



Rivers Portsmouth Gaming, LLC  
November 16, 2022

# Introductions



**Neil Bluhm**  
Chairman and Founder



**Tim Drehkoff**  
CEO



**Bill Keena**  
COO

# Introductions - Neil Bluhm



**Neil Bluhm**  
Chairman and Founder

- Chairman of Rivers Portsmouth Gaming, LLC, and Founder of Rush Street Gaming
- Co-founded JMB Realty in 1970, setting the standard for superior mixed-use developments, luxury hotels and more
- Over \$60 billion of real estate investment and development including Copley Place in Boston, Century City in Los Angeles, 900 North Michigan in Chicago, Four Seasons and Ritz-Carlton hotels and more
- First casino development was Fallsview Casino Resort in Ontario starting in the late 1990s; several in the U.S. followed in the 2000s and 2010s; founded Rush Street Interactive in 2012
- Companies currently operate multiple land-based casinos, mobile and online sportsbooks
- Trustee / Board of Directors: Northwestern University, Northwestern Memorial Foundation of Northwestern Hospital, Investment Committee (Chair) of The Art Institute of Chicago, Whitney Museum of American Art (former President)
- University of Illinois and Northwestern University, CPA & Law

# Introductions - Tim Drehkoff



**Tim Drehkoff**  
CEO

- CEO of Rivers Portsmouth Gaming, LLC
- CEO of Rush Street Gaming beginning in 2022; previously was CFO for 10 years
- With Rush Street Gaming and Bluhm companies since 2005
- Developed six ground-up, market-leading casinos
- Spearheaded more than \$2 billion in capital investments; \$8 billion in debt financing across multiple jurisdictions
- Tim leads all land-based operations, capital market strategies, new developments and any mergers & acquisitions
- Prior experience includes the Bluhm family office, private equity and investment banking
- University of Chicago, BA Economics & MBA



# Introductions - Bill Keena



**Bill Keena**  
COO

- Served as opening GM for Rivers Casino Des Plaines and later Rivers Casino Pittsburgh; named Rush Street Gaming COO in 2022
- Rivers Casino Des Plaines quickly became Illinois' top-performing casino and remains so
- Set new performance precedents, navigated pandemic shutdowns, established statewide health and safety protocols, championed enterprise-wide Living Wage
- Former Harrah's regional president overseeing four casinos in two states; GM of Nevada and Missouri properties
- 30+ year casino veteran
- University of Nevada Las Vegas, Finance

# Rivers Portsmouth Gaming, LLC



- Rivers Portsmouth Gaming, LLC ("RPG") will develop, own, and operate Rivers Casino Portsmouth.
- RPG is affiliated with other Rivers properties under common ownership.
- Rush Street Gaming is an oversight entity created by ownership to share best practices among its affiliated properties and seek new development opportunities.





# About Rush Street Gaming

Founded by legendary real estate developer Neil Bluhm and partners. Based in Chicago at 900 N. Michigan, a marquee mixed-use metro complex also developed by Bluhm.

- Bluhm and affiliates first entered into the gaming business with a successful bid to develop and operate Fallsview Casino Resort in Ontario, Canada
- Thereafter, Rush Street Gaming pursued and developed casinos in Vicksburg, Pittsburgh, Philadelphia, Des Plaines (Chicago area) and Schenectady
- Rush Street Gaming today is a leading developer of regional destination casinos, all operating under the Rivers Casino brand
- Long and proud record of Diversity, Equity and Inclusion throughout all its business operations
- Annual combined revenues of more than \$1.7 billion from current operations



**RUSH STREET**

# About the Rivers Casino Brand



Rivers Casino is one of the fastest-growing regional casino brands in the U.S. Rush Street Gaming has invested over \$3 billion in its land-based casino portfolio.

- Community-centric philosophy
- Currently operating four full-service casinos in three states: Illinois, Pennsylvania and New York
- Nearly 5,000 team members
- All Rivers Casinos are top performers in their markets, and all have been voted a “Best Place to Work” or “Top Workplace” by Team Members
- Utilizes local, minority, women and veteran-owned businesses
- Emphasis on upscale design, innovation and guest experience



# We Build from the Ground Up

## Transformational Redevelopment

PHILADELPHIA, PA



PRIOR



CURRENT



# Getting it Done in the Toughest Markets

## Transformational Redevelopment

SCHENECTADY, NY



PRIOR



CURRENT



# Bringing the Vision to Life



## FALLSVIEW CASINO & RESORT

NIAGARA FALLS, ONTARIO

**OPENED:** June 2004

Affiliates of Rush Street Gaming developed Fallsview Casino & Resort for and had long-term management agreement with the Ontario Government.

# Bringing the Vision to Life



## RIVERWALK CASINO & HOTEL

VICKSBURG, MS

**OPENED:** October 2008

Rush Street Gaming developed, owned and successfully operated Riverwalk Casino & Hotel until its acquisition by Churchill Downs in 2012.



# Bringing the Vision to Life



## RIVERS CASINO

PITTSBURGH, PA

**OPENED:** AUGUST 2009

**Rivers Casino Pittsburgh** is located steps from Acrisure Field and PNC Park (home of the Pittsburgh Steelers and Pittsburgh Pirates) and has just opened a 210-room hotel, the “official hotel” of the Pittsburgh Penguins.

# Bringing the Vision to Life



## RIVERS CASINO

PHILADELPHIA, PA

**OPENED:** SEPTEMBER 2010

The Fishtown neighborhood where **Rivers Casino Philadelphia** is located has seen spillover economic impact, with restaurants, gastropubs, and new residential construction—all following the opening of Rivers Casino Philadelphia.



# Bringing the Vision to Life



## RIVERS CASINO

DES PLAINES, IL

**OPENED:** JULY 2011

**Rivers Des Plaines** has generated the highest gaming revenues of Illinois' 11 casinos and represents 40% of total gaming revenues for the state. A major \$115 million expansion was completed in 2022. Rivers Casino Des Plaines is also the first casino in the country to be LEED GOLD certified.



# Bringing the Vision to Life



## RIVERS CASINO

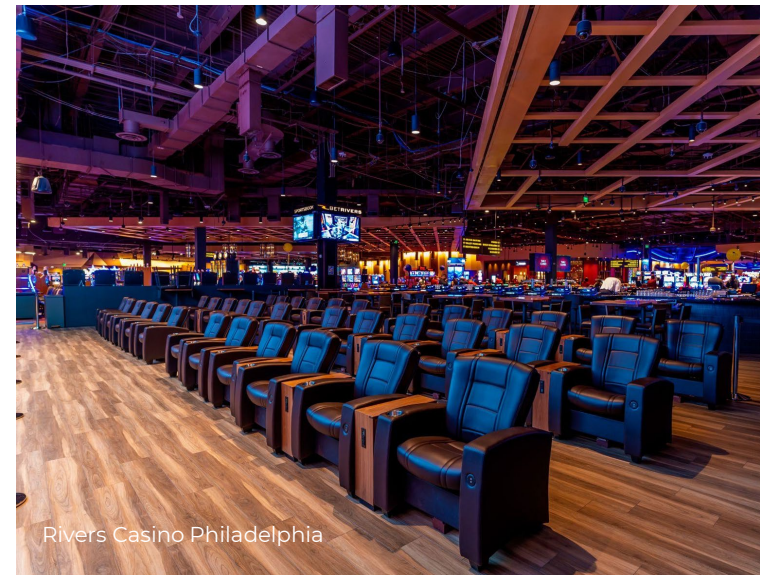
SCHENECTADY, NY

**OPENED:** FEBRUARY 2017

**Rivers Casino & Resort Schenectady** is part of a new mixed-use development called Mohawk Harbor that has residential, office space, retail, dining and two hotels. Schenectady County has since seen a **16% increase in tourism**.



# Best-In-Class Facility Design



Rivers Casino Philadelphia



Rivers Casino Pittsburgh



Rivers Casino Des Plaines



Rivers Casino Des Plaines



Rivers Casino Des Plaines



Rivers Casino Philadelphia



# Quality in Every Detail



# Rivers Casino Portsmouth





# Bringing the Vision to Life



## RIVERS CASINO

PORTSMOUTH, VA

**Rivers Casino Portsmouth** will be the first full-service, permanent casino in the Commonwealth of Virginia. This \$340 million venue will anchor the new Portsmouth Entertainment District along Victory Boulevard.



# Introductions - Rivers Casino Portsmouth



**Roy Corby**  
General Manager



**Camille Dennis**  
Human Resources  
Manager



**Colleen Carraccio**  
Director of  
Compliance



**Rahmon Hart**  
Director of Community  
Relations  
Pittsburgh

# A Winning Team



## Rivers Portsmouth Gaming, LLC

Owner, developer and operator of Rivers Casino Portsmouth.

## Ballard Yates - Joint Venture

Rivers Portsmouth Gaming selected a General Contractor with deep local ties and world-class casino experience.

# A Winning Team

## S.B. Ballard

- Founded in Virginia 1978
- 175+ Virginia projects
- 25 Million Sq. Feet
- \$2.2 Billion construction costs
- Strong record of SWaM participation and local market knowledge



## Yates

- Founded in 1964
- 100+ casino projects
- \$12 Billion casino construction costs
- Strong relationship with architects of record, Klai Juba Wald



# About the Project

Rivers Portsmouth Gaming, LLC, purchased an abandoned housing development from the Portsmouth Economic Development Authority to build the casino.

- \$340 Million destination casino development
- 1,448 Slots
- 57 Table Games
- 24 Poker Tables
- 5 Restaurants/5 Bars
- Banquet and Event Space
- 2,002 Surface Parking Spaces
- Estimated 1,400 jobs from construction
- Estimated 1,300 permanent jobs





# Top-Rated Amenities



# Admiral's Steakhouse



## ADMIRAL'S

### STEAK & SEAFOOD

This fine-dining steakhouse will serve a wide selection of prime cuts, fresh seafood, premium wines, craft cocktails, and more. Admiral's Steak & Seafood is a *Portsmouth exclusive*.



# Crossings Cafe



## CROSSINGS CAFÉ

Crossings Café is a full-service casual dining restaurant offering an extensive menu of appetizers, soups & salads, sandwiches & burgers, and other entrees. Start with soft pretzel bites, dive into a big cobb salad, then cross over to the ultimate cheeseburger and fries. Crossings Café is a *Portsmouth exclusive*.





# 麵 mian

This Rivers' brand signature restaurant will feature fresh, made-to-order Asian-inspired dishes, such as edamame, vegetable spring rolls, fried rice, lo mein, General Tso's chicken, and more.



# Slice Pizzeria



Slice Pizzeria is a fun spot for a quick bite—serving pizza by the slice, made fresh onsite in the casino's pizza ovens. Whole made-to-order pizzas will also be offered. Slice Pizzeria is a *Portsmouth exclusive*.



# The Sound Bar



## THE SOUND BAR

Powered by the sounds of local DJs and bands—on a built-in professional stage—The Sound Bar will feature an impressive selection of wine, beer and curated cocktails in a luxury lounge environment. This flex space will seat up to 120 guests—serving as a hotspot for dancing and weekend entertainment Thursday through Sunday, also available for private parties. The Sound Bar is a *Portsmouth exclusive*.



# BetRivers Sportsbook



The football season is already here, and BetRivers Sportsbook will be Hampton Roads' favorite place to watch and wager on the games—plus basketball, baseball, hockey, soccer, tennis, ping-pong—you name it. There are no conflicting schedules, with multiple high-def screens airing multiple games simultaneously. The sportsbook will have live ticket windows, self-service kiosks, club chairs and banquettes for groups.

# Top-Rated Amenities



The world's largest coffee chain with more than thirty thousand locations around the globe will offer its full menu with hot, cold, brewed and blended drinks—Frappuccinos, Chai Tea Lattes, Spinach Feta & Egg White Wrap, Cake Pops and more.



# Top-Rated Amenities



Topgolf Swing Suite is an immersive social experience offering guests a comfy lounge to play and enjoy fantastic food and beverage service. With a massive screen and a selection of exciting virtual games, the Topgolf Swing Suite delivers a one-of-a-kind simulation that's fun for golfers and non-golfers alike.

# Top-Rated Amenities



## THE EVENT CENTER

A signature feature at all Rivers Casino properties, The Event Center is destined to become Hampton Roads' preferred location for upsized special events. The 25,000 square foot grand hall and pre-function space is ideal for concerts and conferences, meetings and expos, weddings and galas and more. This multi-purpose venue will accommodate up to 1500 seated guests and 2,000 standing.



# Pride in Our Purpose



# Pride in Our Purpose



**A Strong Economic Engine**

**A Great Place to Work**

**A Proud Community Partner**



# A Strong Economic Engine



# A Strong Economic Engine for Portsmouth

**Rivers Casino Portsmouth will make a meaningful, positive impact for our host community.**

- This game-changing project is **THE biggest private investment in Portsmouth** and one of the biggest private investments in the history of the Hampton Roads region
- Significant tax revenue generation for a community that has a significant amount of non-taxable property
- The creation of approximately **1,300 jobs** that will sustain Team Members and their families
- **Strong track record** of community outreach, fostering careers and partnering with local businesses
- **Widespread community support** as evidenced by the overwhelming passage of the 2020 Referendum



# Delivering on a Promise

## Minority Ownership Initiative

- The Rivers Casino brand has a proud, proven history of including meaningful local minority investors in our projects
- We want ownership to reflect and represent the communities in which we operate
- Early in the development process, Rivers Portsmouth Gaming, LLC, embarked on a robust, **public and transparent solicitation** to recruit local private investors from Portsmouth and Hampton Roads
- To avoid conflicts of interest, public-sector employees, elected officials at any/all levels of government, their spouses, dependents, and immediate family were not eligible
- Nearly two dozen entities are now participating—**more than half are Portsmouth residents and/or Portsmouth business owners**

**Over 5% equity  
investment from private  
investors who are  
minorities or minority-  
owned businesses**



# A Great Place to Work



# A Great Place to Work

All Rivers Casino properties repeatedly voted “**Best Places to Work**” by our Team Members.

- Comprehensive training programs
- **Competitive wages and benefits**, including medical, a 4% 401(k) match, and tuition reimbursement
- Over **5,800 team members promoted** from within since properties have opened
- **Partner with local workforce development** organizations to hire from our communities



find your  
winning  
career

workrivers  
casino  
PORTSMOUTH



# A Great Place to Work

One of our earliest and most imperative commitments is to bring high-quality, family-sustaining jobs with great benefits to Portsmouth.

- Recruitment partnerships created with Portsmouth Economic Development, Tidewater Community College & Hampton Roads Workforce Council
- 2 virtual community job information forums
- 5 local and regional job fairs, one per month May-September (Average of 200-250 attendees)
- Over 3,100 total candidates have registered to join our “Talent Community”
- Approximately 800 job offers made to date, continuous offers going out
- 347 enrolled in our dealer school to date
- First “Dealer Academy” graduation of 147 newly certified dealers on October 17, next session already underway



# Honoring Those Who Serve

## RIVERS ★ SALUTES

At all Rivers Casinos, active military and veterans are honored for their service to our country all year long, with additional programming each November for Veterans Day.

### FOR TEAM MEMBERS ...

- Designated parking spaces
- Branch of Service pin for uniforms
- Commemorative T-shirts for Veterans Day

### ... AND FOR GUESTS

- Rivers Salutes exclusive players club card
- Special food & beverage offers throughout the year
- Commemorative gift for Veterans Day





# Diversity, Equity, Inclusion

Since inception, Rivers Casino has maintained a strong commitment to diversity, equity, and inclusion.

We have a proven history of hiring a diverse workforce from the communities in which we operate, and as a result, our employees reflect the diversity of our host cities.

- Our hires to date are more than 50% minority.
- Greater Hampton Roads minority population is 43%.



# Compliance and Safety Overview



Rivers Casino has a long-standing *Culture of Compliance* in all gaming jurisdictions.

- Rivers Casino Portsmouth is committed to exemplary gaming operations and controls
- Self-reporting and transparency
- Ongoing cooperative relationship with the Virginia Lottery as well as law enforcement agencies
- Portsmouth Police department substation located onsite
- Metal detectors at entrances



# Compliance and Safety Commitment

## Underage Gaming Prevention

- Annual casino ID training
- ID scanners at entrances
- Law enforcement referral

## Unattended Children Prevention

- Parking lot surveillance
- Security patrols
- Lighting investment
- Lifetime property bans
- Law enforcement referral
- Signage at all entrances



# Responsible Gaming

Rivers Casino strongly supports and **promotes responsible gaming** practices.

- Annual training procedures to recognize and address problems
- Team member incentives
- Referrals and literature
- Suspensions and bans
- Ban individuals on Virginia Lottery Self-Exclusion list
- Established partnership with Virginia Council on Problem Gambling (VCPG)





# Responsible Alcohol Training



- Training is at no cost to team members
- To be completed before opening
- Continued within 30 days of new hire after opening (Online or Classroom)
- Certificate will be held on file in HR Department

# Trained by the Virginia ABC



## MART

Managers Alcohol Responsibility Training (Leaders)

- Supervisors and Above
- F&B
- Security
- Table Games
- Slots
- Player Services
- Casino Hosts

## RSVP

Responsible Sellers & Servers Virginia Program (Hourly)

- All Customer Facing Hourly Team Members
- F&B
- Security
- Table Games
- Slots
- Player Services



## TEAM MEMBER TRAINING

- All casino team members (owned, managed) trained
- 30-min. online training addresses:
  - Human trafficking definition
  - Recognizing signs of trafficking in and out of the casino environment
  - Protocols for responding if suspected
  - Reporting procedures
- New Hire Orientation for all team members will include an overview
- Re-training will take place on a yearly basis
- New or urgent information will be communicated to departments based on need and availability
- Training and Development Manager will evaluate and update the content of videos and information
  - Done yearly based on new research and information available.
- Human Resources Department and Department Heads will keep accurate records as to course completion and re-training dates.

# A Proud Community Partner





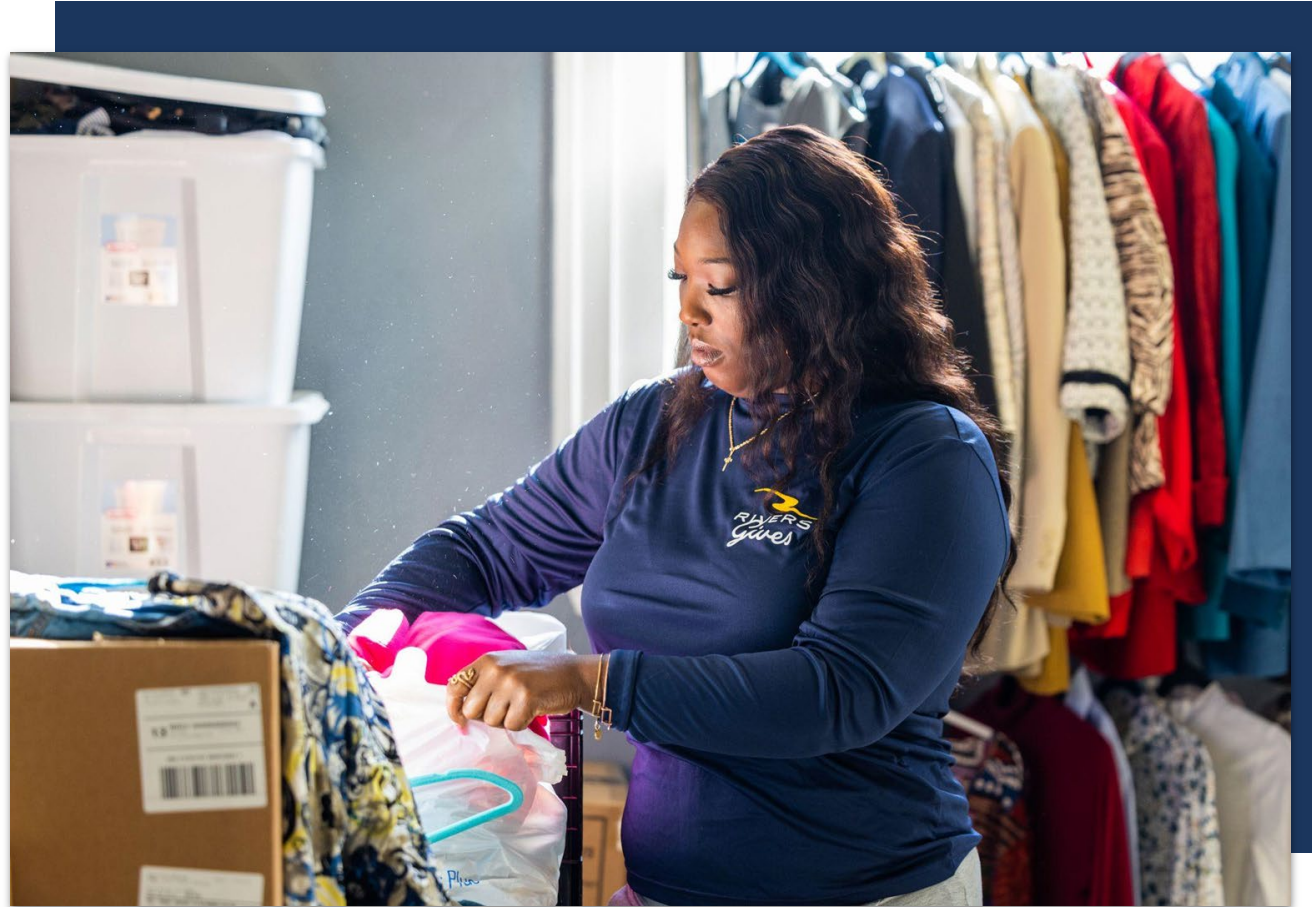
Rivers Gives is our corporate social responsibility program that helps us maintain strong relationships with a wide range of organizations within the communities that surround our properties. **The five pillars of Rivers Gives are:**

1. Volunteerism
2. Board Service
3. Donation Drives
4. In-Kind Contributions
5. Corporate Giving



# Volunteerism

On monthly service days, Rivers Casino Team Members can volunteer to work at local nonprofits, as part of their usual compensation package. Rivers Casino Team Members donate approximately **8,000 volunteer hours across existing Rivers Casinos annually.**





# Board Services

Members of Rivers Casino's leadership team, including all vice presidents and directors, are encouraged to join at least one nonprofit or community service board of their choosing. Current board and committee activities include:

- Event Committee for Nauticus Fundraiser
- Event Committee for YWCA Conference on R.E.S.T.
- Hampton Roads Chamber of Commerce Ambassador
- Hampton Roads Chamber of Commerce Membership Committee
- Portsmouth Division Board of the Hampton Roads Chamber of Commerce
- Regional Engagement Committee in tHRive
- The Portsmouth Partnership
- Tidewater Community College Educational Foundation Board of Directors
- Trustee Hampton Roads Chamber of Commerce Members
- Volunteer Hampton Roads Corporate Volunteer Council



# Donation Drives



Rivers Casino showcases a different local nonprofit on the gaming floor each month encouraging guests to donate chips, slot vouchers, or cash to support community-based initiatives.

In addition, casino guests and Team Members participate in food and clothing drives to support local charities.





Rivers Casino regularly provides in-kind support for local nonprofits, such as unprepared food, clothing, furniture, equipment, meeting and event space, and more.

# Corporate Giving

Rivers Casino's charitable giving concentrates on the following areas:

- Diversity, Equity and Inclusion
- Public Health
- Education
- Economic and Community Development
- Workforce Development
- Veteran Support Services
- Public Service



*Rivers Casino Portsmouth presents check to Norfolk State University for 2023 Rose Parade student travel expenses.*

# Local Organizations Engaged to Date

- 25th Annual Mayflower Marathon Food Drive
- Black BRAND
- Fil Fest USA
- Foodbank of Southeastern Virginia and the Eastern Shore
- Hampton Roads Alliance
- Hampton Roads Chamber of Commerce
- Hispanic Chamber of Commerce of Coastal Virginia
- Hoffer Creek Wildlife Preserve
- HRBOR
- Nauticus
- Norfolk Botanical Gardens
- Norfolk State University
- Olde Towne Business Association
- Patriotic Fest
- Portsmouth Museums Foundation
- Portsmouth Partnership
- Portsmouth Pride
- The African American Historical Society
- Urban League of Hampton Roads
- Virginia Aquarium
- Virginia Sports Hall of Fame
- VOLUNTEER Hampton Roads
- Wesley Community Service Center







RIVERS

*Gives*

PORTSMOUTH

# Business Opportunities

We also collaborate with local businesses during development and ongoing to make a better customer experience and to enhance the impact on the local economy.

- Vendor sourcing with an emphasis on MWBE and local
- Supplier Diversity and MWBE training semi-annually
- “How to do Business” Seminars
- SHARE Supplier Diversity Conference





# We're Only Just Getting Started!





# Thank You

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