



Design Changes: What Will a Casino Resort Look Like in the Wake of Covid-19

May 28, 2020

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Next in our
webinar series:

Thursday, June 11, 2020

2:00 p.m. ET / 11:00 a.m. PT

Reopening Realities: Cautious Celebration & Planning for the Future

Now that American casinos have started to reopen or have dates for reopening, it's time to get a reality check. While some local and tribal casinos have experienced great business and long lines, questions still remain about the long-term recovery and the related tourism amenities that often drive a casino resort. At this session, operators who have already reopened explain how they prepared and what they experienced, along with how they plan to retain and build new business going forward.

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To help facilitate efficiency and respect your time, all participants will be on mute during the duration of the event. If at any time you'd like to submit a question, you may type it in the "Questions" box on the right side of your screen and - should time permit - we will answer them at the end of today's presentation. Please note that today's presentation will be recorded. The recording will be shared with all attendees after the webinar has concluded. A copy of the recording will also be made available at www.casinowebinar.com .

Today's Moderator



Michael Soll
President, The Innovation Group

Michael Soll, President, The Innovation Group. Michael was a founding member of The Innovation Group team and now brings 25 years of experience with senior roles in leading hospitality companies, investment banks, and as an industry advisor. His capabilities range from project development expertise, such as analyzing project plans and financials, to more strategic deliverables, which include brand deployment, asset management, and capital planning. Michael has also crafted and negotiated management and operating agreements in gaming and hospitality transactions. In combination, this set of talents and abilities enables Michael to provide a high level of advisory oversight.

In addition to leading The Innovation Group in its day to day operations from the company's Orlando office, Michael is focused on ventures taken on by the firm involving complex projects or high profile clients, usually including the introduction of gaming legislation in new jurisdictions, the analysis of large-scale leisure investment opportunities, assignments related to the deployment of brands at new and existing properties, and strategic and business planning initiatives.

Before rejoining The Innovation Group in 2008, Michael was Vice President of Casinos for Hard Rock International. In this capacity, he led the worldwide development activities for Hard Rock Casinos and their related hotel, condo, and resort assets. He was responsible for the identification of potential U.S. and international opportunities and their execution. He also oversaw the structuring and negotiating of joint venture, and management and license agreements. In this capacity, Michael directed expansion projects for Hard Rock in the U.S., Asia, Europe, South America and the Caribbean. Prior to his position at Hard Rock, Michael was Vice President, Planning & Development for Caesars Entertainment in Las Vegas where he managed Caesars' development efforts in existing and emerging U.S., international and Tribal gaming jurisdictions. Prior to his work with Caesars, he was Director of Asset Management at Starwood Hotels & Resorts, where he oversaw Starwood's managed and joint venture hotel portfolios under the Sheraton, Westin and W brands. Michael joined Starwood from Bear Stearns & Co., in New York, where he served as Vice President, Leisure Equity Research, covering mid and large-cap gaming and lodging companies.

Michael holds bachelor's and master's degrees in Geography and Urban and Regional Planning, respectively, from the University of Wisconsin and the College of Urban and Public Affairs. He frequently publishes articles related to the gaming and leisure industries and speaks regularly at industry conferences. Michael's passions include family, food, music, community and philanthropy.

Today's Speakers

Frank Freedman has over 38 years of experience in the casino industry and currently serving as Chief Operating Officer of Four Winds Casinos since March of 2015. Prior to that, he was Assistant General Manager of Four Winds New Buffalo since 2007 and was named General Manager of Four Winds Hartford and Dowagiac properties with the opening of the Dowagiac Casino in 2013. He joined the company as part of the pre-opening Executive Management team, overseeing the departments of Hotel, Food and Beverage, Facilities and Information Technology.

Prior to Four Winds, he was with the Trump Entertainment Corporation in Atlantic City as Vice President of Hotel Operations, Vice President of Food and Beverage, and various developmental positions with Golden Nuggett and Resorts International Casino. Mr. Freedman is a graduate of Rutgers, the State University of New Jersey, and holds a B. A. in Business Administration and Accounting.



Frank Freedman
COO, Four Winds Casinos

Today's Speakers



Nathan Peak
*Principal / Partner,
HBG Design*

Nathan Peak, AIA, is Principal/Partner and Design Director at HBG Design, a Top 5 nationally-recognized hospitality and entertainment design firm with offices in Memphis, Tennessee and San Diego, California.

Nathan's work has been a hallmark of the firm's casino, hotel and casino resort practice for almost two decades. His innovative and award-winning designs prominently stand out in the national gaming marketplace and have received national acclaim, including the celebrated designs of Four Winds Casino and Resort projects in New Buffalo, Dowagiac and Hartford, Michigan, and South Bend, Indiana.

In 2014, Nathan was recognized as a Global Gaming Business "Top 40 Under 40" honoree. He holds a Bachelor of Architecture degree from Pratt Institute.

Today's Speakers

As Principal and Director of Hospitality Design at JCJ Architecture, **Robert J. Gdowski**, AIA is a design-oriented Architect and Master Planner who excels within the cross-functional environments of Gaming & Entertainment, Luxury Hospitality and Mixed-Use Development. Having spent most of his career in Las Vegas and Asia, Bob has enjoyed unique collaborations with a diverse range of notable casino and hotel operators including: Atlantis, Four Seasons, Marriott, Hilton, sbe Entertainment, MGM, Wynn, Caesars Entertainment and the Choctaw Nation.

From integrated resorts, to mixed-use developments, to standalone hotels to brand development, Bob's appetite for experiential design is complemented by his commitment to making these bespoke guest experiences monetizable. He has spoken frequently on the topics of design and development at prominent events across the globe.

Bob is a graduate of the University of Southern California where he received his Bachelor of Architecture and Master of Planning. Keeping his focus on outcomes that promote growth and understanding for both the client and project team, Bob is continuously developing customized design solutions that are tangible, enduring and captivating.



Robert Gdowski
*Principal | Director of
Hospitality Design,
JCJ Architecture*



Frank Freedman
COO,
Four Winds Casinos

Casino Design Post COVID-19

FOUR WINDS®
CASINOS
HARTFORD | DOWAGIAC
NEW BUFFALO | SOUTH BEND



Prevention Measures

- Temperature screening- technology purchased (thermal cameras)
- Social distancing floor markers
- Mask required for guests and employees – provided/personal
- Smoking permitted in outdoor designated areas
- Touchless menu using QR codes
- Disposable single-use menus
- Plexiglass in designated areas (Cashiers/W Club/Slots/Front desk)

Reopening Plan

- Coordination with Pokagon Health Team and Tribal Police
- Daily meetings to discuss updates/changes
- Staffing recall procedures
- Update departmental SOPs
- Safety and sanitation plan document (Resources Guides for both employees and guests)
- Ordering supplies
- Employee communication (ESS/videos)
- Guest communication/engagement (press release/social media videos & posts/website)
- Data analysis to aid in decision making process

Multi-State Information

- Monitoring cases/guidelines
- Strategy on reopening (phases/properties)
- Data analytics/financial responsibility
- Staffing (furlough and recall)
- Banks/Financial information

Restaurant & Entertainment Impact

- Reducing seating capacity
- Reduced offerings
- Food product availability (supply chain challenges)
- Rescheduling entertainment
- Ticketmaster/Refunds
- Guest communication
- Future entertainment/outdoor venue spaces



CASINOS
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Future Capital Discussions

- Discussion on long term capital projects due to COVID-19
- Reimagining the Buffet
- Reconfiguration of slot floors
- Keyless room entry
- Hotel check-in kiosks
- Online check-in
- Touchless beverage stations
- CIS System (smart floor)



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Nathan Peak

*Principal / Partner,
HBG Design*



Four Winds Casino Resort, New Buffalo, MI

Transforming Hospitality Design

Focusing Change on Wellbeing & Adaptability

Casino

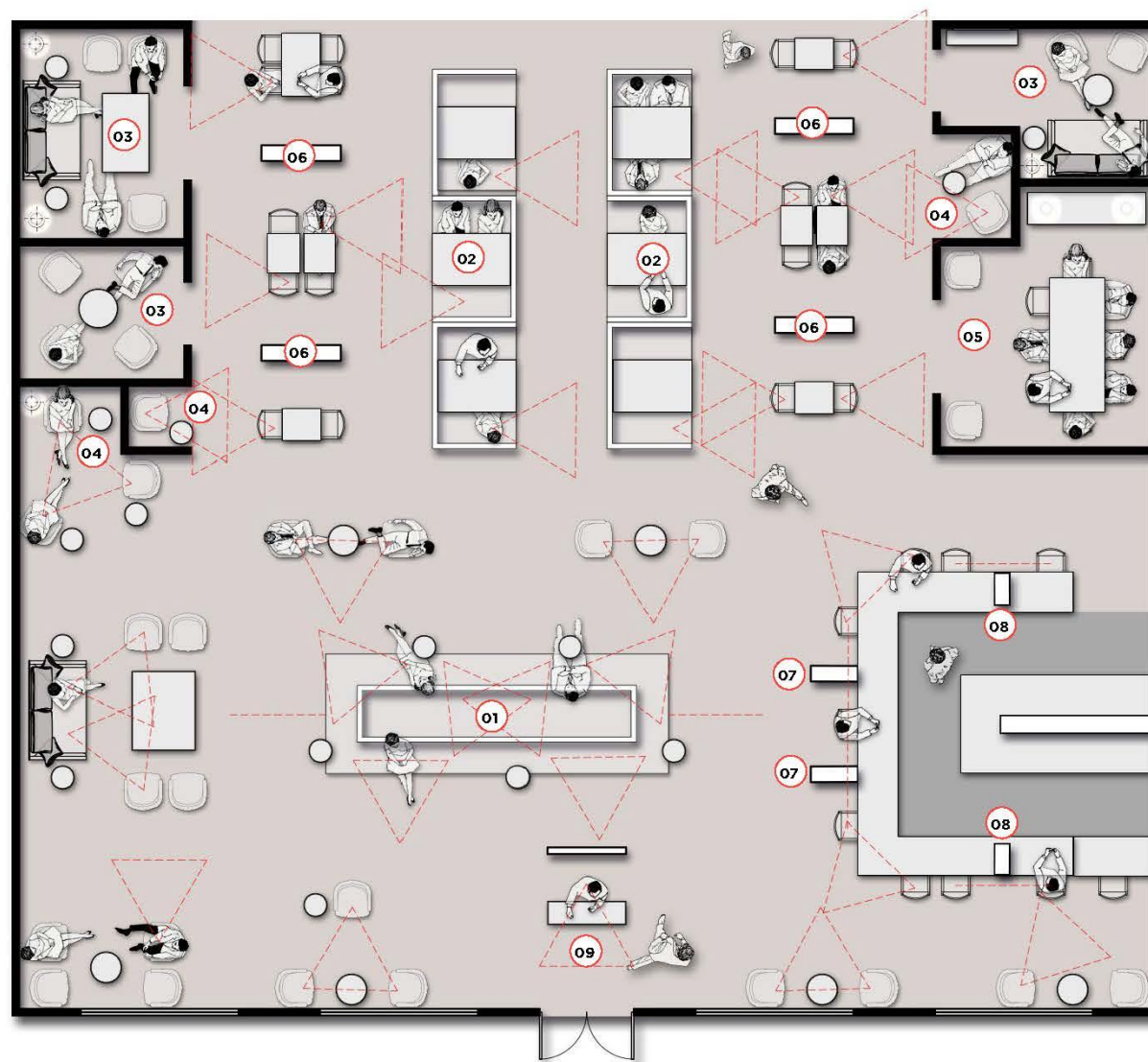
- Sanitization is an upfront activity now, for guest reassurance
- Leverage design/lighting techniques to inform distancing guidelines
- Separation of spaces while maintaining a sense of connectivity and openness
- Specify anti-microbial, non-porous and easily cleaned materials
- Weave design and facility planning principles with emerging technologies

F&B

- Design in strategic separation, so guests perceive intimacy as opposed to separation
- Buffet conversions
- Challenge of bars and lounges

Guestroom

- Wellness principles apply
- Rethink material selections
- Elimination of most soft goods
- Service touchpoints become touchless with technology



LEGEND

1. Larger communal lounge seating to accommodate social distancing
2. Yin-Yang booths with divider panels
3. Private lounge areas
4. Semi-private lounge areas
5. Private dining rooms
6. Screens in between tables
7. Tall planters in between bar seats
8. Table planters in between bar seats
9. Host stand to provide plenty of space around for social distancing

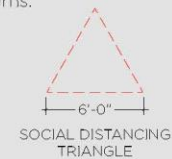


NOTE: Layout accommodates a flexible group of people, including, but not limited to, a solo traveler, a couple having a date night, a family of four, and a small group of 6-8 people celebrating a special occasion



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9. Host stand to provide plenty of space around for social distancing
10. Restrooms: Removed entry door, specially distanced vanities, full height walls in between stalls and urinals and touchless fixtures.
11. Glassed-in Display Kitchen to ease customer's cleanliness concerns while keeping germs out.
12. Wider circulation paths.
13. Grab & Go easily accessible from casino with plenty of queuing space and a designated waiting area.
14. Pass-through open to kitchen to ease customer's cleanliness concerns.



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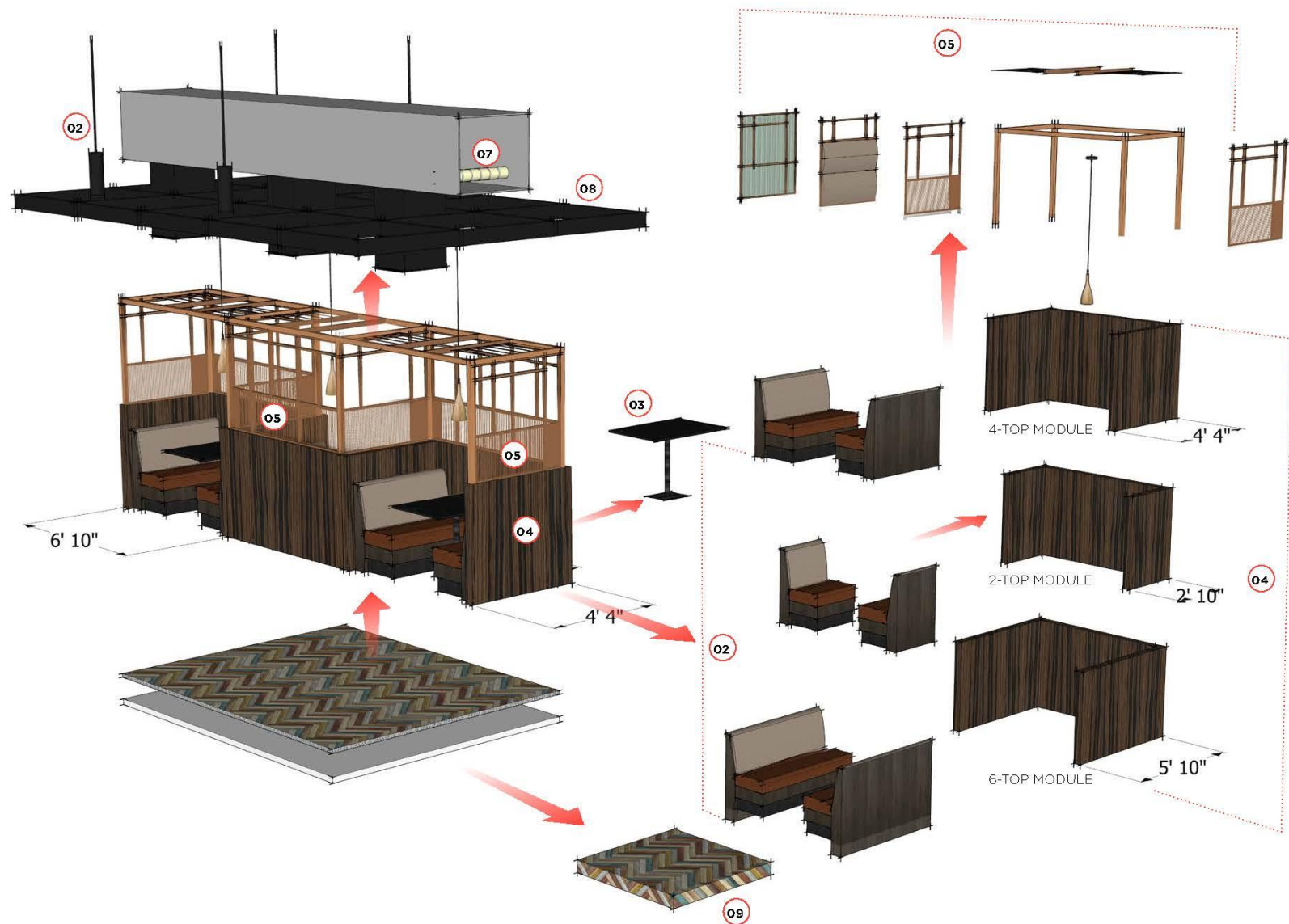


LEGEND

1. Phone apps to order food from your table through a QR code requires less physical contact with servers and eliminates physical menus.
2. Display kitchen - controlled environment.
3. Touchless door openers.
4. Touchless faucets.
5. Touchless waterclosets.

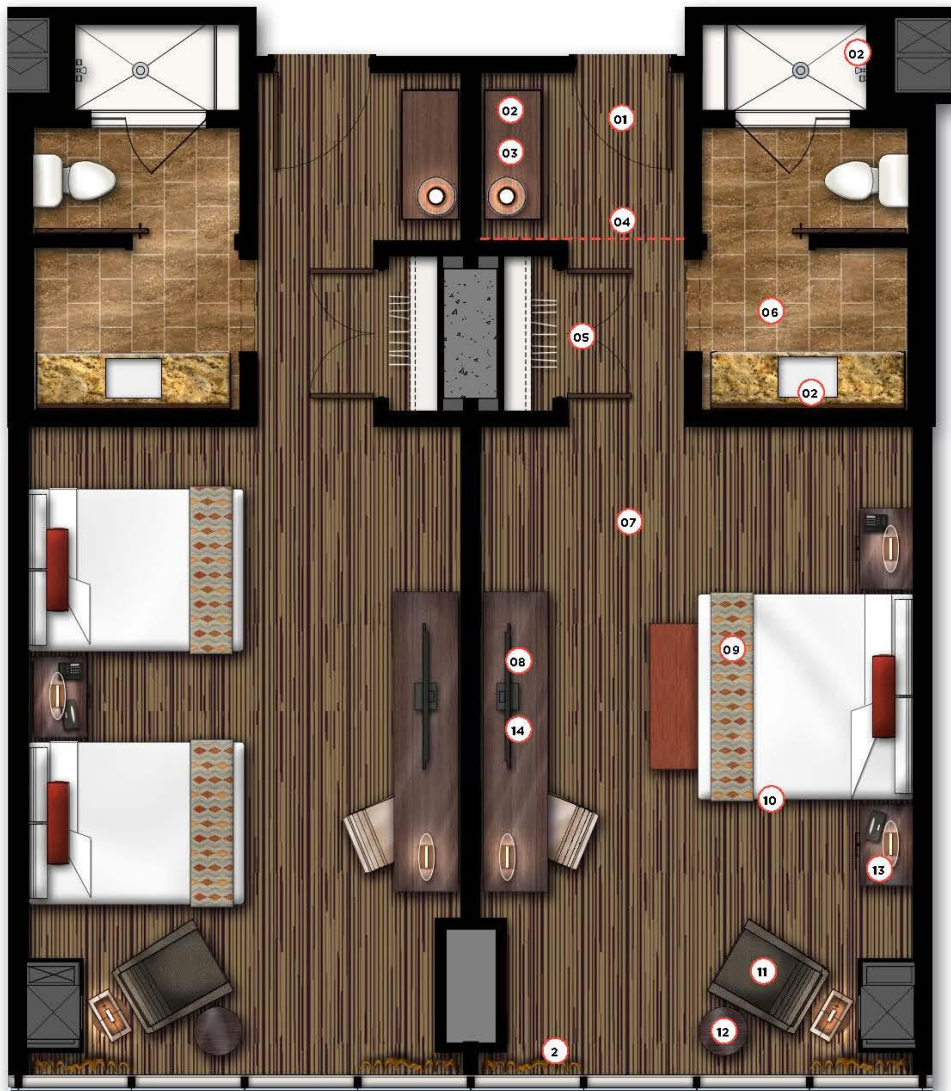


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LEGEND

1. Decorative lighting or architectural down light that can vary from design and budget level
2. Upholstered seats with antimicrobial and antiviral applications
3. Table tops that are fully sealed and impermeable to bacteria, and able to be cleaned with bleach based cleaners
4. Booth shroud at 48"-54" high
5. Screen element that can vary from design and budget level, provides visual connection throughout space but separation between booths
6. Mechanical / Supply Air
7. UVA light filtration
8. Ceiling grid
9. Elevated platform option to upgrade booth with



LEGEND

1. App activated RFID for touchless room entry
2. In room voice activated amenities: TV, plumbing controls (shower on/off, water temperature), heating and hair controls, drapery, and in room lighting
3. Mud Room / touch down space - entry foyer becomes a transition space, where outer wear and shoes are discarded, exchange of services like room service or additional room amenities are transferred in this zone.
4. Option for applied barn door at this location, to close off transaction zone from the rest of the room.
5. Remove doors from closet and provide open closet system that sits within. In room closet amenities either delivered upon request or individually protected and changed out after each guest stay.
6. Option to resurface tile with antimicrobial Microban integrated and silver ionized porcelain tile.
7. Consider replacing existing carpet with Luxury Vinyl Tile (LVT), and providing a washable rug at bedside.
8. In room connectivity with on-site Food & Beverage controlled by voice, order a coffee through the television and have it ready to pick up at the guests preferred time.
9. Remove bed dressings like bolsters and bed scarfs, and encase mattresses and pillows with virus blocking antimicrobial mattress encasements and pillow protectors. Provide in room message to guests about this amenity.
10. Replace bed skirts with antiviral and antibacterial upholstered or hard surface bed bases.
11. All upholstery to have antiviral and antibacterial properties. Minimize pillows and where necessary, provide washable pillows with antiviral and antimicrobial pillow protection.
12. Materials that are porous replaced with materials that provide less hospitable environments to germs, consider cleaning with microfiber cloths, which removes more bacteria from hard surfaces with water alone, and provide in room messaging detailing housekeeping processes and protocol.
13. In room air purifier systems, voice activated.
14. Connection to fitness, in room fitness and wellness virtual classes provides the guest with fitness amenities without leaving their room.



Robert Gdowski

*Principal / Director of
Hospitality Design,
JCJ Architecture*

JCJARCHITECTURE

Robert J. Gdowski, AIA
Director of Hospitality Design
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BOSTON HARTFORD LAS VEGAS NEW YORK PHOENIX SAN DIEGO TULSA

It's not a "recovery."

It's a reset back to the *core values* of the guest experience; an opportunity to purge the layers of noise that have collected over time.



**A focus on highest & best
use of available space**





Removing the nonessential
layers of '*design*' that have
accumulated

Playing the long-game correctly means acting on initiatives that we have had on the boards, allowing the current situation to be a catalyst to propel them into meaningful realities.

- **SUSTAINABILITY / WELLNESS**
- **NATURE / NATURAL LIGHT**
- **FLEXIBILITY / ADAPTABILITY**

If there is anything that people have become more acutely aware of over the last few months, it is the importance of health and wellness.



**Wellbeing is directly associated
with our connection to nature.**



Flexibility of space allowing
for quick adaptability

**Creating spaces that allow
people to be alone,
but together**

The necessity of creating
Touchless Touchpoints
is inevitable.





Questions?



Feedback and Questions

**Please submit any additional feedback and
questions at:**

Info@casinowebinar.com

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