

CASINO: GLACIER PEAKS CASINO

CLOSEUP



MONTANA'S FIRST VEGAS-STYLE CASINO

By Christine Snyder

Browning, Mont., is probably the last place on earth you'd expect showgirls, Elvis impersonators and customized slot machines. In the kind of juxtaposition that can only work with casinos, the new Glacier Peaks Casino has all those things and more.

Glacier Peaks, located in the northern Rockies at the entrance of Glacier National Park, is the Blackfoot Nation's, and the state's, first Las Vegas-style casino. "It is one of the most beautiful spots in the country," according to Gary Green, general manager. "Even in July I can look out the window and see snow-capped mountains."

The property is built out of native timber and features a stone fireplace in the lobby. "It's one of the most gorgeous properties I've ever worked in," Green said. "It has this rustic lodge motif to it."

That initial appearance is where "rustic" ends, though. The

casino features 500 slot machines, table games and a gourmet restaurant. Vegas-style costumed showgirls and an Elvis impersonator prowl the floor in the evenings as hosts. "It's a miniature Las Vegas right here in the midst of Montana," Green added.

The property didn't start out that way. Glacier Peaks was initially a modest Bingo hall. The tribe, one of a handful that federally charters a corporation — the Siyeh Development Corporation — to handle all its business development, initially gained funding to expand the Bingo hall and its snack bar. "But the board of directors of the Siyeh Corporation, their vision was greater than just expanding the Bingo hall," said Green, who came in the midst of the expansion construction in April. "We turned the initial plans on their head."

The Bingo hall did in fact get expanded, but, Green said, "It's not your grandmother's Bingo hall. We went with an entirely new concept of Bingo."

The hall is heavily inspired by European — especially Italian — Bingo halls, and features a neon and plexi-glass ball blower, electronic tables with imbedded flat screen televisions and flat screen television monitors throughout. “You walk in and think ‘Star Trek,’” Green said. “You wouldn’t recognize it as a Bingo hall.”

The Bingo hall snack bar expansion turned into a three-in-one restaurant for the casino. In the evenings, it’s a gourmet restaurant, late-night and morning it is a grill, and in the afternoon it is a buffet catering mostly to the bus customers. The next phase of development will include a hotel attached to one wing of the casino and a convention hall attached to the other. An R.V. park is also planned to accommodate park visitors.

Like many native casinos, the initial plan was to serve the local and extended local community. The board decided they could be more. “We want to serve that local need, absolutely, but we want to be more, and geographically they are positioned so they can do that,” Green stated. First of all, the casino is located at the eastern entrance to Glacier National Park, which attracts 12 million visitors annually. It is also three hours from Calgary, Canada, which, according to Green, “is definitely busing distance.”

“When I ran the Trump 29 in California, at that time 60 percent of our business came from bus traffic from Los Angeles — and that was three hours away,” Green continued. “I’ve applied that model here.” Glacier Peaks is attracting customers from Calgary and also the nearer Canadian town of Left Bridge.

To entice the Canadians, Green said they give an on par exchange rate. Tax-free cigarettes are also a strong incentive to Canadians used to doling out \$9 per pack on their home turf. There is also a large Asian population in Calgary that Green said the casino worked hard at attracting. “It has one of the largest Asian communities in North America; its Chinatown is bigger than San Francisco’s.” Green said Video Gaming Technology (VGT) was commissioned to manufacture customized slot machines that would specifically appeal to that Asian market. They changed the western lucky “7” into the eastern-friendly lucky “8.”

“Secondly, in Asian culture, the color red is considered a symbol of good fortune,” said Green, who added that VGT

installed bright red glass in the machines. The themes were also changed to more oriental themes such as dragons and lotuses.

The Canadian market needed to be bused to the casino, but Green said the casino decided not to get into the transportation business. “We are running this busing program differently than many casinos. Rather than operate these buses ourselves and get into that business of being a bus company, we contract out the bus business totally.” The casino gives riders strong incentives equal to or greater than the bus fare. “We provide incentives for riders on the bus based on their play. For example, if they get on the bus in Calgary for \$20, when they get off the bus I give them \$20 in playable credits or maybe a buffet, too, so they came out ahead.” Green said the casino receives two or three bus loads of passengers each day and that this segment of the customer base is steadily increasing.

Getting the word out was particularly challenging in a state where “casino” means any establishment with a few video poker machines. “Montana has a gaming law that allows any bar, anyone who has a liquor license in the state to have 22 video poker machines,” Green said. “So every bar in this state has a sign hanging that says ‘casino.’ For example, the town I’m living in has a population of 3,019 people and has seven ‘casinos.’ But honestly they are 7-11s with a bar and a few machines.”

The biggest challenge, according to Green, was combating the “so what?” reaction from people hearing about a new casino opening. “What we had to do in the state is reach out with some television and print ads and say we’ve opened a ‘real’ casino — the only real casino in the State of Montana.”

It seems to be working. The Saturday before this interview, Green’s hourly floor survey found 40 percent of the people on the floor came from more than 100 miles away. “Which means our outreach is working.” Green said he spoke with one couple in the restaurant who said they go to Las Vegas a couple times a year, but were glad they could now come to Glacier Peaks. “That is what the board set out to do and what I set out to do, and we did it.” **NAC**

Christine Snyder is a Detroit-based journalist and business communications specialist. She has written for several Michigan publications and companies.





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Oklahoma Tribe Bets on Casino

31 January 2006

MIAMI, Oklahoma – As reported by the Joplin Globe: "What was a barren piece of farmland two weeks ago is now a huge concrete pad with the beginning of a steel structure. By mid-May, it will be home to the Four Winds Casino, a \$20 million project by the Ottawa Tribe.

"The casino, the first to be Las Vegas-style, will employ 150 people initially. It also will generate revenue the tribe says will go to social services provided to Ottawa members.

"But, it will do something else. It will contribute to the transformation of Miami into a travel destination. It's a change that has been going on for several years.

What's different now is that it appears to be gaining momentum. Though some are saying Miami is unlikely to become a new Branson, others are saying: Don't bet on it.

"Brian Barger, director of economic development for Miami, said the casinos that exist in the county probably employ well over 1,000 people. The tribes, he said, have invested close to \$200 million.

"...Gary Green is the Las Vegas-based gambling consultant who has been hired to help bring the Four Winds Casino to life on Highway 10, 4.5 miles east of Miami. The casino initially will have 400 machines and 16 gambling tables.

"...The Four Winds will not have a hotel, but it will have a park for recreational vehicles to serve people passing through. It does have a spot on its 80-acre tract for a hotel in the future..."

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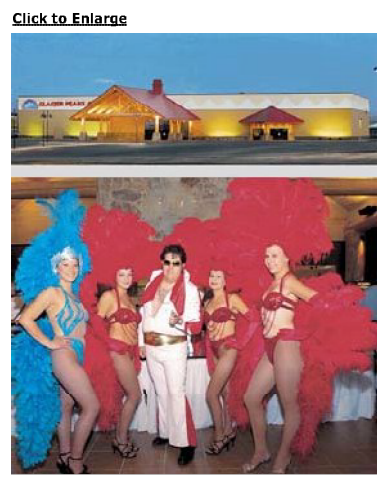
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Glacier Peaks Casino is a success in rural Montana

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Posted: November 08, 2006
 by **Jack McNeel** / Indian Country Today



Photos by Tony Byrum/courtesy Glacier Peaks Casino
 -- The Blackfeet Tribe recently opened the largest casino in rural Montana, complete with Elvis (Kole Larson) and all-Native Las Vegas-style showgirls.

BROWNING, Mont. - The Blackfeet Tribe recently opened the largest casino in Montana, complete with Las Vegas-style showgirls. Its size won't compare with other casinos throughout Indian country, but its quality and innovations are state of the art; and in lightly populated, rural Montana, it stands alone. Plans for expansion are already being discussed and by the end of 2007 it could be dramatically larger.

Gary Green is general manager for the casino. Green has extensive experience in the gaming industry dating back to the 1970s in Atlantic City, with later positions in California and Las Vegas. He helped build a casino for the Ottawa Tribe in Miami, Okla., and managed another near Oklahoma City. He is one of three non-Native people on the staff of 336 that work at Glacier Peaks Casino.

The Blackfeet Nation has a federally chartered business development corporation that manages the nation's business developments. This corporation, named Siyeh, is thus a separate entity shielding business operations from local politics so consistency is maintained. The Siyeh board hired Green last April after construction had already begun to expand the vision beyond a bingo hall and even beyond a typical casino.

"We put in 500 slot machines. We put in table games which weren't in the original plans, and we examined the bingo hall. You typically can't get as much return on a given amount of space with bingo as with slots," Green explained. "We looked at bingo halls in Italy where it's all the rage, and saw these high-tech halls with neon and flat screen televisions and nice chairs to sit in. The bingo ball blowers were Plexiglas with neon and all kinds of high-tech stuff. We put in a bingo hall that is state of the art with really high stakes. We have some insured games that give away \$100,000. Now we can aim bingo at a different demographic."

Focusing on the Asian market in Calgary caused changes in the machines themselves. "The number 8 is a lucky number to Asians so we changed all the traditional 7s to 8s. Red is the color of good fortune to them as well, so we designed the machines in red and added dragons and lotus blossoms and other Asian symbols. The writing is also bilingual in both English and Chinese: all ways of attracting the Asian community.

"So far it's been an overwhelming success," Green said. "On weekends about 40 percent of the people on the floor are from Canada or more than 100 miles away, outside the area. This casino deposits more in the bank each day than the old bingo hall deposited in a month."

To focus on the affluent gamer, the restaurant was designed to act as three restaurants within one space. A high-quality buffet runs from 11 a.m. until 5:30 p.m., and then it's transformed into a gourmet restaurant for the evening hours. "It's probably the finest gourmet room in Montana," Green commented. Then the late-night restaurant is operated as a short-order grill to serve that crowd and truck drivers passing through.

"For the grand opening we had flying Elvis impersonators and 10 of them parachuted into our parking lot. We also have our own Elvis impersonator who walks the floor on weekends. The showgirls are all Native ladies and they're dressed with feathers and typical showgirl costumes."

Employees are also treated very well. There's an employee dining room where employees can eat for free. The day care center for employees' children is state-certified, operates around the clock and is free as well. A bus system operates on the reservation to provide free transportation to work and home should employees need it. "We've also created very few minimum-wage jobs and those jobs are mostly tip positions where they're getting some pretty good tips," Green added.

The casino has been so successful in such a short time that a feasibility study to look at expansion has been commissioned. "We're planning a 200-room hotel off one end and a large convention facility/auditorium on the other end," Green said. "We're also adding an RV park because studies have shown that many visitors to Glacier travel in RVs. It will be a high-tech park with cable TV, wireless Internet and a community center.

"[The] economic impact to the reservation is phenomenal and it's already becoming the snowball to allow other businesses to develop in the community," Green said. He credited the foresight of the board to reach out and build something beyond the norm. "It's an exciting project," he commented.

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Taking a gamble on Browning

By KRISTI ALBERTSON

The Daily Inter Lake

BROWNING — Many people are unimpressed when they hear about a new casino opening in Montana.

Countless small casinos — generally consisting of keno and a couple of rows of video poker machines — exist all over the state.

“So when people heard they were opening a casino here, they were like, big deal,” said Gary Green, general manager of the new Glacier Peaks Casino in Browning. “It was like, sure, yeah, have a nice life.”

Green’s goal is to show people in Montana what a “real” casino looks like. So far, he said, visitors have been impressed and a little dumbfounded by Glacier Peaks.

“When you bring people in and give them the tour, they’re like, ‘Oh my god, you’ve built a casino,’” he said.

Glacier Peaks, a \$7 million facility near the intersection of U.S. 2 and U.S. 89 just west of the Museum of the Plains Indian, is owned and operated by Siyeh Corp., the Blackfoot Indian Reservation’s for-profit business and economic development arm.

Green has worked in the casino business for years and managed both commercial- and American Indian-run ventures. Browning is one of the more remote locations in which he’s worked, but he’s convinced Glacier Peaks will be a success.

When Walt Disney wanted to put a theme park in Orlando, Fla., the locals thought he was crazy for building in the middle of a swamp, Green said. People have had a similar reaction to the idea of building a casino in Browning, he said, an area that historically has been economically depressed.

But so far, most visitors have been pleasantly surprised by Glacier Peaks, Green said. “What we created here was an oasis where people go, ‘Oh my god, this is not my grandfather’s Browning. This is not my grandmother’s Browning.’”

What makes Glacier Peaks unique is its resemblance to a Las Vegas casino. Five poker tables are set up near the front entrance. Five hundred slot machines beckon patrons with flashing lights and promises of huge



Mouse Hall plays the slots at the Glacier Peaks Casino on the Blackfoot Reservation in Browning. The casino, which opened in late September, is the first high-stakes gambling facility in Montana. Hall said he won \$10,000 on the slots a few weeks ago. Chris Jordan/Daily Inter Lake

payouts.

Five nights a week, an Elvis impersonator opens the door for customers and wanders through the casino, occasionally breaking into a rendition of "Blue Suede Shoes." And every Friday and Saturday night, Vegas-style showgirls, complete with feathered headdresses and fishnet stockings, parade throughout the building.

"I wanted to bring a piece of Las Vegas here," Green said. "It's a fun place because it hasn't been done before" in Montana.

A casino in Browning is a sustainable business, he added. When conducting market research prior to moving to Montana, Green discovered the average tourist at Glacier National Park has an income 35 percent higher than the national mean.

Locals make up the bulk of the business, but tapping the tourist market will greatly increase its prosperity. Plans are already in the works for a four-star, 90-room hotel next door to the casino to accommodate those travelers, Green said.

Even though Glacier Peaks opened in late September (at the tail end of the tourist season), Green said he has been encouraged by the amount of business it's seen. On a typical Friday or Saturday night, between 300 and 500 players are inside the building at any given moment, he said. The casino serves about 2,000 people over the course of a weekend.

Even on weeknights, which are less crowded at any casino, 100 people might visit a night, Green said. "That's still pretty exciting."

He expects business to pick up even more next summer when tourists flock to the park. They can only hike during the day, Green said; the casino will be there to fill their evening hours.

Glacier Peaks also is attempting to attract customers from a wide radius around Browning. A bus picks up patrons every weekend in Lethbridge, Alberta. Daily bus service from Great Falls and the Flathead Valley began Tuesday.

Already, people are coming from Kalispell, Whitefish, Great Falls, Lethbridge, Calgary, Missoula and Billings.

"A lot of people drive over that pass," Green said.

And he anticipates many return visits: "Once people come into this place, they come back."

"Gamblers are serial people," he added.

There are two types of gamblers, he explained — those who come strictly for entertainment and serious players who constantly return. Glacier Peaks has measures in place to deter gambling addiction, he said; the 1-800 number for Gamblers Anonymous is posted throughout the building, and security guards watch for people who "are maybe playing a little bit too much."

But in an area where unemployment can reach high levels, Green has been asked whether operating a casino is wise.

Glacier Peaks isn't out to capitalize on an economically depressed group of people, he said. It won't cash welfare or government checks. Furthermore, unlike alcoholism, gambling addiction isn't a genetic condition, he said.

"There is no propensity toward gaming addiction," he said. "I wish there was, because I would target those people, whoever they are."

The casino already is improving the local economy, Green said. More than 300 people, most of them from the Browning area, work at Glacier Peaks. And as specified by the Indian Gaming Regulatory Act, the

casino's profits are used for tribal social programs.

Its economic benefits go beyond the borders of the Blackfeet Reservation, he said. Much of the furniture came from Great Falls. The food comes from Billings.

Overall, the casino has been well received by the Blackfeet Tribal Council and the general public, Green said.

Community response has been terrific, he said. "There's just been support all around."

That support includes showing up to gamble. Since its grand opening on Sept. 29, the casino's most popular games have been its slot machines.

Glacier Peaks also has jazzed up a Montana casino staple: A 125-seat bingo hall fills one end of the building.

"I have a reputation in Indian casinos of closing bingo halls," Green said.

Financially, there's good reason to do so, he explained. "Mathematically, I'm going to make a heck of a lot more money from the 5.5 square feet a slot machine takes up than the 5.5 square feet a chair in a bingo hall takes up."

However, the game is popular among many locals, he said. So to make it jibe with the rest of the glitzy building, Green created what he calls a "high-tech bingo hall."

Players sit in ergonomic chairs and play touch-screen or hand-held electronic cards. Paper cards are available for traditionalists, and true die-hards can play all three simultaneously.

Actually, every game in the building is bingo-based. Class II gambling, defined as bingo or an electronic facsimile of bingo, is permitted on the Blackfeet Reservation and is regulated by the National Indian Gaming Commission.

When Congress passed the Indian Gaming Regulatory Act in 1988, Class II gaming consisted of paper cards or a handheld bingo game, Green said. Thanks to the Internet, however, "virtual bingo" became possible.

On the Internet, 72 virtual bingo balls are called every fraction of a second, Green said. Each machine in the casino is essentially a work station with a virtual bingo card. The games look like slot machines, complete with spinning bars and cherries, but payouts happen when those virtual cards get a bingo.

Many people have questioned the legality of Glacier Peaks' machines, but those virtual bingo cards make them Class II games, Green said. Actual slot machines are Class III games, which require a contract between the tribe and the state.

House-banked card games such as blackjack, in which players compete against the casino, also fall under the Class III designation.

In poker, however, gamblers play against each other, so poker is allowed under Class II regulations. Customers can play popular Vegas games such as Three-Card Poker, Caribbean Stud or Let It Ride, or can try their luck with Texas Hold 'Em.

Glacier Peaks might look like a Vegas casino, but Green says that because it's tribally operated, it is far more heavily regulated than a similar facility in Nevada or New Jersey.

"We are probably the most regulated industry in the country," he said.

Every penny — even a free meal — has to be meticulously accounted for, he said. Potential employees are required to go through a rigorous criminal background check. Manned live-feed cameras operate 24 hours a day.

"This is a business. There's very little that's left to chance," Green said.

Some people hesitate to gamble in a tribal casino, he said. A longtime gambler himself, Green didn't try Indian gaming for years. Now, thanks to the heavy regulations and greater opportunity for higher payouts, he prefers gambling on reservations.

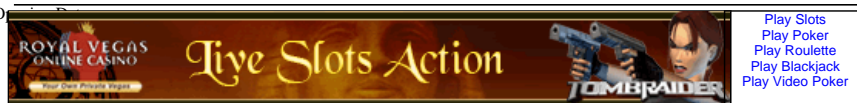
"I'd rather gamble in any Indian casino in the country than in any Harrah's," he said. "Indian gaming is actually a pretty good deal, because it's so regulated you know it's safe."

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Reporter Kristi Albertson may be reached at 758-4438 or by e-mail at kalbertson@dailyinterlake.com.

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Montana's Largest Casino/Racino Nears Opening Date

23 July 2006

The Blackfeet Nation of Montana and Casino Marketing Guru Gary Green are finishing the final touches to open the largest casino in Montana and the largest Racino in the Northwestern United States. The new Glacier Peaks Casino in Browning Montana will feature more than 500 slot machines, a mile-and-a-quarter horse track with 2,000 seats, non-house-banked Blackjack and Mini-Baccarat, Bingo-based Roulette and Craps, as well as a Poker room, a bar, and 24-hour restaurants.

Located at the eastern entrance to Glacier National Park, the new casino is set to hold a gala Grand Opening event over Labor Day weekend, but will have a "soft" opening in mid-August. Albuquerque-based Flinto Construction will turn the keys to the building over to Green on August 7th and more than 200 employees will report to work for training.

Only 10 of the new casino's employees are not members of the Blackfeet Nation making Glacier Peaks one of the highest-percentage Native-employee casinos in the country. Additionally, Green has created a mentoring program that will train Tribal members to eventually take over all of the positions.

Green, who was brought in by the Blackfeet Tribe's Siyeh Development Corporation in April after he successfully created the High Winds Casino for the Ottawa Nation, will serve as General Manager of the new property. His aggressive marketing and branding program targets not only the Montana communities but also the 2½ -million tourists who visit the National Park annually and the one-million-plus population of Calgary Alberta Canada which is day-trip bussing distance from the new casino.

"This property is amazing; it has it all," Green said. "That population of Calgary includes more than 120,000 Asians and we have created special triple-8 Asian-themed games for that market. We have a para-mutual horse track for the Montana horse community, and more games than anyone in this part of the country. Between those groups, the National Park visitors, and the local area, this property is destined to change the face of Browning, the Blackfeet Nation, and gaming in Montana." He added.

Immediately after opening, work will begin on a hotel and events center to accommodate the Glacier Park tourists and Canadian visitors. Even before opening, many tourism boards are calling the new venture a "destination resort."

Mixing the building design with variety of games and a racetrack was itself a formidable task in rural Montana; but Glacier Peaks will go beyond the visible amenities by becoming the first Class II casino in the country to have a true player tracking and casino management system. Designed to Green's own rigid marketing requirements and the GSA standards that he has endorsed since GSA's founding, the new system will allow the casino to compete with Class III and corporate casinos.

Designed in a rustic Montana-log motif and framed year-round by the snow-capped glaciers of the Rocky Mountains, the building features a spacious lobby with a roaring fireplace and a lodge-like atmosphere of huge Montana pine and spruce framed with hand-set granite slabs. From tuxedoed dealers to feather-clad Vegas-style showgirls, Green's legendary flamboyant branding will be felt throughout the new casino.

"Let me just tell you, What Happens In Browning Stays In Browning," Green mused about the glitzy flair of his new property.

"On a serious note, of all the properties I have been involved with during the past 25 years - including the Trump property this Blackfeet casino holds the most marvelous potential. Siyeh Corporation and the Blackfeet Tribe have created a jewel," he concluded.

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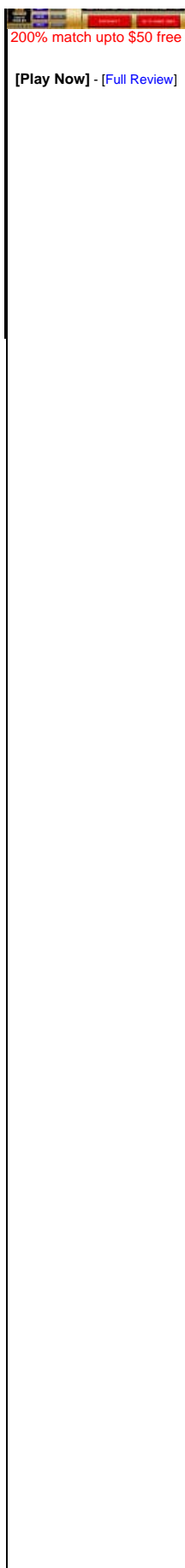
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