscription<sup>†</sup> Only
- \$399.95 Printed Book Only ISBN 978-1606271247

<sup>†</sup>IndianGamingReport.com subscription information is provided on pages 16 and 17. *Casino City's Indian Gaming Industry Report CD* may be substituted for the online subscription.

Purchase a subscription to IndianCountryGuide.com and gain access to detailed profiles of all federally recognized tribes accessible through the IndianGamingReport.com online application. See page 21 for details.

Map of Indian Gaming Growth, 2015



The color-coded map above shows Indian gaming revenue growth by state. Similar maps are provided for gaming revenue growth at U.S. commercial casino and racino segments.

*Casino City's Indian Gaming Industry Report* provides current, unique, cutting-edge research on Indian gaming appropriate for Native American tribes, gaming companies, casino vendors, investors, regulators, federal/state/local governments, gaming analysts, industry consultants, attorneys, lobbyists, public and government affairs consultants, academics and any individuals interested in the state of Indian gaming.

The *Report* provides nationwide and state statistics (the latter not available anywhere else) for calendar year 2015, the most current data available. Market summaries and performance metrics are provided by state.

### **Indian Gaming Revenue and State Comparisons**

Market summaries for each state include year-over-year comparisons for gaming and non-gaming related revenue, plus number of gaming tribes, facilities, gaming machines and tables.

### **Indian Gaming Performance Analysis and Trends**

The *Report* provides comparisons across states and classes of gaming, state-by-state historical perspective and trends, an examination of the reasons for Indian gaming performance, comparisons to other gaming segments, an economic impact analysis measuring Indian gaming's contribution to the U.S. economy, and a qualitative future outlook.

### **Indian Gaming Facility and Tribe Directory**

The *Report* includes a directory of the 494 Indian gaming facilities that operated in the United States in 2015 along with a cross-reference listing of 242 gaming tribes and the facilities they own.

### **Highlights**

- > Size of the segment: number of gaming tribes, gaming facilities, gaming machines and table games; gaming and non-gaming revenue
- > Performance metrics: growth; measures of concentration; contributions of states to nationwide performance
- > Historical and trend analyses
- > State-by-state market summaries
- > Comparisons of Class II to Class III gaming
- > Comparisons to other segments of the gaming industry: commercial casinos, racinos and card rooms
- > Contribution of Indian gaming to the U.S. economy: sales, jobs, wages, taxes and revenue-sharing payments to non-tribal governments
- > Future outlook for Indian gaming, including potential growth and challenges

*"I have always had deep appreciation for Alan's Indian Gaming Study. It provides me as a Tribal leader the kind of information that helps me understand the current conditions of the Indian gaming industry, including trends and how our gaming operation is fairing relative to what is going on across Indian Country."*

- W. Ron Allen  
Tribal Chairman/CEO  
Jamestown S'Klallam Tribe

## Indian Gaming

### Casino City's IndianGamingReport.com

Provides the most comprehensive and up-to-date information available anywhere on the Indian gaming industry with interactive Indian gaming property and tribal ownership data for the U.S. with current and historical gaming statistics and revenue, customizable market analysis tools and geographic property maps.

#### Indian Gaming Revenue

Interactive revenue charts and tables are provided for each state showing year-over-year comparisons for gaming and non-gaming related revenue, plus number of gaming tribes, facilities, gaming machines and tables.

Indian gaming revenue, interactive analysis tools, property and tribe directories, contacts and more!

#### U.S. Indian Gaming Overview

**Indian Gaming Properties by State**

State	Gaming Tribes	Open Gaming Properties	Gaming Positions	Gaming Machines	Table Games	Poker Tables	Hotel Rooms	Restaurants	Entertainment Venues
Alabama	1	3	6,400	6,400			642	16	4
Alaska	2	2	650	90					
Arizona	16	25	20,083	16,993	334	181	3,656	103	35
California	63	73	85,857	73,665	1,686	346	7,684	297	99
Colorado	2	2	1,488	1,365	16	8	336	9	1

The homepage is shown directly above with an overview of U.S. Indian gaming. Each Indian gaming state is listed with the associated counts of gaming tribes, gaming properties, gaming machines, table games and more.

Clicking on a state takes you to the Indian gaming overview for that state. California Indian gaming is shown above right with chart options for state Indian gaming revenue, revenue growth, non-gaming revenue and more. Also included is a list of the Indian gaming properties located in California and their associated tribe, number of gaming machines, table games, hotel rooms and more.

Clicking a property name from the state overview displays the property profile, as shown at right for Agua Caliente Casino Resort Spa.

#### California Indian Gaming

**California Indian Gaming Revenue (\$ Millions)**

Gaming Property	City	Tribe	Gaming Positions	Gaming Machines	Table Games	Poker Tables
Agua Caliente Casino Resort Spa	Mirage	Agua Caliente Band of Cahuilla Indians	1,623	1,275	38	20
Augustine Casino	Coachella	Augustine Band of Cahuilla Indians	852	804	8	
Barona Resort & Casino	Lakeside	Barona Band of Mission Indians	2,636	2,000	91	15
Barstow Casino and Resort	Barstow	Los Coyotes Band of Cahuilla and Cupeno Indians	1,667	1,325	57	

#### Agua Caliente Casino Resort Spa

Home -> California -> Agua Caliente Casino Resort Spa

View Property on Map

Agua Caliente Casino Resort Spa  
32-250 Bob Hope Drive  
Rancho Mirage, California 92270-2704

Casino Area: 130,000 square feet  
Convention Area: 10,000 square feet  
Hotel: 340 rooms  
Entertainment: 2 venues  
Restaurants/Bars: 6  
Parking Spaces: 3,338  
Employees: 1,274  
Gaming Machines: 1,200  
Table Games: 38  
Poker Tables: 20  
Email: [contact@aguacaliente.net](mailto:contact@aguacaliente.net)  
Hours: daily 24 hours  
Opened: April 2001  
Website: [www.hotwatercasino.com](http://www.hotwatercasino.com)  
Social Media: [Facebook](#) [Twitter](#) [LinkedIn](#)  
Toll Free: (888) 999-1995  
Tribal Owner: Agua Caliente Band of Cahuilla Indians  
Venues: The Lounge, The Show  
Restaurants: Grand Palms Buffet, Java Caliente (Coffee House), Poker Deli, The Steakhouse

#### Indian Gaming Property Profile

## Indian Gaming State Data

IndianGamingReport.com includes an interactive directory of every U.S. state with Indian gaming, providing lists of properties open, planned and under construction; property statistics; tribal owner lists; links to tribal profiles; and address and general contact information for Indian gaming properties, tribal owners and tribal gaming commissions.

## Indian Gaming Market Analyzer

Use the analyzer tool for custom gaming property marketplace analysis by geographic area. Specify a gaming property and the distance around the property comprising the geographic area you'd like to examine. Results show the total number of properties, gaming machines, table games, poker tables and hotel rooms for that area, along with the selected property's % share. You can then click to view the detailed data for each property.

## Indian Gaming Historical Data

View historical Indian gaming revenue data back to calendar year 2001 by state, along with revenue growth, non-gaming revenue, number of tribes, number of Indian gaming facilities, number of gaming machines and table games at Indian gaming facilities, and revenue sharing payments made by tribes.

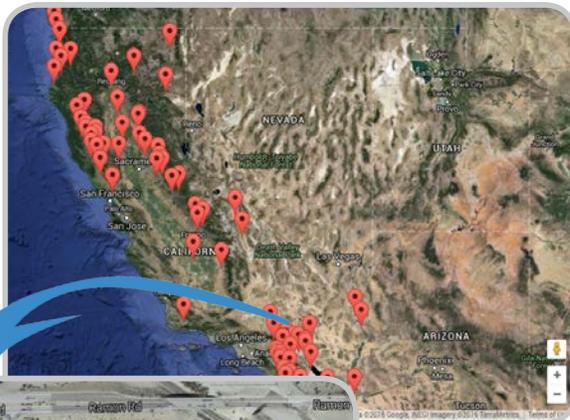
## Printed Report in Searchable Electronic Format

View the current print edition of *Casino City's Indian Gaming Industry Report* in electronic format with full text searching capabilities.

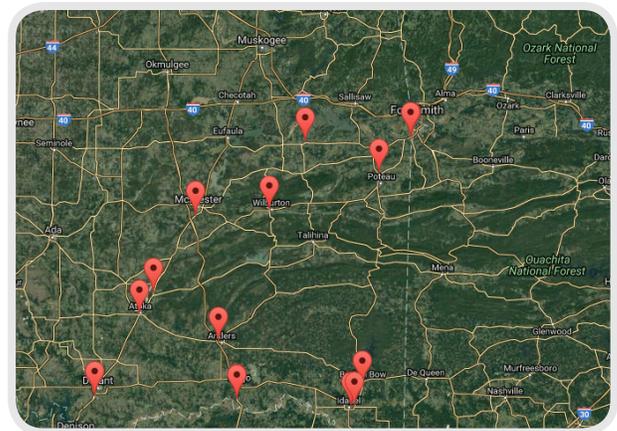
## Indian Gaming Property Maps

Access interactive maps displaying the locations of all Indian gaming properties in the United States. You can zoom in on the maps to see close-up satellite images of properties and click on a property icon to view property data.

**California Indian Gaming Property Map**



**Choctaw Nation of Oklahoma Gaming Properties**



**Gaming Property Close-Up Satellite Image**

The map to the left above shows Indian gaming properties in the state of California identified with red pins. This map may be viewed by clicking a link from the California Indian gaming overview. Clicking a red pin displays the property name and address and a link to the full property profile as shown at left and on the opposite page. Close-up satellite images of properties are also displayed by clicking a link from the property profile page.

The map to the right above shows all gaming properties owned by the Choctaw Nation of Oklahoma. Profiles are provided for each tribe with address, main contact information, lists of properties owned and a link to a map of the tribe's properties.

## Indian Gaming

### Tiller's Guide to Indian Country

Features comprehensive profiles of 567 recognized tribes in 34 states, including 252 tribes that operate 512 gaming facilities.

Compiled by Dr. Veronica E. Velarde Tiller, noted historian and member of the Jicarilla Apache Nation, the all-new third edition of *Tiller's Guide to Indian Country* is a unique resource with nearly 900 pages of the most complete profiles ever published on the 567 recognized tribes in the United States.

Ten years in the making, the latest edition of *Tiller's Guide* profiles tribes from Maine to San Diego County, from Alaska to the Everglades. Each profile includes brief accounts of the history and culture of each tribe, with detailed information regarding their economies, infrastructure, resources, enterprises, labor forces, populations, size and characteristics of their reservations. Dr. Tiller and her team have visited many of the reservations personally for firsthand confirmation of the tribal profiles.

*"Revenues from gaming operations continue to provide the basis of expansion, diversification and growth of many tribal economies ... The Indian economic renaissance is a powerful success story of the resilience of the human spirit and the promise of America itself."*

-Dr. Veronica Tiller

Detailed profiles of 249 gaming tribes are provided in the guide along with profiles of all other federally recognized tribes in the United States. The 500 gaming facilities they operate generate revenues to improve tribal infrastructure, expand human services, and support improvements to local non-Indian communities.

*Tiller's Guide to Indian Country* is a must-have reference for anyone interested in doing business with tribal nations or for economic researchers and gaming industry analysts.

Profiles of every  
federally recognized  
Native American  
tribe in the U.S.!



Third Edition - 886 Pages

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- \$424.95 Online Subscription and Printed Book
- \$324.95 Online Subscription Only
- \$324.95 Printed Book Only ISBN 978-1885931061

*"For anyone who wants to understand the state of Indian Country, Tiller's Guide is simply invaluable. Its unmatched factual detail is organized and presented brilliantly, allowing the reader to focus immediately on any individual Native Nation."*

- Joseph P. Kalt, Co-Director, The Harvard Project on American Indian Economic Development, Harvard University

*"Tiller's Guide continues to provide rich and valuable information of histories and profile data of the tribes across the nation, including their current economic growth and diversification, land status, government, infrastructure and tourism. Dr. Tiller has methodically and patiently gathered together this information into a single, thorough guide. That's what makes Tiller's Guide indispensable."*

- W. Ron Allen, Chairman/CEO, Jamestown S'Klallam of Washington State

## IndianCountryGuide.com

Provides searchable, electronic access to profiles of all tribes included in *Tiller's Guide to Indian Country*.

The *Tiller's Guide* online version available through IndianCountryGuide.com provides a searchable electronic version of the printed guide, plus exclusive bonus content at no additional charge!

Bonus content you will receive:

- > The complete contents of the first and second editions of the guide in addition to the current edition, giving you broader coverage and more than 20 years of research
- > A directory of Indian gaming properties by state with links to property details and tribal information

Electronic access to detailed profiles of Native American tribes!

**Tiller's Guide to Indian Country**

Welcome to the online version of *Tiller's Guide to Indian Country*! Each print edition is provided in searchable online format. There is also a directory of Indian gaming properties by state with links to the associated tribal owner information published in *Tiller's Guide*.

**Indian Gaming Properties by State**

There are currently 500 Indian gaming properties operated by 249 tribes with 368,423 slots, 6,462 table games, and 1,739 poker tables. There are also 4 Indian gaming properties under construction and an additional 51 properties being planned.

State	Gaming Tribes	Open Gaming Properties	Under Construction Properties	Planned Gaming Properties	Slots	Table Games	Poker Tables
Alabama	1	3			6,400		
Alaska	7	7			90	0	0
Arizona	16	24	1	2	17,610	234	193
California	72	71	1	16	89,344	1,928	389
Colorado	2	2			1,414	13	4
Connecticut	2	2		1	9,800	656	138
Florida	3	10			14,296	357	199
Illinois	4	9			4,444	0	0

**Tribal Gaming in California**

All States

Gaming Property	City	Tribe	Slots	Table Games	Poker Tables	Status
Agua Caliente Casino Resort Spa	Rancho Mirage	Agua Caliente Band of Cahuilla Indians	1,200	36	20	Open
Augustine Casino	Coachella	Augustine Band of Cahuilla Indians	804	8	0	Open
Bahara Resort & Casino	Lakeland	Buena Vista Band of Mission Indians	2,000	91	15	Open
Barstow Casino and Resort	Barstow	Los Coyotes Band of Cahuilla and Cupeno Indians	1,325	57	0	Planned
Bear River Casino Hotel	Loleta	Bear River Band of the Rohnerville Rancheria	380	14	0	Open
Bear River Pump and Play	Loleta	Bear River Band of the Rohnerville Rancheria	42	0	0	Open
Black Oak Casino Resort	Tuolumne	Tuolumne Band of Me-Wuk Indians	1,300	26	0	Open
Blue Lake Casino & Hotel	Blue Lake	Blue Lake Rancheria	700	12	5	Open
Buena Vista Casino	Tone	Buena Vista Rancheria of Me-Wuk Indians	950	20	0	Planned
Cache Creek Casino Resort	Brooks	Yocha Dehe Wintun Nation	2,490	125	13	Open
Cahuilla Casino	Arizo	Cahuilla Band of Mission Indians	390	0	0	Open
Canyon Lanes at Morongo	Cabazon	Morongo Band of Mission Indians	15	0	0	Open
Casino Pauma	Pauma Valley	Pauma-Yuma Band of Mission Indians	1,037	16	5	Open
Chemehuevi Indian Tribe Havasu Lake Planned	Havasu Lake	Chemehuevi Indian Tribe	320	6	0	Planned
Char-Asa Heights Casino	Trinidad	Char-Asa Heights Indian Community of the Trinidad Rancheria	304	8	0	Open
Chicken Ranch Bingo & Casino	Jamestown	Chicken Ranch Rancheria of Me-Wuk Indians	300	0	0	Open
Chukchansi Gold Resort & Casino	Coarsesgold	Picayune Rancheria of the Chukchansi Indians	1,700	22	0	Open
Chumash Casino Resort	Santa Ynez	Santa Ynez Band of Chumash Indians	2,300	36	8	Open
Cloverdale Rancheria Band of Pomo Cloverdale Indians Planned	Cloverdale	Cloverdale Band of Pomo Indians of California	2,000	45	0	Planned
Colusa Casino Resort	Colusa	Cachil Dehe Band of Wintun Indians	1,000	9	2	Open
Coyote Valley Casino	Redwood Valley	Coyote Valley Band of Pomo Indians	248	5	3	Open
Coyote Valley One Stop Shop	Redwood Valley	Coyote Valley Band of Pomo Indians	50	0	0	Open
Desert Rose Casino	Alturas	Alturas Indian Rancheria	144	0	0	Open
Diamond Mountain Casino and Hotel	Susamville	Susamville Indian Rancheria	200	2	2	Open
Eagle Mountain Casino	Porterville	Tule River Indian Tribe	1,200	8	3	Open
Eagle Mountain Casino Planned	Porterville	Tule River Indian Tribe	0	0	0	Planned
Elk Valley Casino	Crescent City	Elk Valley Rancheria	290	3	10	Open
Fantasy Springs Resort Casino	Indio	Cabazon Band of Mission Indians	2,000	30	0	Open
Feather Falls Casino	Oroville	Moontown Rancheria of Maidu Indians	1,000	10	12	Open
Fire Mountain Casino	Yuba City	Enterprise Rancheria Estom Yumeka Maidu Tribe	0	0	0	Under Construction
Garcia River Casino	Point Arena	Manchester-Point Arena Band of Pomo Indians	150	0	0	Open
Gold Country Casino & Hotel	Oroville	Tyrne Maidu Tribe of the Berry Creek Rancheria	930	14	0	Open
Golden Acorn Casino & Travel Center	Campo	Campo Kumeyaay Nation	750	8	0	Open
Graton Resort & Casino	Rohnert Park	Federated Indians of Graton Rancheria	2,311	130	20	Open
Haverhill Resort Southern California	Haverhill	Haverhill Band of Tuolumne-Mission Indians	12,000	60	8	Open

**Big Cypress**

**Fort Pierce**

**Hollywood**

**Agua Caliente**

**Augustine**

## Indian Gaming

### Casino City's Indian Gaming Executive Contact Data

Features 8,000 contacts for Indian gaming properties, tribal property owners and tribal gaming commissions.

Access Indian gaming property, property owner and tribal gaming commission executive contact information through our continually updated online interface.

The gaming industry is constantly changing. Our dedicated research team makes more than 500 updates every month to the gaming property and contact information in our database. We stay on top of these industry changes so you don't have to.

Contact data includes names, titles, departments and links to LinkedIn profiles where available.

8,000 Indian gaming contacts for tribes, properties and commissions!



### Indian Gaming Contact Data

\$599.95 Multi-User Online Subscription

\$399.95 Online Subscription

**Package Special:** See page at right for our Complete Indian Gaming Packages combining the Indian gaming contact data with online and print options for *Casino City's Indian Gaming Industry Report* and *Tiller's Guide to Indian Country!*

Agencies > United States > California

#### BARONA GAMING COMMISSION

**Address**  
1095 Barona Road  
Lakeside, California 92040-1516  
United States

**Main Phone:** (619) 443-6612  
**Fax:** (619) 443-0581  
**Website:** www.baronatribes.com

**Personnel**

Joseph Bahegas	Chairman	Melissa Donayre	Tribal Council Member
Clifford LaChappa	Tribal Chairman	Beth Glasco	Tribal Council Member
Harold Hill Jr.	Commissioner	Bonnie LaChappa	Tribal Council Member
Manuel Navarro	Commissioner	Adam Reyes	Tribal Council Member
Kevin Van Wanselee	Commissioner	Edward Welch Sr.	Tribal Council Member
Joseph Yeats	Commissioner		

**Properties Regulated**  
Barona Resort & Casino

Home -> California -> Agua Caliente Band of Cahuilla Indians

View Tribal Properties on Map

#### Agua Caliente Band of Cahuilla Indians

5401 Dinah Shore Drive  
Palm Springs, California 92264

**Website:** www.aguacaliente.org  
**Main Phone:** (760) 699-6800  
**Fax:** (760) 325-0593  
**Tribe Profile:** Tiller's Guide to Indian Country, Third Edition (2015)

**Properties Owned**  
Agua Caliente Band of Cahuilla Indians Palm Springs Planned (Palm Springs, California), Planned  
Agua Caliente Casino Resort Spa (Rancho Mirage, California)  
Spa Resort Casino (Palm Springs, California)

**Tribe Executives**

Board Member: Richard M. Milanovich, Tribal Chairman	Upper Management: Vincent Gonzales, Council Member
Board Member: Jeff L. Grubbe, Tribal Vice Chairman	Upper Management: Anthony Andreas, Council Member
Upper Management: Richard M. Milanovich, Tribal Chairman	Upper Management: Laura Fregoso, Executive Assistant to Tribal Council
Upper Management: Jeff L. Grubbe, Tribal Vice Chairman	Public Relations: Nancy Conrad, Press Secretary
Upper Management: Karen A. Welmas, Secretary and Treasurer	Property Design: Tom Davis, Chief Development and Planning Officer
Lower Management: Theresa Everett-Kerley, Director of Communications	

#### Black Oak Casino Resort

19400 Tulumole Road North  
Tulume, California 95379-0990

**Phone:** (209) 928-9200  
**Fax:** (209) 928-9321  
**Tel Fax:** 8773 747-2777  
**Web Site:** www.blackoakresort.com  
**Email:** info@blackoakresort.com  
**Status:** Open: daily 24 hours

**Games:** 4 Card Poker, Blackjack, Let It Ride, Pai Gow Poker, Single Deck Blackjack, War, Restaurants and Bars, Black Oak Cafe Annex, International, Jamaica Coyote Espresso (Coffee), Kings (Fast Food), The Mill - Sports Bar & Grill, Seven Sides (Fine Dining), Tumbak Creek Bar, Willow Creek Lounge & Bar, Entertainment Venues, Willow Creek Lounge, Attractions, Underground Arcade

**Gaming Property Management**

Management: Mr. Ron Patel, Chief Executive Officer	Management: Mr. Jason Mass, General Manager
Casino Ops: Mr. B.J. Haagen, Exec Director of Operations	Player Dev: Mr. Leif Kruger, Guest Development Director
Marketing: Mr. Al O'Brien, Mktg and Entertainment Director	Events: Mr. Luke Ryan, Catering Sales Manager
Finance: Mr. Jim Hodges, Executive Director of Finance	Finance: Mr. Mark Asensio, Finance Controller
Finance: Mr. Susan Gattagh, Financial Analyst	Slots: Mr. Jesse Gable, Slot Director
Slots: Mr. Dennis Chapel, Slot Manager	Games: Mr. Martin Reynolds, Exec Director of Hospitality
Games: Mr. Tamy Mann, Executive Director of Gaming	Cage: Mr. Bob Bernau, Cage Director

**Tulume Band of Me-Kuk Indians Management**

Management: Mr. Kevin Day, Chairman	Management: Mr. Jan Dittson, Executive Director
Management: Ms. Jesse Conroy, Administration Supervisor	Tulume Economic Development Authority, Inc. Management

**Officer:** Mr. Lester Lingo, President  
**Officer:** Mr. Sperry Henthorn, Treasurer  
**Officer:** Mr. Rhonda Gaudin, Secretary

**Officer:** Mr. Kevin Day, Vice President

**Personnel**

Hotel: Mr. Renato Pascual, Hotel General Manager	Food: Mr. Ed Wilman, Executive Chef
Food: Mr. Jose Lucio, Executive Sous Chef	Food: Mr. Neam McDonald, Casino Floor Hospitality Mgr
Beverage: Mr. Martin Reynolds, Exec Director of Hospitality	Beverage: Mr. Gregory Foltner, Beverage Manager
Risk Mgmt: Mr. Len Fadda, Risk Management Supervisor	Security: Mr. Chris Herman, Public Safety Director
Facilities: Mr. Scott Nelson, Facilities Director	Human Resources: Mr. Mike Anderson, Human Resources Director
Purchasing: Mr. Wade Gonzalez, Purchasing Receiving Manager	M.I.T.: Mr. Donald Houser, Information Technology Director
Conventions: Mr. Laura Ryan, Catering Sales Manager	Warehouse: Mr. Gary Tule, Uniform Supervisor

**Management:** Ms. Mana Manousiuk, Enrollment Specialist  
**Management:** Ms. Reba Fuller, Governmental Affairs and Admin Sops Management  
**Management:** Ms. Jesse Dotts, Training Secretary

## Complete Indian Gaming Packages

The Professional's Complete Guide to the Indian Gaming Industry



Complete Indian Gaming Packages	Package Savings	Shipping Units <sup>†</sup>	Package Price
<p><b>Multi-User Online Subscription &amp; Printed Book Package</b></p> <ul style="list-style-type: none"> <li>&gt; Casino City's Indian Gaming Industry Report - Book and Multi-User Online Subscription</li> <li>&gt; Tiller's Guide to Indian Country - Book and Multi-User Online Subscription</li> <li>&gt; Casino City's Indian Gaming Executive Contact Data - Multi-User Online Subscription</li> </ul>	\$500	2	\$1,499.95
<p><b>Online Subscription &amp; Printed Book Package</b></p> <ul style="list-style-type: none"> <li>&gt; Casino City's Indian Gaming Industry Report - Book and Online Subscription</li> <li>&gt; Tiller's Guide to Indian Country - Book and Online Subscription</li> <li>&gt; Casino City's Indian Gaming Executive Contact Data - Online Subscription</li> </ul>	\$325	2	\$999.95
<p><b>Online Subscription-Only Package</b></p> <ul style="list-style-type: none"> <li>&gt; Casino City's Indian Gaming Industry Report - Online Subscription</li> <li>&gt; Tiller's Guide to Indian Country - Online Subscription</li> <li>&gt; Casino City's Indian Gaming Executive Contact Data - Online Subscription</li> </ul>	\$325	0	\$874.95

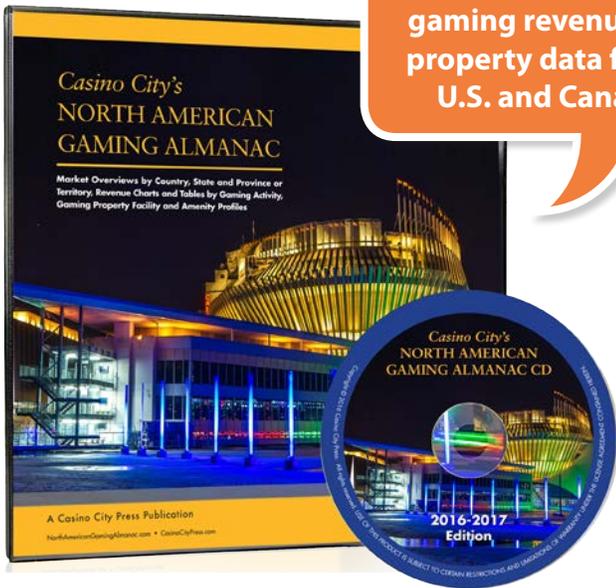
<sup>†</sup>Shipping costs are \$12.50 per shipping unit for shipments within the United States, \$30.00 per shipping unit for shipments to Canada and \$50.00 per shipping unit for all other destinations.

## North American Gaming

### Casino City's North American Gaming Almanac

Provides comprehensive financial coverage of the North American gaming market with gaming revenue data for each U.S. state and Canadian province, plus property profiles and statistics.

**Comprehensive gaming revenue and property data for the U.S. and Canada!**

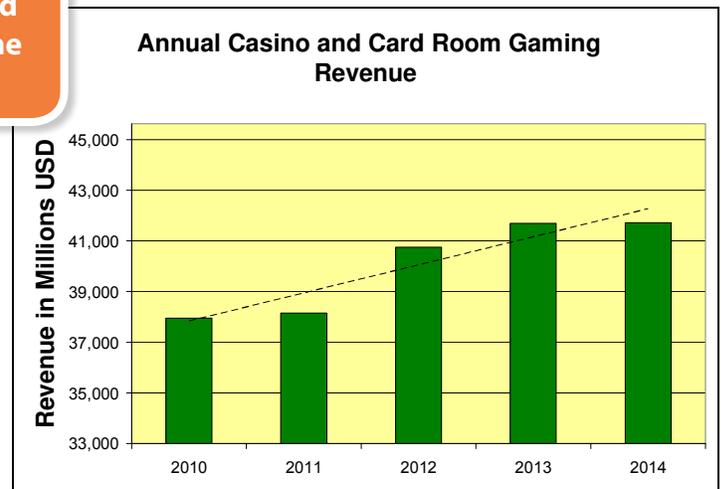


2016-2017 Edition - 692 Pages

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- \$999.95 Printed Book Only ISBN 978-1606271148

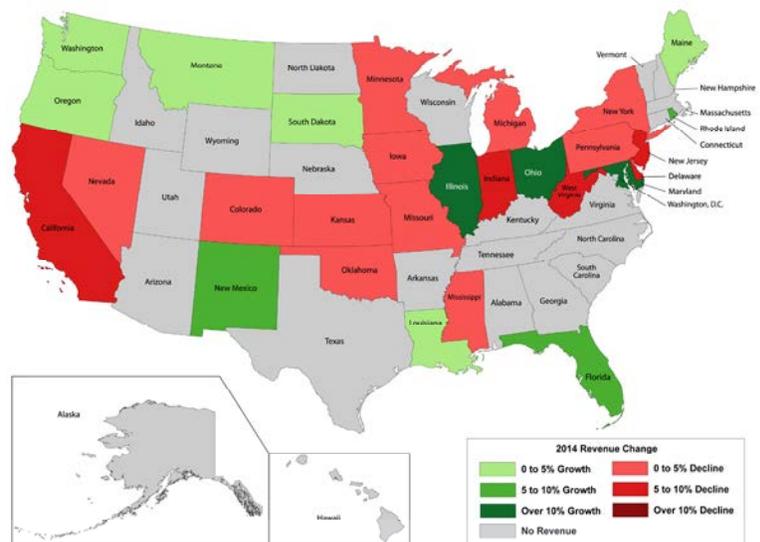
†NorthAmericanGamingAlmanac.com subscription information is provided on pages 20 and 21. The price shown does not include optional, separately purchased Indian gaming revenue data available to IndianGamingReport.com subscribers (pages 12 and 13) or current and recent revenue data available to Gaming Revenue Monthly subscribers (page 23). See page 23 for product packages that include this optional information. *Casino City's North American Gaming Almanac CD* may be substituted for the online subscription.

### U.S. Casino and Card Room Gaming Revenue



The chart above shows year-over-year actual gaming revenue data for U.S. commercial casinos and card rooms. Nearly 1,000 charts and tables of actual and inflation-adjusted revenue by gaming activity are provided for North America, the U.S. and Canada, and for each state and province.

### Map of 2014 Change in Commercial Casino Gaming Revenue



The color-coded map above shows commercial casino revenue growth by state. Maps of the U.S. and Canada are provided for each gaming activity showing annual gaming growth or decline by state and province.

Casino City's North American Gaming Almanac covers casino and card room gaming, lotteries, race wagering and sports betting in each U.S. state and Canadian province.

The *Almanac* will help you develop benchmarks, analyze competitors, monitor industry trends and gather market data to support your business plan.

## North American Gaming Revenue

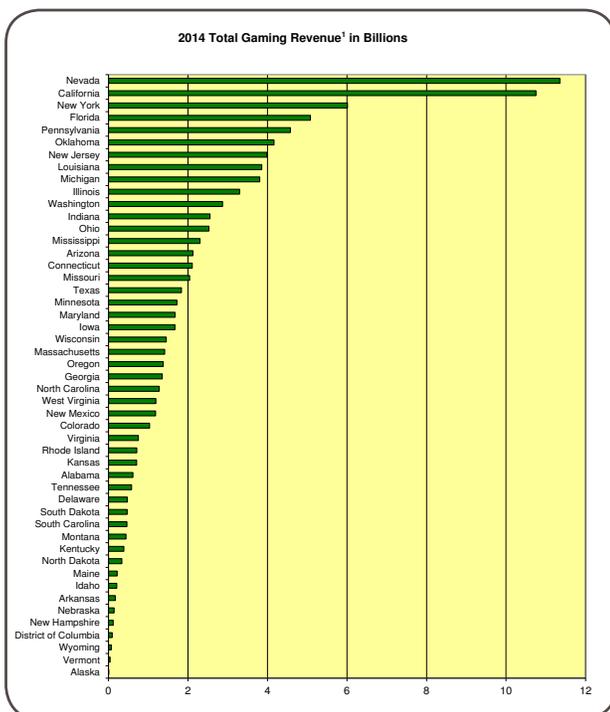
Actual and inflation-adjusted current and historical revenue figures are provided for each type of gaming in each geographic market. Annualized actual and inflation-adjusted gaming revenue and percentage change is provided for casinos and card rooms, race and sports wagering, lotteries and online gaming for each state and province in addition to country and overall totals for 2010-2014. Monthly current and historical revenue figures by gaming activity are provided back to 1999 when available.

## North American Gaming Summaries and Statistics

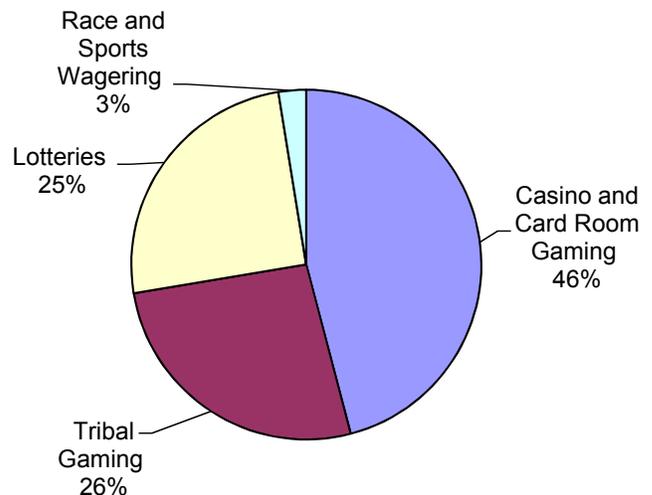
Jurisdiction summaries are provided for each U.S. state and Canadian province covering the state of the gaming industry in the jurisdiction, including legal developments and trends, for each gaming activity. Counts and distributions are provided for gaming properties, gaming machines and table games by region and by country, state and province, along with property rankings by number of gaming positions, gaming machines, hotel rooms, table games and poker tables. Property cross-reference lists are also provided for casinos, casino hotels, Class II and Class III tribal gaming facilities, riverboat casinos, casino cruises and cruise ships, racinos, horse tracks, dog tracks, card rooms, poker rooms, bingo halls, racebooks and sportsbooks.

## North American Gaming Property and Owner Data

The Almanac provides background information covering nearly 500 North American gaming property owners and identifies over 400 gaming regulatory agencies by jurisdiction. More than 2,100 detailed gaming property profiles are provided for casinos and card rooms, racinos, horse tracks, dog tracks, jai-alai frontons and casino cruises.



## 2014 North American Gaming Activities



The chart on the left shows total gaming revenue by U.S. state, ranking states in order by their total gaming revenue. Jurisdiction ranking charts based on revenue, revenue change, per capita revenue and revenue as a percentage of a jurisdiction's GDP are provided for each gaming activity in both the U.S. and Canada.

## North American Gaming

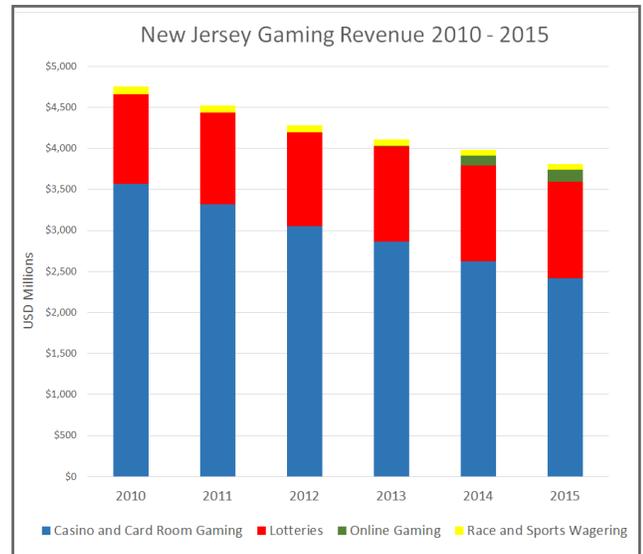
### Casino City's NorthAmericanGamingAlmanac.com

Provides continually updated gaming revenue, statistics and profile data for the U.S. and Canada with current and historical revenue data, device counts and distribution, customized analysis tools, maps and annual reports of North American gaming businesses.

#### North American Gaming Revenue

Actual and inflation-adjusted current and historical revenue figures are given for casino and card room gaming, race and sports wagering, lotteries, and online gaming in each geographic market.

View gaming revenue by region, country, state and province, with current and historical revenue figures for each gaming type. Supporting documentation for each revenue figure is provided via links to regulatory agency or commission reports.



Period	USD	USD 2015
<a href="#">Dec 2015</a>	\$177,615,601	\$177,615,601
<a href="#">Nov 2015</a>	\$191,113,734	\$190,461,054
<a href="#">Oct 2015</a>	\$191,596,942	\$190,538,996
<a href="#">Sep 2015</a>	\$218,099,402	\$216,798,046
<a href="#">Aug 2015</a>	\$246,363,661	\$244,511,853
<a href="#">Jul 2015</a>	\$244,971,188	\$242,785,677
<a href="#">Jun 2015</a>	\$204,866,331	\$203,051,965
<a href="#">May 2015</a>	\$208,605,859	\$207,483,407
<a href="#">Apr 2015</a>	\$186,266,693	\$186,208,349
<a href="#">Mar 2015</a>	\$190,713,278	\$191,041,691

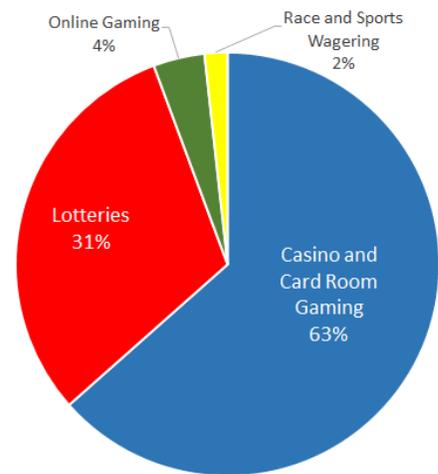
THE ATLANTIC CITY CASINO INDUSTRY MONTHLY WIN COMPARISON FOR THE MONTH ENDED DECEMBER 2015	
	CASINO WIN
<b>Current Operators</b>	<b>2015</b>
Bally's AC	\$ 15,433,767
Borgata	55,060,980
Caesars	22,369,169
Caesars Interactive NJ	-
Golden Nugget	13,920,932
Harrah's	26,793,410
Resorts	12,338,155
Resorts Digital	-
Tropicana	21,010,878
Trump Taj Mahal	10,688,310
<b>Total: Industry</b>	<b>\$ 177,615,601</b>

#### New Jersey Casino and Card Room Revenue

The example above shows monthly actual and inflation-adjusted gross gaming revenue for New Jersey casinos. Clicking on a month displays the New Jersey Casino Control Commission document where the actual revenue information was officially provided.

Supporting documentation is available for every revenue figure. In some jurisdictions that documentation includes a revenue breakdown by casino, as shown in this example.

#### New Jersey Gaming Activities 2015



Charts and graphs of gaming activities and annualized revenue by gaming activity may be displayed for all of North America or by country, state and province.

The first example above shows year-over-year total gaming revenue by gaming activity for the state of New Jersey. The second example shows % of revenue generated from each gaming activity in New Jersey in 2015.

Try it for FREE! Visit  
NorthAmericanGamingAlmanac.com!

## North American Gaming Market Analyzer Tool

Use the market analyzer tool for custom gaming property marketplace analysis by geographic area and by type of gaming facility. Specify a gaming property and the distance around the property comprising the area you'd like to examine. Results show the total number of properties, gaming machines, table games, poker tables, hotel rooms, restaurants, entertainment venues and more for that area, along with the selected property's % share. You can view the detailed data for each property matching your geographic filtering criteria. (See examples at right.)

## North American Gaming Property, Owner and Regulatory Agency Data

An interactive directory of every gaming jurisdiction in the U.S., Canada and Mexico is provided showing lists of properties open, planned and under construction; property statistics; and address and general contact information for gaming properties, property owners, and regulatory agencies and commissions. Profiles are provided for more than 2,400 gaming properties, 500 property owners, and every gaming regulatory agency and commission in North America. (See a sample property profile for the Borgata Hotel Casino and Spa on the lower right.)

## North American Gaming Property Maps

Access interactive maps displaying the locations of every gaming property in the U.S., Canada and Mexico. You can zoom in on the maps to see close-up satellite images of properties and click on a property icon to view property data. (See page 13 for a sample map.)

## Annual Reports for North American Gaming Businesses

Provides more than 1,400 annual reports of gaming corporations doing business in North America.

## Printed Almanac in Searchable Electronic Format

View all current and prior annual print editions of *Casino City's North American Gaming Almanac* in electronic format with full text searching capabilities.

## North American Gaming Market Analyzer

**Market Analyzer**

Select Property Types:  Bingo Hall  Dog Track Racino  
 Native American Casino  Horse Track  
 Casino  Horse Track Racino  
 Casino Cruise  Jai-Alai  
 Dog Track  Off-Track Betting Facility

Select Property Statuses:  Open  Under Construction  Planned

Select a Country: United States ▼

Select a State: New Jersey ▼

Select a Property: Borgata Hotel Casino and Spa

Radius: 100 \* Miles @ kilometers

37 open gaming properties within 100 miles of Borgata Hotel Casino and Spa

[Generate Market Summary](#) [View Details](#)

**Market Summary**

	Market Size	Property	Share	Properties with Non-Zero Values
Properties:	37	1	2.7%	19
Gaming Positions:	56,256	5,254	9.3%	19
Gaming Machines:	43,626	3,700	8.4%	17
Table Games:	1,601	184	11.4%	17
Poker Tables:	504	75	14.8%	15

The Gaming Market Analyzer tool allows you to view counts of properties, gaming machines, tables and more based on a geographic area you define, and to see a particular property's % share.

**Market Analyzer**

37 open gaming properties within 100 miles of Borgata Hotel Casino and Spa

[View Summary](#) [Download Details](#)

Distance	Gaming Property	City	State/Province	Country	Owner	Gaming Positions	Gaming Machines	Table Games	Poker Tables
0.0	Borgata Hotel Casino and Spa	Atlantic City	New Jersey	United States	Boyd Gaming, MGM Grand Resorts, Vornado Realty Trust	5,254	3,700	184	
0.4	Golden Nugget - Atlantic City	Atlantic City	New Jersey	United States	Landry's, Trump Entertainment Resorts	2,040	1,500	70	
0.6	Harrah's Resort Atlantic City	Atlantic City	New Jersey	United States	Caesars Entertainment	4,838	3,800	133	
1.5	Caesars Atlantic City	Atlantic City	New Jersey	United States	Caesars Entertainment	2,780	2,000	130	
1.5	Bally's - Atlantic City	Atlantic City	New Jersey	United States	Caesars Entertainment	2,860	1,840	112	
1.5	Trump Taj Mahal Casino Resort	Atlantic City	New Jersey	United States	Avenue Capital Group	3,447	2,517	130	

Clicking "View Details" within the Market Analyzer displays a list of properties in the geographic area you've defined and the associated property data.

**Borgata Hotel Casino and Spa**

Home -> North America -> United States -> New Jersey -> Borgata Hotel Casino and Spa

View Borgata Hotel Casino and Spa on Map

Borgata Hotel Casino and Spa  
 1 Borgata Way  
 Atlantic City, New Jersey 08401-1900  
 United States

Website: [www.theborgata.com](http://www.theborgata.com)  
 Social Media:   
 Main Phone: (609) 317-1000  
 Toll Free: (866) 692-6742  
 Fax: (609) 317-1100  
 Email: [info@theborgata.com](mailto:info@theborgata.com)  
 Hours: daily 24 hours

Property Type: Casino  
 Gaming Machines: 3,700  
 Table Games: 184  
 Poker Tables: 75  
 Hotel: 2,002 rooms  
 Entertainment: 4 venues  
 Restaurants/Bars: 16  
 Parking Spaces: 7,100  
 Employees: 7,000  
 Casino Area: 161,000 square feet  
 Convention Area: 70,000 square feet

Venues: Mixx (Night Club), Mur Mur (Night Club), The Music Box (Theatre)  
 Restaurants: Bobby Flay Steak (Restaurant), Borgata Buffet, Bread + Butter (Café), The Cafeteria (Fast Food), Fornelletto (Restaurant), Izakaya (Restaurant), The Metropolitan (Restaurant), N.O.W. (Restaurant), Old Homestead (Restaurant), Roma (Restaurant), Seablu (Restaurant), Wolfgang Puck American Grille (Restaurant)  
 Bars & Lounges: 8 Bar, Gypsy Bar, Long Bar, Sunbar  
 Owners: Boyd Gaming Corporation, Vornado Realty Trust  
 Agency and Commissions: New Jersey Casino Control Commission, New Jersey Division of Gaming Enforcement

From the property list, clicking on a property or owner name displays individual organization profiles like the one shown above for the Borgata Hotel Casino and Spa in Atlantic City.

## Global Gaming

### Casino City's Global Gaming Almanac

Covers international gaming jurisdictions with market summaries, financial data, statistics and profiles of properties, owners and regulators.

From a synopsis of each jurisdiction's gaming activities to details on the participating properties and property owners, the Global Gaming Almanac provides a complete and well-organized overview of the gambling market in every country outside the U.S. and Canada. The *Almanac* describes each segment of the gaming industry including casino and card room gaming, race wagering, sports betting, commercial bingo, lotteries, charitable gaming and online gaming. Annual financial statistics are provided in charts and tables along with the historic and current regulatory environment in each jurisdiction, including an overview of pending legislation and major trends. Counts and distribution of gaming properties, devices and tables are given along with profiles of properties, owners and regulatory agencies.

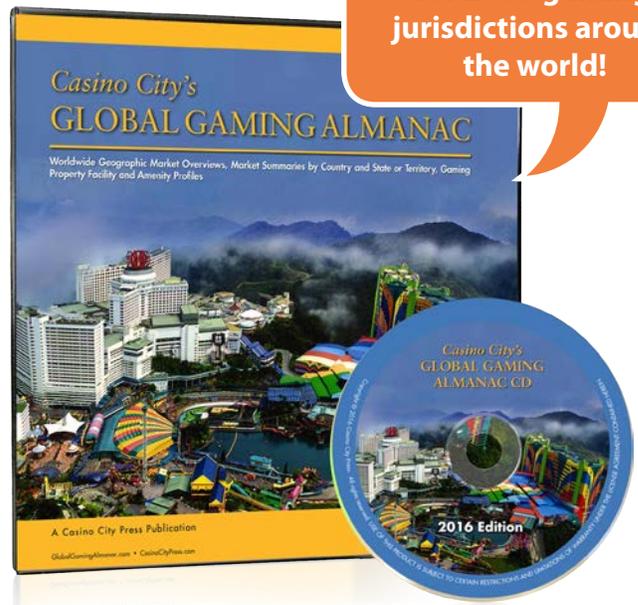
The *Almanac* will help you gather international market data to support your business plan, analyze local and foreign competitors, and monitor global trends.

#### Almanac Features:

- > Coverage of more than 200 international gaming jurisdictions
- > 2010 - 2014 gaming revenue data by type of gaming per country (where available)
- > Gaming revenue growth rates by type of gaming per country (where available)
- > Annual taxes collected by country from gaming activities (where available)
- > Gaming property counts, device and table counts/distribution
- > More than 4,600 international property profiles

Region	Open Gaming Properties	Gaming Positions	Gaming Machines	Table Games	Poker Tables	Hotel Rooms	Restaurants	Entertainment Venues
Africa	2,325	56,598	45,488	1,693	157	13,516	504	122
Asia & Middle East	590	195,303	78,693	19,130	305	78,753	619	96
Caribbean	904	48,706	39,874	1,285	187	33,799	453	54
Central & South America	3,930	296,210	272,768	3,574	333	14,645	319	32
Cruise Ships	212	29,917	19,837	1,648	32	227,533	557	107
Europe	183,183	1,602,460	1,515,388	11,415	3,097	36,453	2,081	376
North America	18,754	1,232,098	1,043,938	24,494	6,876	270,880	4,645	1,259
Oceania	7,510	233,616	221,082	1,930	159	12,874	299	79

Detailed data for 200+ gaming jurisdictions around the world!



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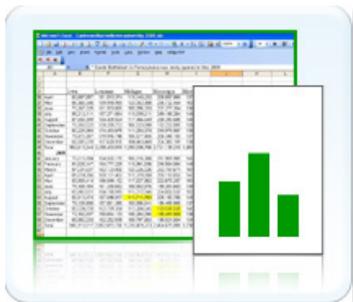


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