

2018 Edition

Casino City's INDIAN GAMING INDUSTRY REPORT

By Alan Meister, Ph.D.

MEISTER
Economic Consulting
MeisterEconomics.com



Pechanga Resort & Casino, Temecula, California

A Casino City Press Publication

IndianGamingReport.com ♦ CasinoCityPress.com



Casino City Press
Your Guide to the Gaming Industry

EXECUTIVE SUMMARY

Indian gaming experienced solid growth on a nationwide basis in calendar year 2016. However, the 3.9% growth of gaming revenue was not as strong as the 5.2% growth in 2015. Despite the slightly slower growth, it was the seventh straight year of growth following the Great Recession, leading to a new all-time high of \$31.5 billion in gaming revenue in 2016.

Non-gaming amenities continued to expand at a strong pace at many Indian gaming facilities. In 2016, non-gaming revenue grew 8.2% to an all-time high of \$4.2 billion. Altogether, the \$35.7 billion in gaming and non-gaming revenues in 2016 were generated by 246 tribes operating nearly 359,000 gaming machines and 7,700 table games in 500 gaming facilities in 28 states.

Indian gaming's slower growth in 2016 was in large part the result of slower growth of the general economy. U.S. gross domestic product (GDP) grew 1.5% in 2016, slower than the 2.7% growth in 2015, and U.S. per capita disposable personal income (DPI) grew 1.8% in 2016, slower than the 3.7% growth in 2015. Digging in deeper at the state level, gross state product (GSP) increased in 42 states, but at a slower pace in 41 of them. Meanwhile, state-level per capita disposable personal income (DPI) increased in 44, but at a slower pace in 46 of them. Although Indian gaming's pattern of slower growth generally followed suit with the national and state economies, 2016 was the second consecutive year that Indian gaming's growth outpaced that of the U.S. economy.

Indian gaming also outperformed other casino gaming segments to maintain its role as the largest industry segment. The traditional commercial casino segment grew 0.7% to \$30.0 billion and the racetrack casino ("racino") segment grew 1.6% to \$8.7 billion. These growth rates were weaker than those in 2015 (1.6% and 4.2%, respectively), similar to the slower growth pattern experienced by Indian gaming and the economy in 2016. Indian gaming now represents approximately 44.9% of the nationwide casino gaming market, compared to 42.8% for the commercial casino segment and 12.4% for the racino segment. The only segment to outgrow

Indian gaming in 2016 was card rooms with 7.2%.

There was a wide disparity in the performance of Indian gaming across gaming facilities, tribes, and states, varying from approximately +18% in North Carolina to -7% in Alaska. Nonetheless, Indian gaming grew in the vast majority of states in which it existed (20 of 28). The top 10 fastest growing Indian gaming states were (high to low): North Carolina, Nevada, Idaho, Texas, California, Washington, Wisconsin, Connecticut, Oklahoma, and Alabama. The eight declining states were (high to low): Alaska, Nebraska, North Dakota, Wyoming, Michigan, South Dakota, Mississippi, and Arizona.

In 2016, 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 27% of total nationwide gaming revenue for Indian gaming. It was by far the leading driver of overall nationwide gaming revenue growth in 2016 given its sheer size and significant growth (contributed to 43% of total nationwide Indian gaming growth). Although its 6.3% growth was slightly slower than in 2015 (7.9%), it was still above its pre-recession level. This growth also pushed California Indian gaming to a new all-time high of \$8.4 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 41% 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 84% of total gaming revenue. That leaves 18 other states combining to equal only 16% 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 2016, the top 7% of all Indian gaming facilities, which each generated \$250 million or more, accounted for 46% of total gaming revenue nationwide. Broadening the view

a little, the top 29% of gaming facilities, which each generated \$50 million or more, accounted for 86% 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.

While there has been great disparity between the performance of Class II and Class III gaming in the past, the gap narrowed significantly in 2016. Gaming revenue in Class II only states grew nearly 4.3%, compared to approximately 3.9% in states with at least some Class III gaming (i.e., Las Vegas style gaming). In addition, the vast majority of total gaming revenue for Indian gaming was generated in the 24 Indian gaming states with at least some Class III gaming (97%).

Indian gaming had a significant economic and fiscal impact in 2016. 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 2016, the total contribution of Indian gaming to the U.S. economy, including both direct and secondary impacts, totaled approximately:

- \$105.4 billion in output (i.e., value of sales);
- 676,000 jobs;
- \$36.2 billion in wages; and
- \$15.3 billion in fiscal impact, including:
 - \$1.8 billion in direct payments to federal, state, and local governments; and
 - \$13.4 billion in federal, state, and local taxes.

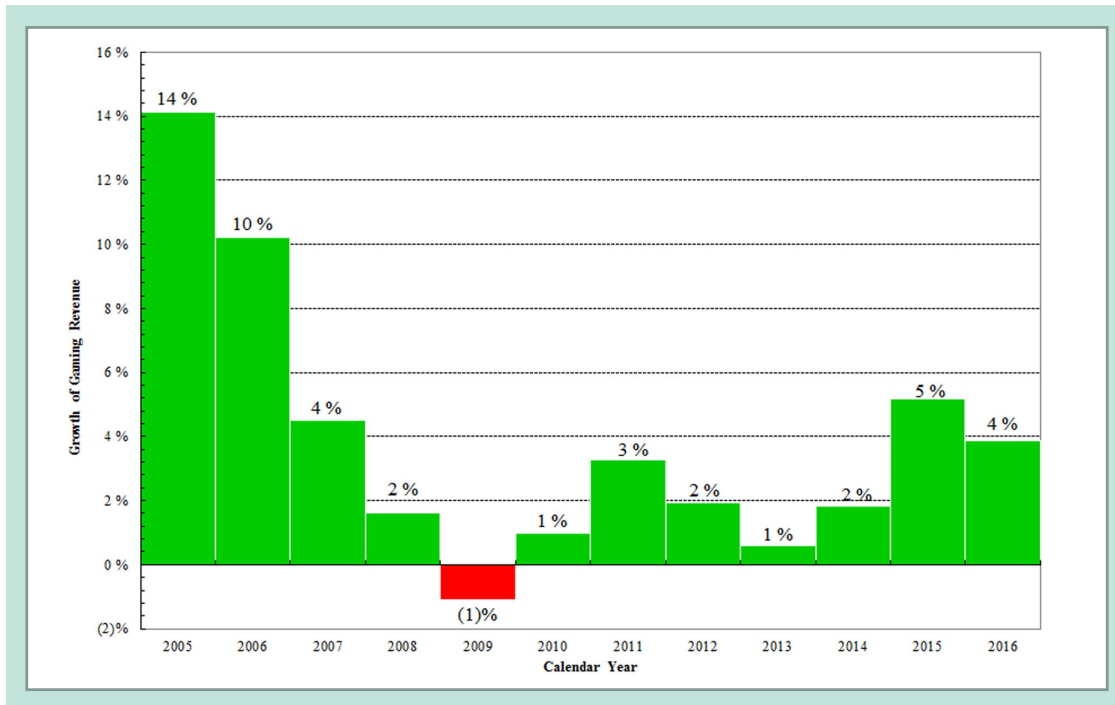
Looking forward, there are a number of potential opportunities for the future growth of Indian gaming. Despite the positive growth of the economy following the Great Recession, the economy has still been somewhat sluggish. As the economy continues to improve, it will likely lead to improved growth of 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) Additions of Class III gaming to Class II only states;
- 6) The enactment of public policies favorable to the development of Indian gaming;
- 7) Continued growth from the replacement, expansion, and remodeling of existing gaming facilities; and
- 8) Growth from new Indian gaming facilities, including those requiring land to be taken into trust by the federal government.

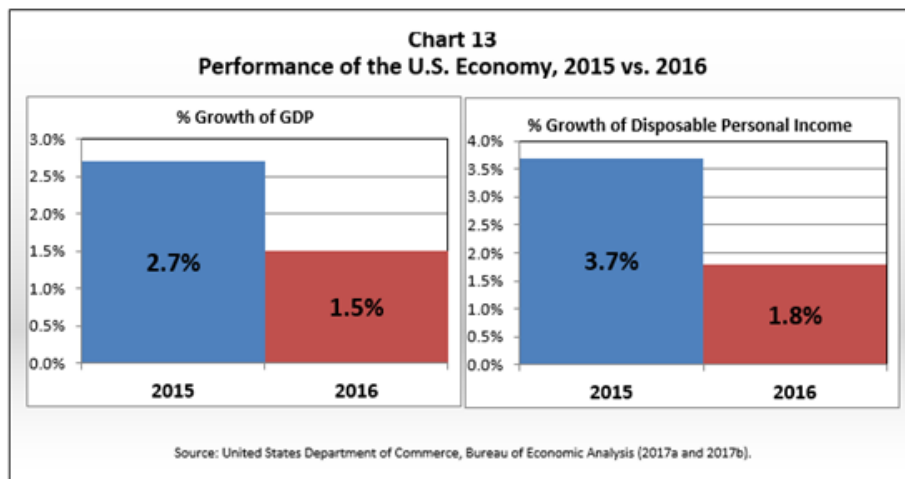
However, given the mix of legal, regulatory, political, and economic challenges facing Indian gaming, there is uncertainty regarding its longer-term future. Key economic challenges include:

- Increasing competition;
- New types of gaming, including iGaming, eSports, and sports betting;
- The next generations of gamers; and
- Maturation of gaming markets.

Growth of Gaming Revenue at Indian Gaming Facilities, 2005-2016



Performance of the U.S. Economy, 2016 vs. 2015



Performance of State Economies, 2016

Table 28. Performance of State Economies, 2016

States with	Gross State Product	Disposable Personal Income
Growth in 2016	42	44
Decline in 2016	8	6
All	50	50
Faster Growth in 2016 than 2015	9	4
Slower Growth in 2016 than 2015	41	46
All	50	50

Source: United States Department of Commerce, Bureau of Economic Analysis (2017a and 2017b).

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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.

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 economic consulting, 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 MEISTER ECONOMIC CONSULTING, LLC

Meister Economic Consulting 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, we 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.

We 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.

Meister Economic Consulting brings significant industry experience and expertise to cases, projects, and studies. We have experience in a wide range of industries, including the gaming industry, particularly Indian gaming.

Gaming Industry

Meister Economic Consulting 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.

Meister Economic Consulting 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.

We 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, we 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 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

Meister Economic Consulting 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.

We 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.

We 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, we 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:

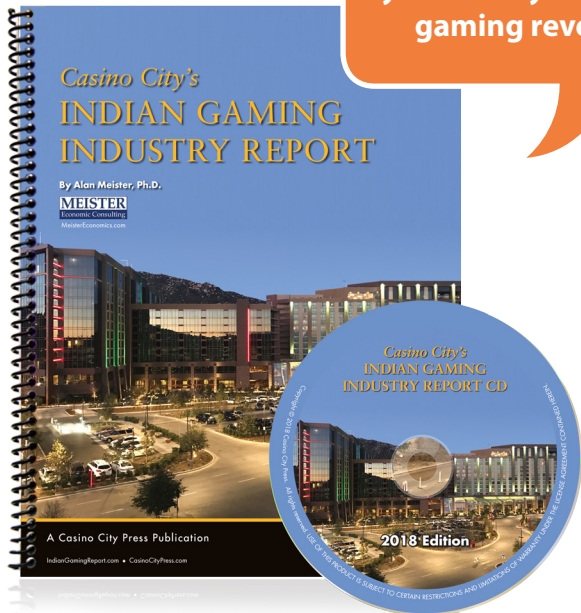
- U.S. Supreme Court;
- National Indian Gaming Commission;
- U.S. Department of the Interior, Bureau of Indian Affairs; and
- World Trade Organization.

Indian Gaming

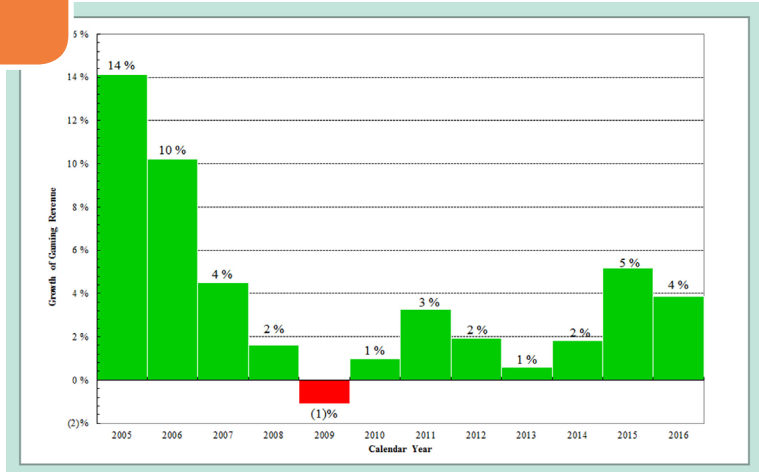
Casino City's Indian Gaming Industry Report

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, 2005-2016



The chart above shows total gaming revenue growth at Indian gaming facilities by year for the ten-year period of 2005-2016. The Report contains more than 50 charts and tables with revenue data, revenue growth, counts and more.

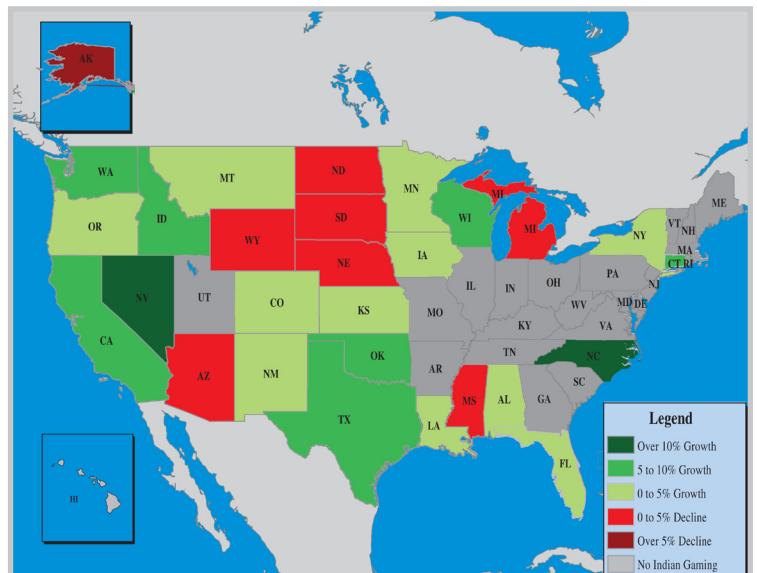
2018 Edition - 236 Pages | Published annually

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- \$474.95 Single-User Online Subscription† Only
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†IndianGamingReport.com subscription information is provided on pages 12 and 13. The Multi-User Online Subscription provides access for up to five (5) concurrent users from your company. *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 15 for details.

Map of Indian Gaming Growth, 2016



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 2016, 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 nongaming 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 2016 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. **Take a FREE TRIAL at IndianGamingReport.com!**

Indian Gaming Revenue

Interactive revenue charts and tables are provided for each state showing year-over-year comparisons for gaming and nongaming 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

Currently there are 497 Indian gaming properties operated by 243 tribes in 20 states in accordance with the Indian Gaming Regulatory Act. These properties have 372,754 gaming machines, 6,456 table games and 1,552 poker tables. This is an increase of 14,041 gaming machines, and an increase of 270 table games including poker compared with the December 2016 ending figures reported in the 2018 edition of Casino City's Indian Gaming Industry Report.

State	Gaming Tribes	Open Gaming Properties	Gaming Positions	Gaming Machines	Table Games	Poker Tables	Hotel Rooms
Alabama	1	3	7,220	7,220			642
Alaska	2	2	90	90			
Arizona	18	28	16,559	18,817	274	223	3,855
California	64	74	88,059	78,395	1,724	320	8,159
Colorado	2	2	1,510	1,372	15	8	235
Nebraska	2	2	13,830	9,472	456	137	3,234

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, nongaming 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.

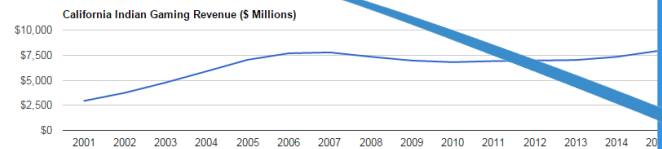
Clicking a property name from the state overview displays the property profile, as shown at right for Agua Caliente Casino Resort Spa.

California Indian Gaming

Tribal Gaming in California

Home

[View California Gaming Properties on Map](#)



Gaming Property	City	Tribe	Gaming Positions	Gaming Machines	Table Games	Poker Tables
Agua Caliente Casino Resort Spa	Rancho Mirage	Agua Caliente Band of Cahuilla Indians	1,623	1,275	38	20
Augustine Casino	Coachella	Augustine Band of Cahuilla Indians	852	804	6	
Barona Resort & Casino	Lakeside	Barona Band of Mission Indians	2,636	2,000	91	15
Barstow Casino and Resort	Barstow	Las 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
 Hours: daily 24 hours
 Opened: April 2001
 Website: www.hotwatercasino.com
 Social Media: [Facebook](#) [Twitter](#)
 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, nongaming 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.

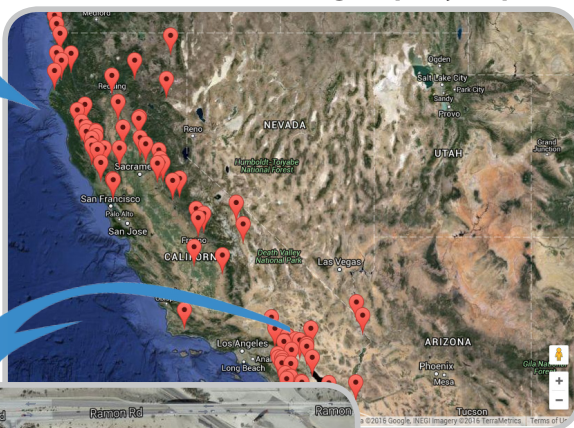
Printed Report in Searchable Electronic Format

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

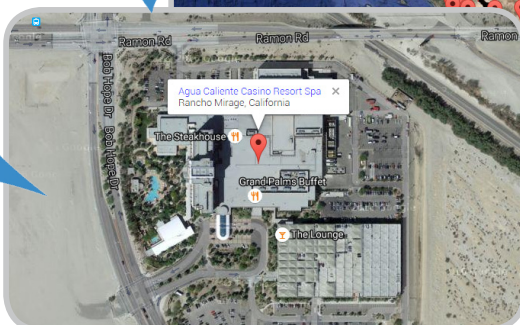
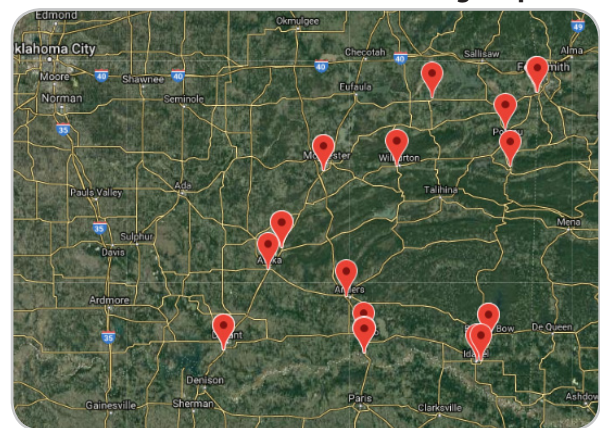
Indian Gaming Property Maps

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 on 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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- \$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!

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*.

TILLER'S GUIDE To Indian Country
Third Edition (2015)

TILLER'S GUIDE To Indian Country
Second Edition (2005)

TILLER'S GUIDE To Indian Country
First Edition (1995)

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 1,759 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	0	0
Alaska	7	7			90	0	0
Arizona	161	24	1	2	17,610	334	193
California	72	71	1	16	88,344	1,928	388
Colorado	2	2			1,414	13	4
Connecticut	2	2		1	9,800	556	138
Florida	3	10			14,286	357	199
Idaho	4	9			2,444	0	0



Tribal Gaming in California

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
Barona Resort & Casino	Lakeside	Barona Band of Mission Indians	2,000	51	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	Yone	Buena Vista Rancheria of Me-Wuk Indians	550	20	0	Planned
Cache Creek Casino Resort	Brooks	Yocha Dehe Wintun Nation	2,490	125	13	Open
Cahuilla Casino	Anza	Cahuilla Band of Mission Indians	350	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
Cher-Ae Heights Casino	Trinidad	Cher-Ae 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	Coarsegold	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	230	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	Mooretown 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	Tymer Maidu Tribe of the Berry Creek Rancheria	930	14	0	Open
Golden Acorn Casino & Travel Center	Campo	Campo Kumeyaay Nation	750	8	0	Open
Groton Resort & Casino	Rohnert Park	Federated Indians of Groton Rancheria	2,511	130	20	Open
Humboldt Bayview Southern California	Yuba City - Center	Rinconon Band of Lisianski, Mission Indians	7,000	60	8	Open

The screenshots show the website's navigation menu, search results for 'California', and detailed profiles for tribes like the Agua Caliente and Augustine bands. It also displays profiles for gaming properties such as Brighton, Fort Pierce, and Alturas, including their location, tribal information, and gaming details.

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!



Agencies > United States > California

BARONA GAMING COMMISSION

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

Main Phone: (619) 443-6612
Fax: (619) 443-0681
Website: www.baronatibe.com

Personnel

Joseph Banegas	Chairman	Melissa Donayre	Tribal Council Member
Clifford LaChappa	Tribal Chairman	Beth Glasco	Tribal Council Member
N Harold Hill Jr.	Commissioner	Bonnie LaChappa	Tribal Council Member
Manuel Navarro	Commissioner	Adam Reyes	Tribal Council Member
Kevin Van Wansele	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) 599-6800
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 Fregozo, Executive Assistant to Tribal Council
Upper Management: Jeff L. Grubbe, Tribal Vice Chairman	Public Relations: Nancy Conrad, Press Secretary
Upper Management: Karen A. Welms, Secretary and Treasurer	Property Design: Tom Davis, Chief Development and Planning Officer
Upper Management: Theresa Everett-Kerley, Director of Communications	

Indian Gaming Contact Data

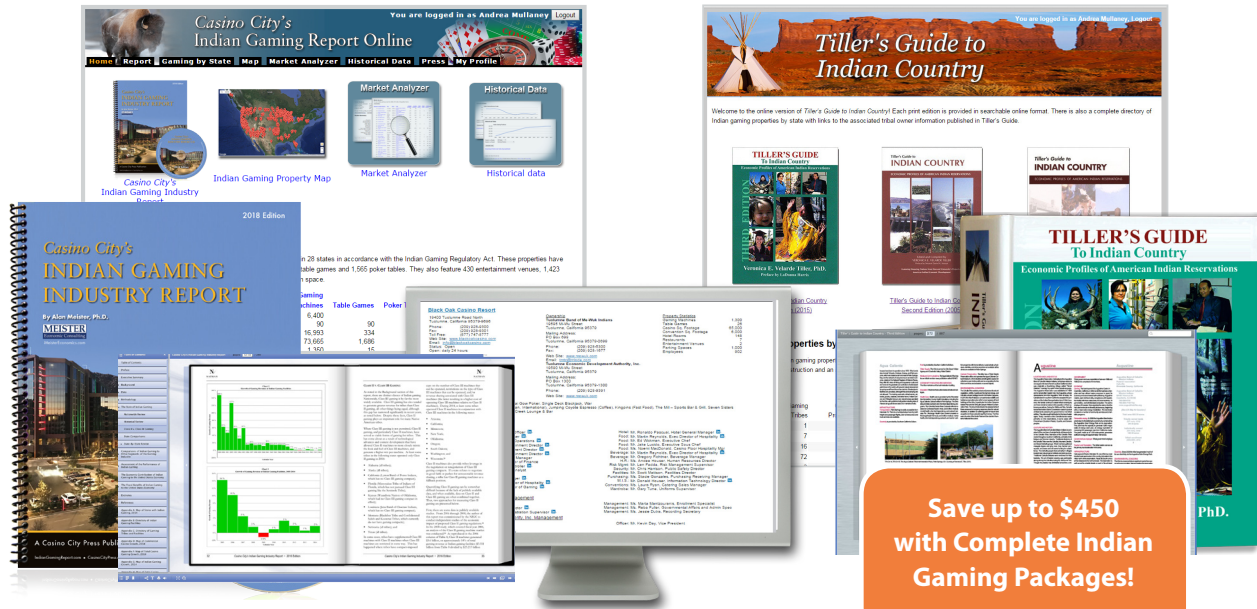
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\$399.95 Online Subscription

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!*

<h3>Black Oak Casino Resort</h3> <p>1940 Tuolumne Road North Tulume, California 95379-0998</p> <p>Phone: (209) 928-9300 Fax: (209) 928-9301 Tel/Fax: (877) 747-8777 Web Site: www.blackoakcasino.com Email: info@blackoakcasino.com Status: Open Open: daily 24 hours</p> <p>Games: 4 Card Poker, Blackjack, Let It Ride, Pai Gow Poker, Single Deck Blackjack, War, Restaurants and Bars, Black Oak Cafe American, International, Jumping Coyote Espresso (Coffee), Kingpins (Fast Food), The Mill - Sports Bar & Grill, Seven Sisters (Fine Dining), Tumbak Creek Bistro, Willow Creek Lounge & Bar Entertainment Venues: Willow Creek Lounge Attractions: Underground Arcade</p> <p>Gaming Property Management</p> <p>Management: Mr. Ron Patel, Chief Executive Officer Management: Mr. Aaron Moss, General Manager Casino Ops: Mr. B.J. Nelson, Exec Director of Operations Marketing: Mr. Al O'Brien, Mktg and Entertainment Director Player Dev: Mr. Leif Kruger, Guest Development Director Entertainment: Mr. Al O'Brien, Mktg and Entertainment Director Events: Ms. Laura Ryan, Catering Sales Manager Finance: Mr. Jim Hodges, Executive Director of Finance Finance: Mr. Mark Azevedo, Finance Controller Finance: Mr. Susan Garrigan, Financial Analyst Slots: Mr. Jason Cobb, Slot Director Slots: Ms. Danielle Chapel, Slot Manager Games: Mr. Martin Reynolds, Exec Director of Hospitality Games: Mr. Terry Math, Executive Director of Gaming Cage: Mr. Bob Bernau, Cage Director</p> <p>Tulumne Band of Me-Wuk Indians Management</p> <p>Management: Mr. Ron Patel, Chairman Management: Mr. Jon Otterson, Executive Director Management: Ms. Jackie Compton, Administration Supervisor Tulumne Economic Development Authority, Inc. Management</p> <p>Officer: Mr. Lester Lingo, President Officer: Mr. Sonny Melnick, Treasurer Officer: Ms. Rhonda Giesdorf, Secretary</p>	<p>Ownership Tulumne Band of Me-Wuk Indians 19505 Mi-Wuk Street Tulume, California 95379</p> <p>Mailing Address PO Box 999 Tulume, California 95379-0999</p> <p>Phone: (209) 928-9300 Fax: (209) 928-9301 Web Site: www.mewu.com Email: info@meuwu.com</p> <p>Tulumne Economic Development Authority, Inc. 19500 Mi-Wuk Street Tulume, California 95379</p> <p>Mailing Address PO Box 1300 Tulume, California 95379-1300</p> <p>Phone: (209) 928-9301 Web Site: www.mewu.com</p> <p>Games: 4 Card Poker, Blackjack, Let It Ride, Pai Gow Poker, Single Deck Blackjack, War, Restaurants and Bars, Black Oak Cafe American, International, Jumping Coyote Espresso (Coffee), Kingpins (Fast Food), The Mill - Sports Bar & Grill, Seven Sisters (Fine Dining), Tumbak Creek Bistro, Willow Creek Lounge & Bar Entertainment Venues: Willow Creek Lounge Attractions: Underground Arcade</p> <p>Gaming Property Management</p> <p>Management: Mr. Ron Patel, Chief Executive Officer Management: Mr. Aaron Moss, General Manager Casino Ops: Mr. B.J. 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Footage</td> <td>0,000</td> </tr> <tr> <td>Hotel Rooms</td> <td>143</td> </tr> <tr> <td>Restaurants</td> <td>7</td> </tr> <tr> <td>Entertainment Venues</td> <td>2</td> </tr> <tr> <td>Parking Spaces</td> <td>1,000</td> </tr> <tr> <td>Employees</td> <td>902</td> </tr> </table> <p>Hotel: Mr. Ronald Pascoal, Hotel General Manager Food: Mr. Martin Reynolds, Exec Director of Hospitality Food: Mr. Ed Wolman, Executive Chef Food: Ms. Jane Lucido, Executive Sous Chef Food: Ms. Naomi MacDonald, Casino Floor Hospitality Mgr Beverage: Mr. Martin Reynolds, Exec Director of Hospitality Beverage: Mr. Gregory Fortner, Beverage Manager Risk Mgmt: Mr. Len Padua, Risk Management Supervisor Facilities: Mr. Scott Mattson, Facilities Director Purchasing: Ms. Shae Gonzalez, Purchasing Receiving Manager Security: Mr. Chris Hanson, Public Safety Director IT: Mr. David Houser, Information Technology Director Conventions: Ms. Laura Ryan, Catering Sales Manager Wastebm: Mr. Gary Ture, Uniform Supervisor</p> <p>Management: Ms. Maria Mantouzis, Enrollment Specialist Management: Ms. Reba Fuller, Governmental Affairs and Admin Sec Management: Ms. Jesse Duda, Recording Secretary</p> <p>Officer: Mr. Kevin Day, Vice President</p>	Online Machines	1,300	Table Games	20	Casino Sq. 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Employees	902																			

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The Professional's Complete Guide to the Indian Gaming Industry



Complete Indian Gaming Packages	Package Savings	Shipping Units [†]	Package Price
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North American Gaming

Casino City's NorthAmericanGamingAlmanac.com

Provides continually updated gaming revenue, statistics and profile data for the U.S., Canada and Mexico with current and historical revenue data, device counts and distribution, customized analysis tools, maps and annual reports of North American gaming businesses. **Take a FREE TRIAL at NorthAmericanGamingAlmanac.com!**

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Casino City's NorthAmericanGamingAlmanac.com describes each segment of the gaming industry for the United States, Canada and Mexico, including casino and card room gaming, race wagering, sports betting, commercial bingo, lotteries, charitable gaming and online gaming.

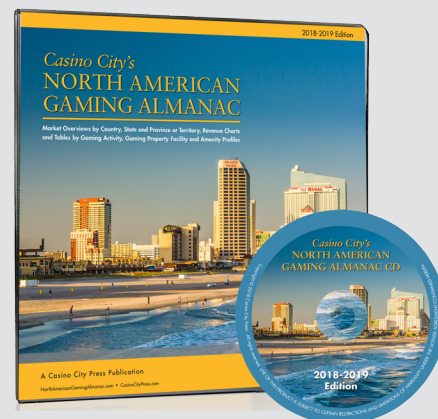
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- \$999.95 Printed Book ISBN 978-1606271278

†The price shown does not include optional, separately purchased Indian gaming revenue data available to IndianGamingReport.com subscribers (pages 12-13) 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. The Multi-User Online Subscription provides access for up to five (5) concurrent users from your company. *Casino City's North American Gaming Almanac CD* may be substituted for the online subscription at the same price.



2018-2019 Edition - 798 Pages | Published annually

North American Gaming Summaries and Statistics

Jurisdiction summaries are provided for each U.S. state, each Canadian province and Mexico, 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, off-track betting facilities, racebooks and sportsbooks.

North American Gaming Market

North America Gaming

North America Gaming Property Map

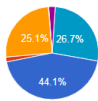
The North American region comprises Canada, the United States and Mexico. The gaming and wagering activity in the region consists of casino gaming (commercial, tribal and charitable), gaming machine outlets, lotteries, commercial bingo, pari-mutuel track and sports betting, and charitable gambling. In addition to land-based gaming, both the United States and Canada allow regulated online gaming. The activity is licensed and regulated at the state and provincial levels and, with some exceptions, prevents players from placing wagers across state or provincial lines. In Mexico, casino gaming exists in a gray area, though various efforts have been made in recent years to clarify the situation.

Gaming Activities

- Casino and Card Room Gaming
- Charitable Gaming
- Commercial Bingo
- Lotteries
- Online Gaming

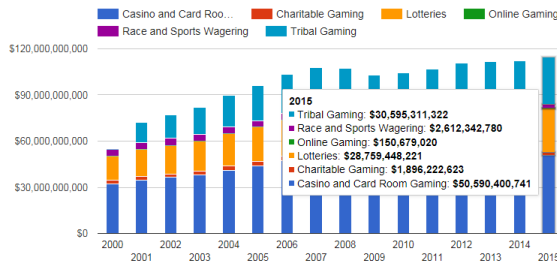
- Race and Sports Wagering
- Race Wagering
- Sports Betting
- Tribal Gaming

Revenue by Gaming Activity



- Casino and Card Room Gaming
- Charitable Gaming
- Lotteries
- Online Gaming
- Race and Sports Wagering
- Tribal Gaming

Revenue By Year in United States Dollars



Gaming Associations

- Committee for Securing Gaming Integrity
- Fantasy Sports Trade Association
- Harness Horsemen International
- Horseplayers Association of North America
- North American Association of State and Provincial Lotteries

- North American Gaming Regulators Association
- The Jockey Club
- Thoroughbred Racing Associations
- Thoroughbred Racing Protective Bureau

Property Types

Property Type	Open Gaming Properties	Gaming Positions	Gaming Machines	Table Games	Poker Tables	Hotel Rooms	Restaurants	Entertainment Venues
Bingo Halls	992	7,800	7,800			642	28	4
Card Rooms	312	17,790		1,571	1,394	528	125	20
Casino Cruises	9	3,448	2,674	117	12		11	2
Casinos	857	500,122	401,404	14,076	2,377	209,549	2,381	747
Dog Tracks	9						17	1
Gaming Machine Outlets	15,831	112,000	111,256	52	72	1,526	19	3
Horse Tracks	103					143	143	14
Jai-Alai Frontons	5	2,342	1,940		67		9	
OTB Facilities	375	1,027	1,027				83	2
Racinos	105	103,569	91,563	1,016	985	3,543	442	79
Tribal Casinos	605	459,460	404,860	7,374	1,726	54,138	1,470	433
Country	Open Gaming Properties	Gaming Positions	Gaming Machines	Table Games	Poker Tables	Hotel Rooms	Restaurants	
Canada	5,381	114,649	99,469	1,992	538	5,107	341	
Mexico	306	2,251	2,251				26	
United States	13,516	1,080,658	920,804	22,214	6,095	264,819	4,361	
North America Total	19,203	1,207,558	1,022,524	24,206	6,633	269,926	4,728	

U.S. Gaming Market

United States Gaming

World -> United States

United States Gaming Property Map

The United States gaming industry includes large- and small-scale commercial and tribal casinos, card rooms, lotteries, pari-mutuel wagering, charitable bingo, racinos, sports betting and other games. It also permits intrastate online gaming. Intrastate gaming means, for players to place a wager in a state that allows online gaming, the player has to be physically located in that state. If a player wants to play online poker in Nevada, he or she has to be physically present in the state to do so. A player who is physically in Indiana cannot play on a Nevada site, because it's not legal to operate an online gaming site in Indiana.

Many states continue to look to gaming to solve their budget problems, either by increasing the tax rates gaming operators pay or by introducing new forms of gaming. Certain types of tribal gaming require tribes to enter into compacts with the states and to be overseen by the National Indian Gaming Commission on the federal level, though most tribes are self-regulating.

State governments regulate pari-mutuel racing, while interstate simulcasts are governed by the federal Interstate Horseracing Act. Pari-mutuel wagering on live horse races, once a profitable gaming activity, has experienced a significant decline over the last 30 years. In an effort to save the racing industry, many states have allowed slot machines to be installed at racetracks. These facilities are commonly known as racinos.

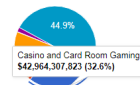
The year 2013 was a landmark year for online gaming in the United States. New Jersey and Delaware began licensing and regulating online casinos. Nevada began licensing and regulating online poker. All three states now have operational online gaming sites.

Gaming Activities

- Casino and Card Room Gaming
- Charitable Gaming
- Lotteries

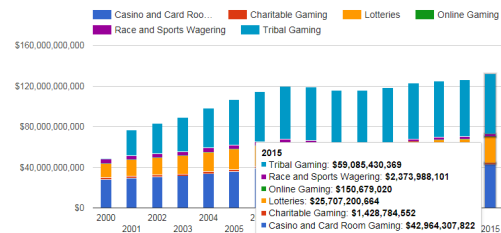
- Online Gaming
- Race and Sports Wagering
- Tribal Gaming

Revenue by Gaming Activity



- Casino and Card Room Gaming
- Charitable Gaming
- Lotteries
- Online Gaming
- Race and Sports Wagering
- Tribal Gaming

Revenue By Year in United States Dollars



Property Types

Property Type	Open Gaming Properties	Gaming Positions	Gaming Machines	Table Games	Poker Tables	Hotel Rooms	Restaurants	Entertainment Venues
Bingo Halls	445	600	600				11	
Card Rooms	312	17,790		1,571	1,394	528	125	20
Casino Cruises	9	3,448	2,674	117	12		11	2
Casinos	400	334,249	266,041	9,825	1,542	181,059	1,759	540
Charitable Gaming Facilities	1,058	744		52	72	1,299	15	1
Dog Tracks	9						17	1
Gaming Machine Outlets	10,034	77,453	77,453			228	4	2
High Stakes Bingo Facilities	98	7,200	7,200			642	16	4
Horse Tracks	87		1,940				133	12
Jai-Alai Frontons	5	2,342	1,940		67		9	
OTB Facilities	373	1,027	1,027				83	2
Racinos	75	91,348	79,522	1,006	965	3,543	368	73
Riverboat Casinos	75	103,819	86,311	2,468	450	24,329	370	141
Tribal Casinos	536	450,638	398,036	7,174	1,593	53,192	1,440	423

State	Revenue	Open Gaming Properties	Gaming Positions	Gaming Machines	Table Games	Poker Tables	Hotel Rooms	Restaurants
Alabama	\$10,049,519	10	8,100	8,100			642	23
Alaska	\$90,148,063	1,042	90	90				1
Arizona	\$2,195,102,748	95	20,131	17,167	275	219	3,735	114
Arkansas	\$173,312,485	2	1,281	1,281				15
California	\$11,697,892,588	207	117,862	92,012	2,927	1,398	10,015	389
Colorado	\$1,083,244,447	60	16,022	14,144	215	88	1,842	88
Connecticut	\$2,098,506,557	18	19,190	13,472	816	137	3,824	95
Delaware	\$488,936,784	3	8,122	6,940	124	73	500	28
District of Columbia	\$96,764,346							

North American Gaming

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.

Monthly current and historical revenue figures by gaming activity are provided back to 1999 when available.

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.

New Jersey Casino and Card Room Revenue

Dates	USD	USD 2017
Jun 2018	207,496,488	202,996,343
May 2018	193,394,309	189,501,516
Apr 2018	191,416,787	188,344,269
Mar 2018	192,917,405	190,574,951
Feb 2018	170,064,598	168,379,835
Jan 2018	162,350,669	161,471,240
Dec 2017	186,235,343	186,235,343

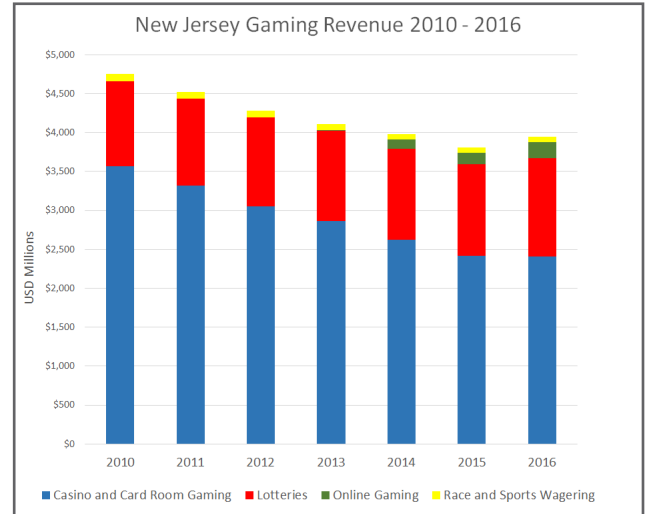
New Jersey Casino and Card Room Revenue

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.

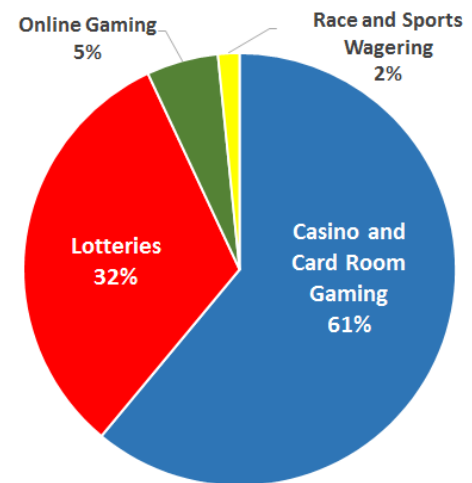
Supporting documentation is available for every revenue figure. In some jurisdictions that documentation includes a revenue breakdown by casino, as shown in this example.

THE ATLANTIC CITY CASINO INDUSTRY
MONTHLY WIN COMPARISON
FOR THE MONTH ENDED JUNE 2018 VERSUS 2017

CASINO WIN	
Casino Licensees	
Bally's AC	\$ 17,514,219
Borgata	60,834,916
Caesars	24,678,201
Caesars Interactive NJ	-
Golden Nugget	20,539,150
Hard Rock (b)	4,171,726
Harrah's	29,703,009
Ocean Resort (c)	3,007,700
Resorts	16,379,648
Resorts Digital	-
Tropicana	30,667,919
Total: Casino Industry	\$ 207,496,488



New Jersey Gaming Activities



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.

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 3,300 gaming properties, more than 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 1,500 annual reports of gaming organizations 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:

Select a State:

Select a Property:

Radius: 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%	15
Poker Tables:	504	75	14.8%	

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

Social Media:

Main Phone: (609) 317-1000
 Toll Free: (866) 692-6742
 Fax: (609) 317-1100
 Email: 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), Formellette (Restaurant), Izakaya (Restaurant), The Metropolitan (Restaurant), N.O.W. (Restaurant), Old Homestead (Restaurant), Roma (Restaurant), SeaBlue (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 GlobalGamingAlmanac.com

Provides market summaries and statistical and financial data for 287 gaming jurisdictions around the world with customized market analysis tools, comprehensive property and owner directories, interactive gaming property maps and annual reports of international gaming businesses. **Take a FREE TRIAL at GlobalGamingAlmanac.com!**

Casino City's GlobalGamingAlmanac.com describes each segment of the gaming industry for each world gaming jurisdiction, 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.

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

Highlights:

- > Global gaming interactive directory with coverage of the gaming industries in 287 jurisdictions around the world with overviews and statistical data for 4,600 gaming properties around the world, plus profiles of properties, owners and regulatory agencies. A gaming market analyzer tool is provided for custom gaming property marketplace analysis by geographic area and by type of gaming facility.
- > Current and historical 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
- > Interactive global gaming property maps displaying the locations of international gaming properties
- > More than 1,400 annual reports covering world gaming businesses that publish their financial results
- > Online access to the current print Almanac and prior ten editions in searchable electronic format

Detailed data
for 287 gaming
jurisdictions around
the world!



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- \$1,149.95 Single-User Online Subscription† Only
- \$999.95 Printed Book Only ISBN 978-1606271414

† The price shown does not include optional, separately purchased North American gaming data available to NorthAmericanGamingAlmanac.com subscribers (pages 18-21). See the opposite page for product packages that include this optional information. *Casino City's Global Gaming Almanac CD* may be substituted for the online subscription.



Complete Gaming Analyst Package

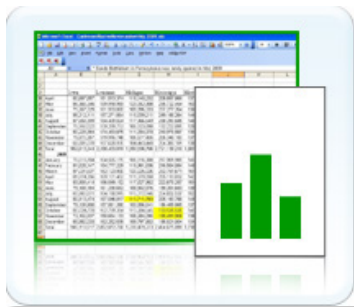
The Analyst's Complete Guide to Gaming Industry



Gaming Analyst Packages	Package Savings	Shipping Units [†]	Package Price
Gaming Analyst Package <ul style="list-style-type: none"> > <i>Casino City's Global Gaming Almanac</i> - Online Subscription and Printed Book > <i>Casino City's North American Gaming Almanac</i> - Online Subscription and Printed Book > <i>Casino City's Indian Gaming Industry Report</i> - Online Subscription and Printed Report > <i>Casino City's Gaming Revenue Monthlies</i> - 2018 Monthly Revenue Data 	\$1,000	3	\$2,499.95
Complete Gaming Analyst Package with Multi-User Online Subscription^{††}	\$1,500	3	\$3,749.95

[†]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.

^{††}Provides Online Subscription access for up to five concurrent users.



Casino City's Gaming Revenue Monthlies

Monthly commercial casino and racino revenue report

Casino City's Gaming Revenue Monthlies are monthly reports of U.S. commercial casino and racino gaming revenue by state to facilitate your analysis. The data is provided on a monthly basis from 2006 (for most states) to the most recent month for which data is available in the current year. If new data becomes available for months already reported, we add amendments and highlight any changes to prior months.

\$599.95 Annual Subscription
 \$899.95 Multi-User Annual Subscription[†]

Also included is full access to current year financial reports and data for NorthAmericanGamingAlmanac.com subscribers.

[†]Provides monthly gaming revenue data for up to five (5) concurrent users.

"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 faring relative to what is going on across Indian Country."

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

"Dr. Meister's annual Indian Gaming Report is a well-presented, well-researched report that offers deep insights into the Indian gaming industry. As a gaming law practitioner, I find it to be an incredibly useful tool."

- George Skibine, Counsel, Dentons US LLP; former Deputy Assistant Secretary for Indian Affairs and former Acting Chairman of the National Indian Gaming Commission

"*Casino City's Indian Gaming Industry Report* is a great tool for those of us who work in Indian gaming. Dr. Alan Meister has compiled a report that is succinct yet thorough in its analysis and information on the state of Indian gaming today. I keep the report close at hand and refer to it often."

- Knute Knudson, Vice President of Native American Development, IGT

"*Casino City's Indian Gaming Industry Report* is a seminal work because of its credibility. Dr. Meister's high-quality research and technical analysis have had a significant impact on the industry."

- Joseph Valandra, Chief of Staff,
National Indian Gaming Commission (2005-2007)

"Dr. Meister has done it again. His latest Indian Gaming Industry Report zeroes in on the economic and sociopolitical reality of Indian gaming today. Dr. Meister's book should be on the shelf of every Indian gaming analyst and advisor in the country."

- Gabriel S. Galanda, Managing Partner, Galanda Broadman, PLLC,
An Indian Country Law Firm



"*Casino City's Indian Gaming Industry Report* provides key information that is unavailable elsewhere. As misinformation pervades the public discourse on Indian gaming, Dr. Meister's objective economic analysis is a 'must have' resource for lawyers, policymakers, and others working in the field."

- Kathryn R.L. Rand, Associate Professor of Law, and Steven Andrew Light, Associate Professor of Political Science and Public Administration University of North Dakota; Co-Directors, Institute for the Study of Tribal Gaming Law and Policy Co-authors, *Indian Gaming and Tribal Sovereignty: The Casino Compromise*; and *Indian Gaming Law and Policy*

"Dr. Meister's report is our go-to source for detailed state-by-state information on Indian gaming. The depth of information provided is a time saver for our team when raising capital for and providing financial advisory services to Native American tribes. Also, we are always needing details for presentations we give, and the Indian Gaming Industry Report is the first place we look."

- Kristi Jackson, Vice Chair and CEO, TFA Capital Advisors

"*Casino City's Indian Gaming Industry Report* is an indispensable tool for those of us who represent Indian Tribes that have gaming operations. It is the best source I know of for detailed information on the Indian gaming industry. Dr. Meister is to be congratulated for providing this truly excellent report."

- Jerry Straus, Partner, Hobbs, Straus, Dean & Walker LLP

"*Casino City's Indian Gaming Industry Report* by Dr. Alan Meister remains an important tool for people that advise tribal government leaders and those that do business with Indian tribes. His objective, accurate, and concise economic analyses of Indian gaming greatly influence regulators, government officials, managers, and financiers and his report remains one of the few reliable sources of data, and more importantly, of meaningful analysis."

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Indian Law & Gaming Practice Group Crowe & Dunlevy, P.C.

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- Jeff Dense, Professor, Eastern Oregon University

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Opened in 2002, Pechanga Resort and Casino has the largest casino floor in California totaling 188,000 sq ft. The casino features 4,350 gaming machines, 154 table games, a non-smoking poker room with tables, and an ultra-modern 700-seat bingo facility. The Resort completed an expansion in 2017 doubling its size with an additional 568 rooms and suites, for a total of 1,090. The Resort also added a new two-story standalone luxury spa, 70,000 square feet of indoor/outdoor event space, a fourth floor green roof, a four-acre resort-style pool complex and two new restaurants, for a current total of eleven restaurants and four bars.