

RFA-2 APPLICATION
For a Category 1 or Category 2 Gaming License



Applicant: PPE Casino Resorts MA, LLC

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INSTRUCTIONS

General

This RFA-2 Application Form (the form itself “Application Form”, and along with all attachments “application”) was designed by the Massachusetts Gaming Commission (“Commission”) as a vehicle for each applicant to demonstrate that it has thought broadly and creatively about creating an innovative and unique gaming establishment in Massachusetts that will create a synergy with, and provide a significant and lasting benefit to, the residents of the host community, the surrounding communities, the region, and the Commonwealth of Massachusetts, and will deliver an overall experience that draws both residents and tourists to the gaming establishment and the Commonwealth of Massachusetts.

This application has been broken up into eight sections: A. Background; 1. Overview of Project; 2. Finance; 3. Economic Development; 4. Building and Site Design; 5. Mitigation; B. Signature Forms; and C. Public Records. Sections 1-5 contain the main categories of information each containing its own criteria, which the Commission will focus on for purposes of evaluating the application. Each criterion is outlined on a separate page of the application. This has been done for purposes of ensuring an organized response by the applicant and facilitating a uniform review of all applications by the Commission.

The application may only be submitted by applicants that have received a positive determination of suitability from the Commission in accordance with 205 CMR 115.05(3) and that do not owe any outstanding investigatory or community disbursement related fees. The application must be completed in accordance with these instructions. Any discrepancies may result in a negative determination of administrative completeness.

To the extent that an applicant is a newly formed entity or to date has been a largely non-operational entity, any information required to be provided relative to past performance or general practice shall, at a minimum, be provided in relation to the primary controlling and/or operating entity of the proposed gaming establishment and/or its significant business units.

If an applicant is unable to comply with or respond to any part of the application it may apply for a waiver or variance from the Commission in accordance with 205 CMR 102.03(4) in advance of the filing deadline. Further, applicants are encouraged to request a pre-application consultation with the Executive Director and/or Commission staff in accordance with 205 CMR 118.02 by contacting the Executive Director in the manner prescribed on the Commission’s website: www.massgaming.com. The purpose of the consultation(s) would solely be to provide guidance or clarification to the applicant relative to the RFA-2 application and review/evaluation procedures. All communications from an applicant should be directed to the Executive Director or Commission staff. **At no time during the application process should any applicant, agent of the applicant, qualifier, or other associated individual contact a Commissioner directly.**

Instructions

This RFA-2 Application does not constitute an offer of any nature or kind to any applicant or its agents. The Commission is under no obligation to issue a license to any of the applicants. By submitting an RFA-2 Application, the applicant is deemed to agree to all of the terms of this process. In accordance with G.L. c.23K, §19, for Category 1 license applicants, “[w]ithin any region, if the commission is not convinced that there is an applicant that has both met the eligibility criteria and provided convincing evidence that the applicant will provide value to the region in which the gaming establishment is proposed to be located and to the commonwealth, no gaming license shall be awarded in that region.” In accordance with G.L. c.23K, §20, for Category 2 license applicants, “[i]f the commission is not convinced that there is an applicant that has both met the eligibility criteria and provided convincing evidence that the applicant will provide value to the commonwealth, no category 2 license shall be awarded.”

To the extent that anything contained in this application is inconsistent with any other guidance or policy related document issued by the Commission in the past, this application shall control. To the extent that anything contained in this application is inconsistent with any provision of 205 CMR or G.L. c.23K, the governing law shall control.

Please also be reminded as you complete this application that G.L. c.23K, §23(a) requires all licensees to file annual reports with the Commission:

“explicitly stating its progress on meeting each of the stated goals and stipulations put forth in the licensee’s original application. Failure to meet stated goals within a reasonable time frame, as determined by the commission, shall result in additional fees as deemed fair and reasonable by the commission. Failure to meet stated goals may also result in revocation of the license at any time by the commission.”

Terms used in the application shall be given their most logical, plain meaning in the context of the application. Use of the term *facility*, for example, should ordinarily be read to mean the *gaming establishment* as a whole including amenities unless the context suggests otherwise. The Commission reserves the right to amend or clarify this application at any time prior to the deadline for the submission of applications.

For each RFA-2 application, all of the Commission’s costs and expenses of the RFA-2 administrative proceedings pursuant to 205 CMR 118.01 through 118.06 shall be borne by the applicant. All such costs and expenses shall be assessed to the applicant and collected by the Commission pursuant to 205 CMR 114.04: *Additional fees for investigations.*

The Commission will utilize its website, www.massgaming.com, to provide notices of hearings, notice of amendment or clarification of the RFA-2 Application Form, general updates, and general information relative to the application process.

Filling Out the Application

The application is divided into five primary sections, each section containing questions relating to that section. The applicant should answer each question fully. While a cross reference to other sections within the application may be included as part of an answer to a particular question, a cross reference may not serve as the entire answer to any particular question. Please make sure to include the name of the applicant in the provided space at the top of the page for each question. Answering each question requires consideration the following:

- (1) **Response Box:** If a question calls for a written response, the written response should be attached as set forth in the instructions for “[Electronic Application Format](#)” and “[Paper Application Format](#).” The box below the question is intended for the applicant to provide a brief overview of the written response. In some instances, the application will specify certain information that must be contained in the overview. That brief overview will be considered public information and released in response to any public records request. The attached written response, however, will be withheld from disclosure only if it is subject to an exemption to the public records law. (See [Public Records](#) instruction). While the applicant is urged to be mindful of the public nature of the overview, it must ensure that it provides a full and fair summary of the written response. Failure to provide adequate responses may result in a negative determination of administrative completeness being issued for the application.
- (2) **Attachments:** Where a question calls for a document to be attached in response or if the applicant wishes to supplement its written response with a document or other exhibit of any nature, it may attach such documents and/or exhibits as set forth in the instructions for “[Electronic Application Format](#)” and “[Paper Application Format](#).” All attachments must be named and listed in the designated space on the corresponding Application Form page. If the same attachment is responsive to multiple questions within the application, a copy of the attachment should be attached to each question, not just cross referenced. Most questions will require at least one attachment representing the written answer to the question, but some will require multiple attachments. The number of spaces for listing attachments does not correspond to the number of attachments that the Commission is requesting, and no inference should be drawn from the number of such provided spaces. The spaces are solely included for the convenience of the applicant. If there are more attachments to a question than can be listed on the Application Form, mark the appropriate box indicating that there are additional attachments and provide an additional sheet, as attachment labeled “#-##-00”, listing any additional attachments.

Every question must be answered completely. If a question or portion thereof is not applicable, enter “N/A” into the appropriate space. All questions that applicants for a Category 2 license are not required to respond to have been so identified. Category 2 applicants may, however, provide a response to these questions.

Submission of Materials

The RFA-2 application must be submitted by the application deadline. The deadline for **Category 2 applicants is October 4, 2013 at 2 p.m.** The deadline for **Category 1 applicants for Regions A and B is December 31, 2013 at 2 p.m.** Pursuant to 205 CMR 118.01(3) the Commission shall have no obligation to accept or review an application submitted after the established deadline. The applicant must submit two hard copies of the application and one electronic version. The two hard copies, prepared in accordance with the [Paper Application Format](#) section of these instructions, must be submitted to the following address:

Massachusetts Gaming Commission
84 State Street, 10th floor
Boston, MA 02109

The electronic version, prepared in accordance with the [Electronic Application Format](#) section of these instructions, may be submitted either via removable storage media or electronic upload:

- (a) The first method requires that the applicant load the application materials onto one CD, DVD, or USB disk and submit it with the hard copies of the application. The Commission requires that the applicant provide only a single removable media disk.
- (b) Alternatively, the applicant may satisfy the electronic submission requirement by uploading the application materials to the Commission's server. Directions as to how to upload the application materials will be provided on www.massgaming.com as the application deadline approaches.

Electronic Application Format

Whether the electronic version of the application materials is submitted via removable storage media or uploaded to the Commission's server, the applicant must abide by the following:

- (a) The applicant must submit this original completed 236 page application that has not been printed, signed, and scanned, but with all answers electronically filled in, all attachments identified, and all necessary boxes checked. This version is being required so that it may be searched electronically by the Commission during the evaluation process. This document must be in the original PDF format as provided to the applicant and contain exactly 236 pages.
- (b) The applicant must also submit this completed 236 page application with all answers electronically filled in, all attachments identified, all necessary boxes checked, and all required signatures affixed. This version is identical to the document described in (a) above, but it should also be printed, signed, and scanned. This scanned document must be in PDF format and contain exactly 236 pages.
- (c) The applicant must submit each attachment as its own electronic file. No electronic file should contain more than one document. Each attachment should be in PDF format unless otherwise required. The file names of all of the attachments must be named strictly in accordance with the following rules:
 - The first portion of the filename must contain the section number of the question followed by a hyphen, then the question number with a leading zero for numbers under 10 followed by a hyphen, and finally the attachment number with a leading zero for numbers under 10. This portion must be exactly seven characters in total (“#-##-##”).
 - The file name should then contain the descriptive name of the attachment, in at most 20 characters.
 - The name of the attachment must not contain the name of the applicant.
 - The final portion of the filename should be the extension, such as “.pdf” or “.xls”.
 - The file name should correspond to the list of attachments on the Application Form.
 - If the attachment is confidential or whole or in part (i.e.- exempt from disclosure under the Public Records Law), then the filename must have the word “CONFIDENTIAL” in all capital letters placed directly before the file extension. Failure to include this label may result in the public release of the document. (See section [C. Public Records](#)).

Instructions

Although a PDF version of each attachment is required, in certain cases providing an alternative file format may be helpful to the Commission in reaching its decision. For example, where the applicant is required to submit tables of calculations, such as a pro-forma financial projection, it should be submitted in spreadsheet format so that the Commission may numerically analyze this information. The applicant may also, although not required, provide other documents such as videos, interactive documents, or physical models. These types of documents do not readily lend themselves to conversion into PDF format. For these documents, the applicant should provide both the document in original format, and a PDF file describing the existence of such a document within the applicant's application materials. The file name of the alternate format, if it is in fact a computer readable file, and the filename of the PDF format of the attachment should be identical excluding the file extension.

No electronically submitted document to the Commission may be password protected. If encryption is required during the transmission of the documents to the Commission, all documents must be placed into a single encrypted file container. The individual documents should not be encrypted separately. Examples of acceptable encryption include using a single ".zip" file containing all of the required documents or using an encrypted USB disk.

Electronic folders for organizing the submitted Application Form and attachments may be used but are not required. The applicant should ensure that the numerical prefix to all electronic files is correct. Physical folders or multiple storage media should not be used to organize the electronic version of the application.

Any attachments containing a table of calculations, such as a pro-forma financial projection, should be included in the electronic submission in a spreadsheet format, preferably Microsoft Excel ".xls" files.

The following is an example of select files of a properly organized application:

```
1-06-01 Answer.pdf
1-06-02 Agreement with Partner.pdf
2-11-01 Pro Forma Projections CONFIDENTIAL.pdf
2-11-01 Pro Forma Projections CONFIDENTIAL.xls
4-60-00 List of Additional Attachments.pdf
4-60-01 Answer.pdf
4-60-02 Diagram of Security CONFIDENTIAL.pdf
A-07-01 Owners of Applicant.pdf
Application.pdf
Signed Application.pdf
```

Paper Application Format

The applicant must submit two hard copies of the application. Each of the two paper versions of the application should be submitted in three ring binders, and each of the two copies will have a minimum of six binders:

1. Application Form, including all signature pages and public records chart, but no attachments
2. Overview
3. Finance
4. Economic Development
5. Building and Site Design
6. Mitigation

The first binder will contain a complete copy of the entire 236 page Application Form, filled out and signed, but with no attachments. This copy will be released to the public in its entirety in response to any public records request.

The remaining five binders will contain the answers and attachments to questions in each of the five sections. These binders should have copied in them the completed question page from the Application Form followed by all of the attachments identified in the attachment list on the question page. If the attachments for a section cannot fit in a single binder, that section may be split between multiple binders, but more than one section may not appear in a single binder.

Each binder must be clearly labeled with the applicant's name, the section name, and the words "Binder # of #" if multiple binders comprise one section.

Within each binder containing attachments, each attachment must be tabbed and the tab must be labeled with the seven character number of the attachment. This number is the section number followed by a hyphen, then the question number with a leading zero for numbers under 10 followed by a hyphen, and finally the attachment number with a leading zero for numbers under 10. This number will be exactly seven characters in total ("#-##-##"). The tabbed number and the number prefixed to the filename of the electronic version of the attachments should be the same.

If a certain attachment is better presented in a format that does not fit within a binder, provide a sheet in the binder identifying that the attachment is contained separately.

Introductory Presentation

Each applicant will be required to make an informational introductory presentation of its RFA-2 application to the Commission. The presentation is intended to afford the applicant an opportunity to provide the Commission with a roadmap of the contents of the application, explain any particularly complex information, and highlight any specific areas it desires. The presentations for applications within a region or category will all be held on the same day approximately 2 weeks after the application submission deadline. Each presentation will be limited to 90 minutes. The Commission does not anticipate asking questions of the applicant other than for purposes of clarification. The order of the presentations will be drawn by lot at a public meeting of the Commission.

Public Hearing

In accordance with [G.L. c.23K, §17\(c\) and \(d\)](#) and [205 CMR 118.05](#) the Commission will convene a public hearing in the subject host community relative to each application. The public hearing will provide the Commission with the opportunity to address questions and concerns relative to the proposal of a gaming applicant to build a gaming establishment, including the scope and quality of the gaming area and amenities, the integration of the gaming establishment into the surrounding community and the extent of required mitigation plans and receive input from members of the public from an impacted community. The Commission will send written notice of the public hearing to the applicant for a gaming license and to the city or town clerk of each host and surrounding community at least 30 days before the public hearing. The Commission will post the notice of the public hearing on its website: www.massgaming.com.

The chair or his designee shall preside over the public hearing. The applicant and its agents and representatives shall attend the public hearing, may make a presentation and respond to questions or public comments as directed by the chair or his designee. The applicant shall have at least one individual available who, based on actual knowledge, is prepared to respond on behalf of the applicant to such questions or public comments that can reasonably be anticipated relative to the contents of its application, including the scope and quality of the proposed gaming area and amenities, the integration of the proposed gaming establishment into the host and surrounding communities and the extent of required mitigation plans. Representatives of the host community, representatives of the surrounding communities and representatives of the impacted live entertainment venues may attend the public hearing, may make a presentation and respond to questions as directed by the chair or his designee. Others may attend the public hearing and may make a presentation in the discretion of the Commission. Prior to the hearing the Commission will prescribe the manner in which it will receive comments from members of the public, and may take the opportunity during the hearing to read into the record any letters of support, opposition or concern from members of a community in the vicinity of the proposed gaming establishment.

Public Records

Generally, it is the Commission's intention to release the entire 236 page Application Form itself, including overviews typed into the boxes within the questions and lists of attachments, to the public in response to any request for such public records. The actual attachments submitted in response to the questions will be released to the public unless they meet an exemption to the Public Records Law. The Application Form is designed so that when properly completed, a broad, though comprehensive, overview of the applicant's proposal is presented. However, the applicant should keep the public nature of the Application Form itself in mind when answering the questions. The applicant must nevertheless provide a responsive overview in the applicable boxes instead of solely relying on attachments.

The attachments may be exempt from public disclosure. The Commission has identified all classes of documents it has determined to be presumptively exempt from disclosure in section [C. Public Records](#). An applicant may request application of an exemption to a specific document identified in section *C. Public Records* by appropriately completing that section of the application. In addition to requesting the exemption in section C., the applicant must properly assign the document an electronic filename containing the word "CONFIDENTIAL" as discussed in the [Electronic Application Format](#) instructions above. Any documents that are not so properly labeled and identified in section C will be presumed to be a public record and may be released in response to a public records request without further notice to the applicant. FAILURE TO FOLLOW THESE INSTRUCTIONS MAY ALSO RESULT IN A NEGATIVE DETERMINATION OF ADMINISTRATIVE COMPLETENESS BEING ISSUED FOR THE APPLICATION.

Please note, though the Commission will use its best efforts to protect any information it deems subject to an exemption, final appeals are adjudicated by the [Secretary of the Commonwealth](#) in accordance with G.L. c.66, §10.

Evaluation

Upon receipt of the application and all attachments, the Commission will briefly review the entire submission for administrative completeness in accordance with 205 CMR 118.03. Any material deficiencies in the application may be cured within seven days after the email notice from the Executive Director as described in 205 CMR 118.03. Non-material deficiencies may be cured within fourteen days after the date of the email notice from the Executive Director as described in 205 CMR 118.03. Generally speaking, all of the items listed in the checklists that precede each of the five sections contain items that will be deemed material. **Pursuant to 205 CMR 118.01(3) the Commission shall have no obligation to accept or review an application issued a negative determination of administrative completeness.** Email notices relative to administrative completeness and any deficiencies will be provided to the applicant's primary contact person, as listed in question A-10.

Evaluation of the application will be conducted in accordance with 205 CMR 118.04 and 119.03. In evaluating the application, the Commission will create five review teams; each team, which will be led by one of the Commissioners, will review one specific numbered section of the application. A team may be comprised of Commission staff, retained experts or specialists, Commission or Commonwealth consultants, and any other personnel necessary to assist the Commission in a thorough evaluation of its assigned section. Each team will evaluate its assigned section for each submitted application and present its analysis and findings to the Commission. The Commission will evaluate the applications as a whole, without assigning any fixed weight to any of the sections.

During the evaluation process, the Commission does not anticipate asking for a best and final offer from the applicants, but may ask applicants for clarification or elaboration on a response. Any failure to respond or failure to submit sufficient information in response to a request for information may be grounds for denial of the application. Please note, in reviewing and evaluating the RFA-2 Application, the Commission may also review and consider the information in its possession gathered as part of the RFA-1 application process.

Checklist

Complete this checklist prior to submitting any materials to the Commission.

- The applicant answered all questions in this Application Form that it was required to respond to.
- All answer boxes on this application are filled in with an appropriate answer and all checklists completed.
- Any question requiring an attachment has the attachment noted on the Application Form, or on a supplemental index page if additional space is required.
- The applicant properly named the electronic version of all files and is submitting those files in addition to the two hard copies.
- The applicant understands that if an electronic file does not contain the word “CONFIDENTIAL” in the file name **AND** is not properly identified in section *C. Public Records* it may be released to the public in response to a request for public records.
- The applicant has prepared and is submitting two paper copies of the entire 236 page application and all attachments properly organized in multiple binders.
- The applicant is submitting two electronic PDF versions of this Application Form in accordance with the “Electronic Application Format” instructions.
- The original electronic file format is submitted for numerical charts and calculations, when available, along with an identically named PDF version of that file.
- No electronic files have been password protected, unless in accordance with the “Electronic Application Format” instructions.
- The applicant has signed all required pages in section *B. Signature Forms* of this application.
- The applicant has completed section *C. Public Records* of this application.
- The applicant will update the Commission if there are any changes to the information presented in the Application or any attachments.
- The applicant has forwarded a copy of the completed studies, as required by 205 CMR 118.01(5) and requested in questions 2-18, 2-35, 3-1, and 5-2 to each prospective surrounding community on the applicable list compiled by the Commission.

A. BACKGROUND

Background

A-1 Name of the applicant (person or entity in whose name the license would be issued)

Name: PPE Casino Resorts MA, LLC

A-2 Category of gaming license applying for (check one box)

Category 1 (full casino)

Category 2 (slots only)

A-3 Mailing address of the applicant

<u>601 East Pratt Street, 6th Floor</u>		
Number and Street		
<u>Baltimore</u>	<u>Maryland</u>	<u>21202</u>
City	State	Zip Code
<u>410-752-5444</u>	<u>410-659-9491</u>	<u>joe@cordish.com</u>
Phone	Fax	Email

A-4 Type of business entity that the applicant is formed as

Entity: Limited Liability Company

A-5 State under the laws of which the business entity it is incorporated, organized, formed, or registered

State: Maryland

Please attach proof of formation as an entity and label it "A-05-01 Entity formation."

A-6 Location of the principal place of business of the applicant

601 East Pratt Street, 6th Floor

Number and Street

Baltimore

Maryland

21202

City

State

Zip Code

410-752-5444

410-659-9491

joe@cordish.com

Phone

Fax

Email

A-7 Names, addresses, and titles of its owners, members, partners, directors and/or stockholders of the applicant

Please attach a list containing the above requested information and label it “A-07-01 Owners of Applicant.”

A-8 Do all qualifiers identified by the Commission in accordance with 205 CMR 116.00 and deemed suitable under the RFA-1 process in accordance with 205 CMR 115.00 maintain the association with the applicant as of the filing of this application as was previously identified in the RFA-1 process?

Yes No

If no, please attach a written explanation and label it “A-08-01 Qualifiers.”

A-9 Does the applicant have, or anticipate having upon award of a license, any new qualifiers in accordance with 205 CMR 116.00 that have not yet been identified to the Commission and deemed suitable under the RFA-1 process in accordance with 205 CMR 115.00?

Yes No

If yes, please attach a written explanation and label it “A-09-01 New Qualifiers.”

A-10 Primary contact person for the applicant

Joseph Weinberg

Name

c/o The Cordish Companies, 601 East Pratt Street, 6th Floor

Number and Street

Baltimore

Maryland

21202

City

State

Zip Code

410-752-5444

410-659-9491

joe@cordish.com

Phone

Fax

Email

A-11 Proposed city/town in which gaming establishment is to be located (host community)

City/Town 1. Leominster

City/Town 2. _____

A-12 Primary contact person for the host community

First Host Community:

Mayor Dean J. Mazzarella

Name and title

25 West Street

Number and Street

Leominster

Massachusetts

01453

City

State

Zip Code

978-534-7500

978-534-0668

dmazzarella@leominster-ma.gov

Phone

Fax

Email

Second Host Community (if multiple):

Name and title

Number and Street

City

State

Zip Code

Phone

Fax

Email

A-13 Name of person or entity that will operate or manage the gaming establishment

PPE Casino Resorts MA, LLC

Name and title

601 East Pratt Street, 6th Floor

Number and Street

Baltimore

Maryland

21202

City

State

Zip Code

410-752-5444

410-659-9491

joe@cordish.com

Phone

Fax

Email

A-14 Table of organization

Please attach a projected table of organization detailing the organizational structure likely to be utilized by the applicant in the event that it is awarded a license. The table should include owners, investors and the top executives, as well as upper, mid and lower supervision tiers. Further, specificity as to which executives are anticipated to be on site in Massachusetts and which based in other jurisdictions but assisting in oversight of the Commonwealth operations is requested. Please label the table “A-14-01 Table of Organization.”

1. OVERVIEW OF PROJECT

Since it began operations more than a year ago and throughout its nearly seventy public meetings and eight public educational sessions, the members of the Massachusetts Gaming Commission have tried to articulate a vision, rooted in the expanded gaming legislation, of how it would like to see expanded gaming conceived of and operated in the Commonwealth. The backbone of that vision will be found in considerable detail in the four other sections of this application: finance, economic development, building and site design, and mitigation. In addition to these basic structures, the Commission has tried to articulate its aspirations for something more- something unique, something special, something innovative- in the architecture of the gaming industry in Massachusetts. In this part of the application the applicant is asked to respond in detail to the broad thematic questions on the following pages that, in combination, embrace that architecture.

Overview

1-1 Massachusetts Brand

How does the project you propose manifest an appreciation for and collaboration with the existing Massachusetts “brand,” i.e., our intellectual/knowledge economy; our biomedical, life sciences, educational and financial services economic driver; and our long history of innovation and economic regeneration over the 400 years of our existence?

Please attach a detailed, written response to this question as attachment 1-01-01 and provide a brief overview of your response in this box. The response provided in this box will be released to the public.

Starting with its name – Massachusetts Live! Casino, the proposed casino in Leominster creates an appreciation for the history and economy of the Commonwealth. As described in question 4-1, the design of the project utilizes granite from the site, native vegetation and an architectural design that integrates into its natural setting, while providing a bold, modern glass design that represents Massachusetts’ place as a high technology leader.

Located in the Gateway City of Leominster, the proposed project embraces Massachusetts’ commitment to diversify its economic strength and support those communities that have historically lagged state averages in educational performance and job growth competitive state grant applications as well.

Our proposal also includes a broad based plan to support small business growth in North Central Massachusetts by utilizing Massachusetts’ concentration of the world’s best medical and higher education institutions in life sciences fields with the plastics manufacturing capabilities in the North Central Massachusetts region.

List of Attachments:

1-01-01 <u>M3D3 Plan, Leominster as a Gateway Community</u>	1-01-11 _____
1-01-02 <u>Article Telegram</u>	1-01-12 _____
1-01-03 <u>M3D3(UMass/Cordish)</u>	1-01-13 _____
1-01-04 _____	1-01-14 _____
1-01-05 _____	1-01-15 _____
1-01-06 _____	1-01-16 _____
1-01-07 _____	1-01-17 _____
1-01-08 _____	1-01-18 _____
1-01-09 _____	1-01-19 _____
1-01-10 _____	1-01-20 _____

Check this box if you have additional attachments:

Overview

1-2 Destination Resort

(Optional For Category 2 applicants) Some visionaries in the gaming business describe an evolution of gaming facilities from “convenience casinos” to “destination resorts” to “city integrated resorts.” Explain what, if any, meaning “city integrated resorts” has to you, and how you anticipate following its principles, if in fact you subscribe to them. Additionally, please explain how the project you propose embraces the Legislature’s mandate to present "destination resort casinos" rather than "convenience casinos”?

Please attach a detailed, written response to this question as attachment 1-02-01 and provide a brief overview of your response in this box. The response provided in this box will be released to the public.

Massachusetts Live! will be the entertainment hub for North Central Massachusetts with its excitement and energy radiating to established restaurants, shops, hotels and recreation offerings in the larger metropolitan area.

Together with the Johnny Appleseed Trail Association, Massachusetts Live! will promote the wide range of tourism venues in the North Central Area, such as Sholan Farms, Mount Wachusett Ski Resort and the soon to be renovated Great Wolf Lodge creating the types of multiple venue benefits and economic growth found in the best city integrated development models. Our Live! Rewards benefit program will provide multiple membership benefits, including meals at local restaurants, overnight stays at local hotels and special promotions at the local retail and tourist attractions.

While limited to offering 1,250 slots, the quality of the gaming floor and amenities at Massachusetts Live! will be the equivalent of any casino in the United States, fulfilling the Legislature’s mandate to provide destination casinos.

List of Attachments:

1-02-01 <u>Written response</u>	1-02-10 _____
1-02-02 _____	1-02-11 _____
1-02-03 _____	1-02-12 _____
1-02-04 _____	1-02-13 _____
1-02-05 _____	1-02-14 _____
1-02-06 _____	1-02-15 _____
1-02-07 _____	1-02-16 _____
1-02-08 _____	1-02-17 _____
1-02-09 _____	1-02-18 _____

Check this box if you have additional attachments:

Overview

1-3 Outward Looking

How do you propose to merge the creation of a destination resort casino or slots parlor with the concept of creating an outward looking physical structure; that is, an establishment that relates to and is integrated with the host and surrounding communities, leverages Massachusetts’ existing assets, and enhances and coordinates with Massachusetts’ existing tourism and other leisure venues?

Please attach a detailed, written response to this question as attachment 1-03-01 and provide a brief overview of your response in this box. The response provided in this box will be released to the public.

The bold, modern glass design of Massachusetts Live!, incorporating granite from the site and native vegetation, complements its unique location – at the front entrance to the City of Leominster. The shining building will radiate to its patrons, yet it is protected from residential communities and set back from other commercial retail operations. With excellent highway access and visibility from I-190, the structure opens up to the exterior with restaurants on three sides providing outdoor seating. Theatrical lighting will highlight the Project’s extensive natural landscaping and environmental features.

This unique location will allow Massachusetts Live! to look outward to the City and the rest of the Commonwealth over Interstate 190, but not disturb the quiet urban setting and communal nature of Leominster. As the entertainment hub of North Central Massachusetts, Massachusetts Live! will work with the Johnny Appleseed Trail Association and other stakeholders to promote the tourist experience in North Central Massachusetts.

List of Attachments:

1-03-01 <u>Written response</u>	1-03-11 _____
1-03-02 _____	1-03-12 _____
1-03-03 _____	1-03-13 _____
1-03-04 _____	1-03-14 _____
1-03-05 _____	1-03-15 _____
1-03-06 _____	1-03-16 _____
1-03-07 _____	1-03-17 _____
1-03-08 _____	1-03-18 _____
1-03-09 _____	1-03-19 _____
1-03-10 _____	1-03-20 _____

Check this box if you have additional attachments:

Overview

1-4 Competitive Environment

Describe the competitive environment in which you anticipate operating over the next 10 years and how you plan to succeed in that environment without taking revenues away from other Massachusetts gaming establishments, race tracks or businesses.

Please attach a detailed, written response to this question as attachment 1-04-01 and provide a brief overview of your response in this box. The response provided in this box will be released to the public.

The Company has a proven track record of success in developing and operating in all market conditions. This fact is evident in the Company’s 100 year history. Massachusetts Live!’s world-class construction, amenities and gaming floor will be built in the key North Central Massachusetts geographic location specifically to compete in the extraordinarily competitive environment, existing and anticipated in the region over the next ten years. Three Category 1 casinos will open in Massachusetts, one or more locations could open in New Hampshire and the existing out of state mega-casinos will fight hard to retain their patrons from the Commonwealth. Based upon this known playing field, PPE’s Leominster, location is the one geographic hole in the market. It is the one location to position the Category 2 license to maximize revenues, minimize cannibalization among gaming properties and ensure success despite future competition in the region.

List of Attachments:

1-04-01 <u>Written response</u>	1-04-11 _____
1-04-02 <u>Map of Regional Gaming Market</u>	1-04-12 _____
1-04-03 _____	1-04-13 _____
1-04-04 _____	1-04-14 _____
1-04-05 _____	1-04-15 _____
1-04-06 _____	1-04-16 _____
1-04-07 _____	1-04-17 _____
1-04-08 _____	1-04-18 _____
1-04-09 _____	1-04-19 _____
1-04-10 _____	1-04-20 _____

Check this box if you have additional attachments:

Overview

1-5 Meeting Unmet Needs

How do you propose to work with affiliated attractions and amenities to broaden the market base of the gaming facility and to meet unmet needs in our array of entertainment, education and leisure resources?

Please attach a detailed, written response to this question as attachment 1-05-01 and provide a brief overview of your response in this box. The response provided in this box will be released to the public.

Massachusetts Live! will be a catalyst for the entire area by providing millions of new cross marketing funds with broader regional tourism agencies, such as the Johnny Appleseed Trail Association, and directly with public and private entertainment and leisure resources. The timing of Massachusetts Live! could not be better. The 2.4 million visitors to the casino and its multi-million dollar marketing budget, when combined with the newly announced Great Wolf Lodge in Fitchburg (about 10 miles from the casino), which will draw 400,000 visitors annually and will spend between \$2 million and \$3 million each year in marketing within a 200-mile radius, will create a critical mass of new visitors to North Central Massachusetts that will galvanize and enhance the entertainment and tourism industry in the entire region.

List of Attachments:

1-05-01 <u>none</u>	1-05-11 _____
1-05-02 _____	1-05-12 _____
1-05-03 _____	1-05-13 _____
1-05-04 _____	1-05-14 _____
1-05-05 _____	1-05-15 _____
1-05-06 _____	1-05-16 _____
1-05-07 _____	1-05-17 _____
1-05-08 _____	1-05-18 _____
1-05-09 _____	1-05-19 _____
1-05-10 _____	1-05-20 _____

Check this box if you have additional attachments:

Overview

1-6 Collaborative Marketing

How do you intend to market aggressively outside Massachusetts and internationally, perhaps in cooperation with our existing industries and organizations such as [MassPort](#) and the [Massachusetts Office of Travel and Tourism](#) (“MOTT”), and certainly in collaboration with our existing institutional drivers of economic and international development?

Please attach a detailed, written response to this question as attachment 1-06-01 and provide a brief overview of your response in this box. The response provided in this box will be released to the public.

The primary market for Massachusetts Live! will be the adult population living within 60 miles of the Project. The secondary market will extend to a 100 mile ring and will include tourists visiting the New England region and traveling by car between Connecticut, Massachusetts and New Hampshire. PPE will collaborate with both the regional and Commonwealth tourism agencies to promote the entire North Central Massachusetts region, including, but not limited to, the Johnny Appleseed Trail Association, MOTT and MassPort.

List of Attachments:

1-06-01 <u>Written response</u>	1-06-11 _____
1-06-02 _____	1-06-12 _____
1-06-03 _____	1-06-13 _____
1-06-04 _____	1-06-14 _____
1-06-05 _____	1-06-15 _____
1-06-06 _____	1-06-16 _____
1-06-07 _____	1-06-17 _____
1-06-08 _____	1-06-18 _____
1-06-09 _____	1-06-19 _____
1-06-10 _____	1-06-20 _____

Check this box if you have additional attachments:

Overview

1-7 Diverse Workforce and Supplier Base

Describe your commitment to a diverse workforce and supplier base, and an inclusive approach to marketing, operations and training practices that will take advantage of the broad range of skills and experiences represented in our Commonwealth's evolving demographic profile. Further, identify and discuss the diversity within the leadership and ownership of the applicant, if any.

Please attach a detailed, written response to this question as attachment 1-07-01 and provide a brief overview of your response in this box. The response provided in this box will be released to the public.

The Company is deeply committed to diversity in all aspects of employment, construction, purchasing, marketing and operations. The Company has a history of meeting and exceeding diversity outreach goals, and has been recognized as a leader in providing opportunities to minority and woman-owned businesses. In fact, the Company was recently honored as "The Most Inclusive Company in Maryland" by the Maryland DC Minority Contractor's Association. PPE will continue this legacy in its programs dealing with employment and commerce in its Massachusetts Live! Project.

List of Attachments:

1-07-01 Written Response1-07-02 Hiring Stats1-07-03 Host Agreement1-07-04 Diversity Inclusion1-07-05 Federal Compliance1-07-06 Hiring Preferences1-07-07 Mission Statement1-07-08 Development Plan1-07-09 Services1-07-10 Goods1-07-11 Social Change1-07-12 Company Awards1-07-13 Diversity Plan1-07-14 MBEWBE Div Perf

1-07-15 _____

1-07-16 _____

1-07-17 _____

1-07-18 _____

1-07-19 _____

1-07-20 _____

Check this box if you have additional attachments:

Overview

1-8 Broadening the Region’s Tourism Appeal

What is your overall perspective and strategy for broadening the appeal of your region and the Commonwealth to travelers inside and outside of Massachusetts?

Please attach a detailed, written response to this question as attachment 1-08-01 and provide a brief overview of your response in this box. The response provided in this box will be released to the public.

Massachusetts Live! will be a world-class gaming and entertainment destination that will broaden the appeal of the North Central Massachusetts region and draw approximately 2.4 million people to the area. PPE will take a leadership role in working with local restaurants, hotels and attractions on regional tourism and cross marketing efforts. This approach will maximize visitations to the region and enhance the customer experience, providing convenient access to information, increasing awareness and providing for affordable packages to promote longer-stay visits in the region. In addition, PPE will work closely with regional and state tourism agencies and other stakeholders to plan and coordinate regional marketing programs.

List of Attachments:

1-08-01 <u>Written Response</u>	1-08-11 _____
1-08-02 _____	1-08-12 _____
1-08-03 _____	1-08-13 _____
1-08-04 _____	1-08-14 _____
1-08-05 _____	1-08-15 _____
1-08-06 _____	1-08-16 _____
1-08-07 _____	1-08-17 _____
1-08-08 _____	1-08-18 _____
1-08-09 _____	1-08-19 _____
1-08-10 _____	1-08-20 _____

Check this box if you have additional attachments:

Overview

1-9 Post Licensing

Describe any post-licensing actions by the Commission or the Commonwealth of Massachusetts that you believe will be essential for the success of the project you are proposing.

Please attach a detailed, written response to this question as attachment 1-09-01 and provide a brief overview of your response in this box. The response provided in this box will be released to the public.

The post-licensing actions PPE would require from the Massachusetts Gaming Commission include:

- A) Executive and employee licensing;
- B) Provisions for temporary licenses to allow employees to commence work during licensing review;
- C) Vendor registration and licensing;
- D) Licensing of gaming equipment manufacturers and service providers;
- E) Testing and authorization of gaming equipment and systems, including surveillance;
- F) Establishment of all applicable regulations;
- G) Establishment of excluded persons list and management monitoring tools;
- H) Review and approval of project internal controls and SOP's; and
- I) Controlled demonstrations and final authorization to open.

List of Attachments:

1-09-01 <u>none</u>	1-09-11 _____
1-09-02 _____	1-09-12 _____
1-09-03 _____	1-09-13 _____
1-09-04 _____	1-09-14 _____
1-09-05 _____	1-09-15 _____
1-09-06 _____	1-09-16 _____
1-09-07 _____	1-09-17 _____
1-09-08 _____	1-09-18 _____
1-09-09 _____	1-09-19 _____
1-09-10 _____	1-09-20 _____

Check this box if you have additional attachments:

2. FINANCE

Prerequisites

Does your application:

- Provide a timeline for construction as required by Question 2-10?
- Demonstrate the manner in which the Applicant plans to Maximize Revenues for the Commonwealth?
- Provide completed studies and reports as required by Question 2-18?
- Provide a full description of the proposed internal controls as required by Question 2-22?
- Provide a market analysis as required by Question 2-26?
- Realize maximum capital investment exclusive of land?
- Show the total capital investment as required by Question 2-27?
- Show the total investment outside the boundaries of the gaming facility as required by Question 2-28?
- Offer the highest and best value to create a secure and robust gaming market?
- Provide a study showing the overall economic benefit as required by Question 2-35?

Prerequisites

2-1 Application Fee and Community Disbursements

All applicants have paid a nonrefundable application fee of \$400,000 to the Commission to defray the costs associated with the processing of the application and investigation of the applicant. However, if the costs of the investigation exceed or have exceeded the initial application fee, the applicant shall pay the additional amount to the Commission within 30 days after notification of insufficient fees by the Commission or the application shall be rejected. Similarly, each applicant shall pay to the Commission all amounts in excess of the initial \$50,000 of the application fee for purposes of making approved Community Disbursements in accordance with 205 CMR 114.03. Is the applicant current with all payments to the Commission for amounts in excess of the initial application fee?

Yes No

2-2 Licensing Fee

An applicant must demonstrate that it is able to pay the licensing fee (\$85,000,000 for a Category 1 license and \$25,000,000 for a Category 2 license) in the event that it is awarded a license. The Commission will refer to information and documentation in its possession as a result of the RFA-1 application process as well as to responses to inquiries in this section to make this determination. The applicant may attach additional documentation or provide further evidence as to its ability to pay (as attachments 2-02-01 *et. seq.*). Further, the applicant must commit to paying the gaming licensing fee in the event that it is awarded a license. Have you signed and attached the required acknowledgment form contained in section [B. Signature Forms](#)?

Yes No

2-3 Minimum Capital Investment

In accordance with the design plans submitted in accordance with section 4 of the RFA-2 application that applicant must agree to invest not less than \$500,000,000 into a Category 1 gaming establishment or \$125,000,000 into a Category 2 gaming establishment. Further, unless granted leave by the Commission, the applicant must agree to expend at least the amount identified as the capital investment in accordance with section 2-27 of the RFA-2 application. Have you signed and attached the required acknowledgment form contained in section [B. Signature Forms](#)?

Yes No

Prerequisites

2-4 Land

The applicant must own or acquire the land where the gaming establishment is proposed to be constructed within 60 days after a license has been awarded (an applicant shall be deemed to own the land if it has entered into a tenancy for a term of years under a lease that extends not less than 60 years beyond 15 years for a Category 1 license or 5 years for a Category 2 license). Please attach a copy of a lease, deed, option, or other documentation to this page and provide an explanation as to the status of the land on which the proposed establishment will be constructed in the box below. If the applicant does not presently possess an ownership interest in the location, provide an agreement, and description of its plan as to how it intends to own or acquire, within 60 days after a license has been awarded, the land where the gaming establishment is proposed to be constructed. Further, state whether the land that the applicant purchased or intends to purchase is publicly-owned.

Please provide a brief overview in this box relative to the status of the land. The response provided in this box will be released to the public.

The land where the gaming establishment is proposed to be constructed is located off of Jungle Road in Leominster, MA. The site is approximately 16 acres and is comprised of separate parcels currently owned by three separate parties – Gravel Pit Parcel (approximately 8 acres); 42 Jungle Road (approximately 3.86 acres) and 53 Jungle Road (approximately 4.56 acres). These three parcels total 16 acres. There is also an adjacent 10 acre parcel known as 32 Jungle Road. Each owner has entered into an Option Agreement for Purchase and Sale of Real Property with the Applicant that provides Applicant with the ability to purchase the land within 60 days after a license has been awarded.

List of Attachments:

2-04-01 <u>Written Response</u>	2-04-07 <u>Expanded Site and Adjacent Parcel Plan</u>
2-04-02 <u>Gravel Pit Agreement (Confidential)</u>	2-04-08 <u>Alternate Site plan (32 Jungle Road and 42 Jungle Road)</u>
2-04-03 <u>42 Jungle Road Agreement (Confidential)</u>	2-04-09 <u>Alternate Site Plan (32 Jungle Road and Transfer Station)</u>
2-04-04 <u>53 Jungle Road Agreement (Confidential)</u>	2-04-10 <u>First Floor Plan - 32 Jungle Road</u>
2-04-05 <u>32 Jungle Road Agreement (Confidential)</u>	2-04-11 <u>Second Floor Plan - 32 Jungle Road</u>
2-04-06 <u>Jungle Road Parcel Plan</u>	2-04-12 _____

Check this box if you have additional attachments:

Financial & Capital Structure

2-5 Audited Financial Statements

Provide an independent audit report of financial activities and interests for each of the last five years, including, but not limited to, the disclosure of all contributions, donations, loans or any other financial transactions to or from a gaming entity or operator in the past 5 years. If applicant is comprised of more than one legal entity, provide financial statements for each. Do not include financial statements for individual partners, officers or shareholders.

List of Attachments:

2-05-01	Audited Financial Statement CONFIDENTIAL	2-05-21	_____
2-05-02	Seminole Combined Financials CONFIDENTIAL	2-05-22	_____
2-05-03	Maryland Live! Audited Financials CONFIDENTIAL	2-05-23	_____
2-05-04	_____	2-05-24	_____
2-05-05	_____	2-05-25	_____
2-05-06	_____	2-05-26	_____
2-05-07	_____	2-05-27	_____
2-05-08	_____	2-05-28	_____
2-05-09	_____	2-05-29	_____
2-05-10	_____	2-05-30	_____
2-05-11	_____	2-05-31	_____
2-05-12	_____	2-05-32	_____
2-05-13	_____	2-05-33	_____
2-05-14	_____	2-05-34	_____
2-05-15	_____	2-05-35	_____
2-05-16	_____	2-05-36	_____
2-05-17	_____	2-05-37	_____
2-05-18	_____	2-05-38	_____
2-05-19	_____	2-05-39	_____
2-05-20	_____	2-05-40	_____

Check this box if you have additional attachments:

Financial & Capital Structure

2-6 Unaudited Financials and SEC Filings

Provide any unaudited financial statements and all SEC filings for the applicant, if applicable, for the current fiscal year through the end of the most recent quarter prior to filing.

List of Attachments:

2-06-01 <u>Balance Sheet CONFIDENTIAL</u>	2-06-21 _____
2-06-02 <u>Unaudited Financials CONFIDENTIAL</u>	2-06-22 _____
2-06-03 <u>Maryland Live! Presentation</u>	2-06-23 _____
2-06-04 _____	2-06-24 _____
2-06-05 _____	2-06-25 _____
2-06-06 _____	2-06-26 _____
2-06-07 _____	2-06-27 _____
2-06-08 _____	2-06-28 _____
2-06-09 _____	2-06-29 _____
2-06-10 _____	2-06-30 _____
2-06-11 _____	2-06-31 _____
2-06-12 _____	2-06-32 _____
2-06-13 _____	2-06-33 _____
2-06-14 _____	2-06-34 _____
2-06-15 _____	2-06-35 _____
2-06-16 _____	2-06-36 _____
2-06-17 _____	2-06-37 _____
2-06-18 _____	2-06-38 _____
2-06-19 _____	2-06-39 _____
2-06-20 _____	2-06-40 _____

Check this box if you have additional attachments:

Financial & Capital Structure

2-7 Financing Structure

An applicant must demonstrate its financial stability by clear and convincing evidence. Describe and attach documentation demonstrating the financing structure and plan for the proposed project including all sources of capital. Include current capital commitments as well as plan and timing for meeting future capital needs.

Please attach a written response to this question as attachment 2-07-01 and provide a brief overview of your response in this box. Given the sensitivity of this information, the information provided in the overview may be of a general nature but shall identify the sources of capital. The response provided in this box will be released to the public.

Project financing will be provided through a combination of principal equity and a senior bank credit facility. It is anticipated the equity to debt breakdown will be \$81.5 Million / \$122.2 Million (40% / 60%). PPE has financing letters of interest letter from Key Bank and M&T Bank, with whom it has completed recent and similar transactions, to underwrite the debt portion of the financing. However, PPE is prepared to build the entire facility with its own principal equity if for any reason third-party debt is unavailable.

List of Attachments:

2-07-01 <u>Financing Structure CONFIDENTIAL</u>	2-07-11 _____
2-07-02 <u>Key Financing CONFIDENTIAL</u>	2-07-12 _____
2-07-03 <u>CFII Line of Credit CONFIDENTIAL</u>	2-07-13 _____
2-07-04 <u>M&T Letter CONFIDENTIAL</u>	2-07-14 _____
2-07-05 _____	2-07-15 _____
2-07-06 _____	2-07-16 _____
2-07-07 _____	2-07-17 _____
2-07-08 _____	2-07-18 _____
2-07-09 _____	2-07-19 _____
2-07-10 _____	2-07-20 _____

Check this box if you have additional attachments:

Financial & Capital Structure

2-8 Budget

Provide a detailed budget of the total project cost. Identify separately construction costs (labor, materials), design costs, legal and professional fees, consulting fees and all other development costs. Also identify all other pre-opening costs including training, marketing and initial working capital.

Please attach a detailed, written response to this question as attachment 2-08-01 and briefly describe the major costs of the project in this box. The information contained in The response provided in this box will be released to the public.

The total project cost for PPE will be \$203.7 million. A detailed budget is attached.

List of Attachments:

2-08-01 <u>Written response CONFIDENTIAL</u>	2-08-11 _____
2-08-02 <u>Budget CONFIDENTIAL</u>	2-08-12 _____
2-08-03 <u>Leominster DivWrp CONFIDENTIAL</u>	2-08-13 _____
2-08-04 <u>Leominster Div Exp CONFIDENTIAL</u>	2-08-14 _____
2-08-05 <u>Leominster Per Bldg CONFIDENTIAL</u>	2-08-15 _____
2-08-06 _____	2-08-16 _____
2-08-07 _____	2-08-17 _____
2-08-08 _____	2-08-18 _____
2-08-09 _____	2-08-19 _____
2-08-10 _____	2-08-20 _____

Check this box if you have additional attachments:

Financial & Capital Structure

2-9 Significant Economic Downturn

Submit an analysis including best, worst, and average case scenarios that demonstrates the applicant’s plan and capacity for accommodating steep downturns in gaming revenues, and cite examples of where those plans and strategies have been successful in other markets in which the applicant operates.

Please attach a detailed, written response to this question as attachment 2-09-01 and provide a brief overview of your response in this box. The overview should include, at a minimum, a description of the plan and reference to the examples. The response provided in this box will be released to the public.

The principals of PPE have a proven track record of success in developing and operating in all market conditions. This is illustrated by the 100-year history of the Company. One recent example is the Company’s Maryland Live! facility which was built during the recession (2009-2012), almost entirely out of Company equity. The Company uses debt in an extremely conservative manner and has the capacity to fund its projects with its own equity. This liquidity allows the ability to withstand even the deepest economic downturns. PPE believes it can operate the Project profitably, taking into consideration downturns in the economy and increased competition.

List of Attachments:

2-09-01 <u>Construction Period CONFIDENTIAL</u>	2-09-11 _____
2-09-02 <u>Proforma Average CONFIDENTIAL</u>	2-09-12 _____
2-09-03 <u>Proforma Best CONFIDENTIAL</u>	2-09-13 _____
2-09-04 <u>Proforma Worst CONFIDENTIAL</u>	2-09-14 _____
2-09-05 _____	2-09-15 _____
2-09-06 _____	2-09-16 _____
2-09-07 _____	2-09-17 _____
2-09-08 _____	2-09-18 _____
2-09-09 _____	2-09-19 _____
2-09-10 _____	2-09-20 _____

Check this box if you have additional attachments:

Financial & Capital Structure

2-10 Timeline for Construction

Provide a timeline of construction of the gaming establishment that includes detailed stages of construction for the gaming establishment, non-gaming structures and any racecourse, where applicable, and provide the number of construction hours estimated to complete the work. Include the deadline by which the stages and overall construction and any infrastructure improvements will be completed, any plans for phasing of the project, and a projected date that the applicant will begin gaming operations.

Please attach a detailed, written response to this question as attachment 2-10-01 and provide a brief overview of your response in this box. The overview must include, at a minimum, identification of each stage and associated timeframe, the number of construction hours, and the projected date to begin gaming operations. The response provided in this box will be released to the public.

The timeline for construction will be approximately 12 months from the date that final construction permits are issued by the City of Leominster.

Assuming the Commission awards the Category 2 license by the end of 2013 and there are no appeals, PPE anticipates that the necessary approvals can be obtained within 6 months of the license award and construction would commence approximately July 1, 2014. With a 12 month construction schedule, the projected date to begin gaming operations will be July 1, 2015.

List of Attachments:

2-10-01 <u>Site Map CONFIDENTIAL</u>	2-10-09 _____
2-10-02 <u>Timeline detail CONFIDENTIAL</u>	2-10-10 _____
2-10-03 <u>Timeline summary CONFIDENTIAL</u>	2-10-11 _____
2-10-04 <u>permitting chart</u>	2-10-12 _____
2-10-05 _____	2-10-13 _____
2-10-06 _____	2-10-14 _____
2-10-07 _____	2-10-15 _____
2-10-08 _____	2-10-16 _____

Check this box if you have additional attachments:

Financial & Capital Structure

2-11 Pro-Forma Cash Flow

An applicant must demonstrate its financial stability by clear and convincing evidence. Provide an enterprise pro-forma with a summary budget and cash-flow. Identify sources and uses of cash on a quarterly basis during the construction period and annually for five years (Category 2 gaming establishment) or 15 years (Category 1 gaming establishment) after opening. Provide the following 3 calculations: (1) Present value discounting cash flows at 4%, (2) Present value discounting cash flows at 15%, and (3) Estimating the project's internal rate of return.

Please attach a detailed, written response to this question as attachment 2-11-01 and provide a brief overview of your response in this box. The overview should contain, at a minimum, a description of the contents of the pro-forma. The response provided in this box will be released to the public.

The Attachment is a cash flow pro forma that includes projected construction/development spend by quarter as well as estimated debt and equity funding. Additionally, the attachment contains pro forma budgets and cash flow for the initial five years of operations in an average case (expected), best case and worst case scenarios. All three scenarios illustrate annual slot revenues, non-gaming revenues, cost of goods sold, total payroll, marketing and other operational expenses plus gaming tax and community impact expenses. In each case, ongoing maintenance capital reserves beginning in year two have also been calculated. Assumptions for each of these revenue and expense lines are based upon PPE experience operating casinos in other competitive markets.

Net free cash flow projections have been provided to illustrate the property's ability to easily cover debt service and principal repayment obligations. These projections demonstrate 100% repayment of principal and interest associated with the senior bank credit facility by year five. Even in the "worst" case scenario, cash flow is more than sufficient to cover anticipated debt service and capital reinvestment at the facility.

List of Attachments:

2-11-01 <u>Written response CONFIDENTIAL</u>	2-11-09 _____
2-11-02 <u>Construction Period CONFIDENTIAL</u>	2-11-10 _____
2-11-03 <u>Proforma Average CONFIDENTIAL</u>	2-11-11 _____
2-11-04 <u>Proforma Best CONFIDENTIAL</u>	2-11-12 _____
2-11-05 <u>Proforma Worst CONFIDENTIAL</u>	2-11-13 _____
2-11-06 _____	2-11-14 _____
2-11-07 _____	2-11-15 _____
2-11-08 _____	2-11-16 _____

Check this box if you have additional attachments:

Financial & Capital Structure

2-12 Credit Arrangements and Financial Commitments

An applicant must demonstrate its financial stability by clear and convincing evidence. Describe all existing credit arrangements and financial commitments relative to the project including the identity of each lender and the terms or conditions under which loan proceeds can be obtained and distributed.

Please attach a detailed, written response to this question as attachment 2-12-01 and provide a brief overview of your response in this box. Given the sensitivity of this information, the information provided in the overview may be a general description of the credit arrangements and financial commitments. The response provided in this box will be released to the public.

Letters of Interest to underwrite the debt portion of the financing have been provided by Key Bank and M&T bank, both large money-center U.S. banks with which principals of PPE have closed previous, similar financings. In the remote event debt financing is not available, the Company is prepared to finance the project entirely from its own equity and has provided a line of credit to PPE from Cordish Family II.

List of Attachments:

2-12-01 <u>Key Financing CONFIDENTIAL</u>	2-12-10 _____
2-12-02 <u>M&T Letter CONFIDENTIAL</u>	2-12-11 _____
2-12-03 <u>CFII Line of Credit CONFIDENTIAL</u>	2-12-12 _____
2-12-04 _____	2-12-13 _____
2-12-05 _____	2-12-14 _____
2-12-06 _____	2-12-15 _____
2-12-07 _____	2-12-16 _____
2-12-08 _____	2-12-17 _____
2-12-09 _____	2-12-18 _____

Check this box if you have additional attachments:

Financial & Capital Structure

2-13 Breaches of Contract

Provide a description of any contract, loan agreement or commitment that the applicant has breached or defaulted on during the last 10 years and provide information for any lawsuit, administrative proceeding or other proceeding that occurred as a result of the breach or default.

Please attach a detailed, written response to this question as attachment 2-13-01 and provide a brief overview of your response in this box. The response provided in this box will be released to the public.

none to report

List of Attachments:

2-13-01 <u>none</u>	2-13-11 _____
2-13-02 _____	2-13-12 _____
2-13-03 _____	2-13-13 _____
2-13-04 _____	2-13-14 _____
2-13-05 _____	2-13-15 _____
2-13-06 _____	2-13-16 _____
2-13-07 _____	2-13-17 _____
2-13-08 _____	2-13-18 _____
2-13-09 _____	2-13-19 _____
2-13-10 _____	2-13-20 _____

Check this box if you have additional attachments:

Financial & Capital Structure

2-14 Administrative and Judicial Proceedings

Provide a description of any administrative or judicial proceeding during the last 10 years in which the applicant or any entity that owns a 5% or greater share of the applicant was found to have violated a statute or regulation governing its operations.

Please attach a detailed, written response to this question as attachment 2-14-01 and provide a brief overview of your response in this box. The response provided in this box will be released to the public.

none to report

List of Attachments:

2-14-01 <u>none</u>	2-14-11 _____
2-14-02 _____	2-14-12 _____
2-14-03 _____	2-14-13 _____
2-14-04 _____	2-14-14 _____
2-14-05 _____	2-14-15 _____
2-14-06 _____	2-14-16 _____
2-14-07 _____	2-14-17 _____
2-14-08 _____	2-14-18 _____
2-14-09 _____	2-14-19 _____
2-14-10 _____	2-14-20 _____

Check this box if you have additional attachments:

Financial & Capital Structure

2-15 Bankruptcy Filings

Identify any bankruptcy filings made or proceedings commenced since submission of the RFA-1 application for any entities owned or controlled by the applicant and any entity that owns a 5% or greater share of the applicant.

Please attach a detailed, written response to this question as attachment 2-15-01 and provide a brief overview of your response in this box. The response provided in this box will be released to the public.

none to report

List of Attachments:

2-15-01 <u>none</u>	2-15-11 _____
2-15-02 _____	2-15-12 _____
2-15-03 _____	2-15-13 _____
2-15-04 _____	2-15-14 _____
2-15-05 _____	2-15-15 _____
2-15-06 _____	2-15-16 _____
2-15-07 _____	2-15-17 _____
2-15-08 _____	2-15-18 _____
2-15-09 _____	2-15-19 _____
2-15-10 _____	2-15-20 _____

Check this box if you have additional attachments:

Financial & Capital Structure

2-16 Minority sources of financing

Identify any minority sources of financing for the project.

Please attach a detailed, written response to this question as attachment 2-16-01 and provide a brief overview of your response in this box. The response provided in this box will be released to the public.

None as of 9/28

List of Attachments:

2-16-01 <u>none</u>	2-16-11 _____
2-16-02 _____	2-16-12 _____
2-16-03 _____	2-16-13 _____
2-16-04 _____	2-16-14 _____
2-16-05 _____	2-16-15 _____
2-16-06 _____	2-16-16 _____
2-16-07 _____	2-16-17 _____
2-16-08 _____	2-16-18 _____
2-16-09 _____	2-16-19 _____
2-16-10 _____	2-16-20 _____

Check this box if you have additional attachments:

Financial & Capital Structure

2-17 Documentation of Financial Suitability and Responsibility

An applicant must demonstrate its financial stability by clear and convincing evidence. The Commission will review the information relative to financial stability provided by the applicant, or otherwise obtained by the Commission, in the course of the RFA-1 application process. Please provide any supplemental documentation, if any, for each qualifier reflecting the period between the submission of the RFA-1 application and the submission of the RFA-2 application including, but not limited to, bank references, business and personal income and disbursement schedules, tax returns and other reports filed by government agencies and business and personal accounting check records and ledgers.

Please attach a detailed, written response to this question as attachment 2-17-01 and provide a brief overview of your response in this box. The overview should contain, at a minimum, a description of the applicant’s financial stability. The response provided in this box will be released to the public.

There have been no material changes to the financial stability of PPE or any qualifier between submission of RFA-1 and this submission of RFA-2.

List of Attachments:

2-17-01 <u>none</u>	2-17-07 _____
2-17-02 _____	2-17-08 _____
2-17-03 _____	2-17-09 _____
2-17-04 _____	2-17-10 _____
2-17-05 _____	2-17-11 _____
2-17-06 _____	2-17-12 _____

Check this box if you have additional attachments:

Maximize Revenues to the Commonwealth

2-18 Revenue Generation

Provide completed studies and reports showing the estimated municipal and state tax revenue to be generated by the gaming establishment.

Please attach a detailed, written response to this question as attachment 2-18-01 and provide a brief overview of your response in this box. The overview should include, at a minimum, the figures of the estimated taxes to be generated and the method(s) used to generate the estimates. The response provided in this box will be released to the public.

The project is projected to generate \$1.07 billion in state taxes and fees during the first 10 years of operations, and \$42 million in municipal taxes and fees (including payments set forth in the Host Agreement), or a total of \$1.1 billion in combined taxes and fees to state and municipal governments during the first 10 years of operation.

These projections were determined using the “IMPLAN” modeling system which incorporates specific industrial sectors into a complex input-output analysis in order to determine economic impacts. The system utilizes the extensive economic research conducted by the Bureau of Economic Analysis, U.S. Department of Commerce and the U.S. Census Bureau.

List of Attachments:

2-18-01 <u>Economic Impact Confidential</u>	2-18-11 _____
2-18-02 <u>Impact Assessment Confidential</u>	2-18-12 _____
2-18-03 _____	2-18-13 _____
2-18-04 _____	2-18-14 _____
2-18-05 _____	2-18-15 _____
2-18-06 _____	2-18-16 _____
2-18-07 _____	2-18-17 _____
2-18-08 _____	2-18-18 _____
2-18-09 _____	2-18-19 _____
2-18-10 _____	2-18-20 _____

Check this box if you have additional attachments:

Maximize Revenues to the Commonwealth

2-19 Projected Gaming Revenue

Provide projections for gross gaming revenue each year for the first five years of gaming operations on a best, average and worst case basis.

Please attach a detailed, written response to this question as attachment 2-19-01 and provide a brief overview of your response in this box. The overview should include, at a minimum, each of the projected figures. The response provided in this box will be released to the public.

Based on the assumption that the Project opens July 1, 2015, the Region A & B Category I Facility opens January 1, 2018 and the Region C Category I Facility opens January 1, 2019, the projected best, average and worst case revenue projections for the first 5 years of the project’s operations are noted in 2-19-1.

Please note the Market Study completed by Signature Advisory Services uses a January 1st, 2016 date for opening of the Leominster facility. The study was completed prior to determining that the facility could be completed by July 1, 2015. The 5 year revenue estimates calculated are still accurate, they just occur earlier than originally contemplated.

List of Attachments:

2-19-01 <u>Written response CONFIDENTIAL</u>	2-19-11 _____
2-19-02 <u>Market Assessment CONFIDENTIAL</u>	2-19-12 _____
2-19-03 _____	2-19-13 _____
2-19-04 _____	2-19-14 _____
2-19-05 _____	2-19-15 _____
2-19-06 _____	2-19-16 _____
2-19-07 _____	2-19-17 _____
2-19-08 _____	2-19-18 _____
2-19-09 _____	2-19-19 _____
2-19-10 _____	2-19-20 _____

Check this box if you have additional attachments:

Maximize Revenues to the Commonwealth

2-20 Projected Non-Gaming Revenue

Provide projections for gross non-gaming revenue generated by elements of the gaming establishment complex each year for the first five years of operations on a best, average and worst case basis, identifying the source of each element of the non-gaming revenue.

Please attach a detailed, written response to this question as attachment 2-20-01 and provide a brief overview of your response in this box. The overview should include, at a minimum, each of the projected figures categorized in broad categories. The response provided in this box will be released to the public.

PPE is expected to generate almost \$24 million in Non-Gaming revenue in year 2 of operations. Most of the non-gaming revenue (\$15.3) million will come from the property's three restaurants in the form of food revenue. Beverage revenue generated on the casino floor and in the restaurants will generate the second largest amount of non-gaming revenue at \$4.3 million. The next largest source of non-gaming revenue is expected to be from fees for cash services, including, ATM, cash advance, and check cashing amounting to \$4.0 million. An additional \$360,000 in entertainment and retail revenue will be generated from entertainment events and the retail gift shop.

List of Attachments:

2-20-01 <u>Written response CONFIDENTIAL</u>	2-20-11 _____
2-20-02 <u>Non-Gaming Rev CONFIDENTIAL</u>	2-20-12 _____
2-20-03 _____	2-20-13 _____
2-20-04 _____	2-20-14 _____
2-20-05 _____	2-20-15 _____
2-20-06 _____	2-20-16 _____
2-20-07 _____	2-20-17 _____
2-20-08 _____	2-20-18 _____
2-20-09 _____	2-20-19 _____
2-20-10 _____	2-20-20 _____

Check this box if you have additional attachments:

Maximize Revenues to the Commonwealth

2-21 Projected Tax Revenue to the Commonwealth

Provide projections for all tax revenue to the Commonwealth (gaming, sales, etc.) each year for the first five years of operations on a best, average and worst case basis, identifying the source of each element of the tax revenue.

Please attach a detailed, written response to this question as attachment 2-21-01 and provide a brief overview of your response in this box. The overview should include, at a minimum, each of the projected figures. The response provided in this box will be released to the public.

The Project is projected to generate \$475.2 million in tax and fee revenue to the Commonwealth during the first 5 years of operation. Best, average and worst case revenues to the Commonwealth are presented in 2-21-1. Please refer to page 13 of the Economic Impact report for sources.

Please note the Economic Benefit Analysis completed by Signature Advisory Services uses a January 1st, 2016 date for opening of the Leominster facility. The study was completed prior to determining that the facility could be completed by July 1, 2015. The 5 year revenue to the Commonwealth estimates calculated are still accurate, they just occur earlier than originally contemplated.

List of Attachments:

2-21-01 <u>Written Response CONFIDENTIAL</u>	2-21-11 _____
2-21-02 <u>Economic Impact CONFIDENTIAL</u>	2-21-12 _____
2-21-03 _____	2-21-13 _____
2-21-04 _____	2-21-14 _____
2-21-05 _____	2-21-15 _____
2-21-06 _____	2-21-16 _____
2-21-07 _____	2-21-17 _____
2-21-08 _____	2-21-18 _____
2-21-09 _____	2-21-19 _____
2-21-10 _____	2-21-20 _____

Check this box if you have additional attachments:

Maximize Revenues to the Commonwealth

2-22 Internal Controls

The Commission will develop regulations governing internal controls for gaming establishments in Massachusetts in the near future. However, in order to assist its evaluation of the applicant, the Commission is interested in knowing what standards the applicant anticipates adhering to at its Massachusetts establishment. Accordingly, subject to any adjustments required upon promulgation of the future regulations, please provide a full description of the proposed internal controls, electronic surveillance systems, and security systems for the proposed gaming establishment and any related facilities, including internal audits, independent external audits, separation of accounting and cage processes for independent verifications, cage and count room supervision, gaming floor drop processes, and other asset preservation and secure cash handling systems and processes. Further, please attach a projected table of organization that includes staffing levels and identifies the critical departments of accounting (e.g.- positions in the cage, count room, and income control sections), internal audit, compliance and security, and surveillance as well as indication as to which staff position(s) would be responsible for communications with the Commission.

Please attach a detailed, written response to this question as attachment 2-22-01 and provide a brief overview of your response in this box. Given the sensitivity of this information, the information provided in the overview may be a very broad description of the internal controls. The response provided in this box will be released to the public.

PPE will establish a system of internal controls in conformance with regulations adopted by the Massachusetts Gaming Commission for gaming establishments in Massachusetts. These internal controls will include the organizational structure, accounting procedures, authorization processes, recordkeeping, safeguarding of assets and the accuracy and reliability of financial records prepared in accordance with Generally Accepted Accounting Principles. Additionally, these internal controls will include surveillance and security system specifications and include considerations of separation of accounting and cage processes for independent verifications, cage and count room supervision, gaming floor drop processes and other asset preservation and secure cash handling systems and processes. Internal Audits and Independent External Audits will also be elements of the overall program. This comprehensive system of internal controls will be the Minimum Standards for Internal Controls (MICS) by which PPE will operate. These MICS will be submitted to the Massachusetts Gaming Commission for approval prior to the issuance of an operations license, as will any subsequent changes to be approved by MICS. The system of Minimal Internal Control Standards which govern the operation of PPE's sister company, Maryland Live! Casino will be used as an initial model for the Massachusetts MICS submission.

List of Attachments:

- | | |
|---|--|
| 2-22-01 <u>Written response</u> | 2-22-04 <u>Bill Validator CONFIDENTIAL</u> |
| 2-22-02 <u>Internal Controls CONFIDENTIAL</u> | 2-22-05 <u>Responsible Gaming CONFIDENTIAL</u> |
| 2-22-03 <u>Security Staffing CONFIDENTIAL</u> | 2-22-06 <u>Security Manual CONFIDENTIAL</u> |

Check this box if you have additional attachments:

Maximize Revenues to the Commonwealth

2-23 Maximizing In-State Revenue

If the applicant or any entity that owns a 5% or greater share of the applicant has an investment in a gaming establishment within 300 miles of the applicant's proposed location within the Commonwealth, describe the plans and methods the applicant intends to use to ensure that revenues are maximized at the Massachusetts gaming establishment even if maximizing revenues in Massachusetts requires or leads to reduction of revenues at the out of state facility.

Please attach a detailed, written response to this question as attachment 2-23-01 and provide a brief overview of your response in this box. The overview should contain, at a minimum, a broad description of the plans. The response provided in this box will be released to the public.

Neither the Applicant nor any of its members have interests in any gaming establishment within 300 miles of the proposed Massachusetts Live! Casino in Leominster.

A related entity currently has an application pending for a casino license in Philadelphia, Pennsylvania, slightly more than 300 miles from the Leominster location. Applicant considers the Philadelphia market separate and distinct with no impact by one facility on the other.

List of Attachments:

2-23-01 <u>Distance Map</u>	2-23-10 _____
2-23-02 _____	2-23-11 _____
2-23-03 _____	2-23-12 _____
2-23-04 _____	2-23-13 _____
2-23-05 _____	2-23-14 _____
2-23-06 _____	2-23-15 _____
2-23-07 _____	2-23-16 _____
2-23-08 _____	2-23-17 _____
2-23-09 _____	2-23-18 _____

Check this box if you have additional attachments:

Maximize Revenues to the Commonwealth

2-24 Customer Cross-Marketing

If the applicant or any entity that owns a 5% or greater share of the applicant has an investment in a gaming establishment beyond 300 miles from the applicant's proposed location within the Commonwealth, describe any plans the applicant has to use those other facilities or customers who patronize those other facilities to enhance revenues at the applicant's Massachusetts facility.

Please attach a detailed, written response to this question as attachment 2-24-01 and provide a brief overview of your response in this box. The overview should contain, at a minimum, a broad description of the plans. The response provided in this box will be released to the public.

The Company is the largest developer of entertainment districts, under its Live! brand in the United States. Massachusetts Live! has a sister property in the Baltimore/Washington D.C. market, Maryland Live!. The Company intends to utilize these combined assets to promote Massachusetts Live!.

While both casinos cater predominately to a local/regional market, there will be some synergism generated by their cross marketing. We anticipate a small percentage of customer crossover, mainly of patrons of one or the other casino while traveling for business or pleasure; however, PPE's focus will be on regional play. But, the crossover player experience will be greatly enhanced by the consistency of the brand and a universal card tracking system. Our universal card system will allow players at both properties to earn and redeem points at any property, recognize card tier and associated benefits at each facility and allow VIP services to manage player needs at each.

List of Attachments:

2-24-01 <u>Distance Map</u>	2-24-10 _____
2-24-02 _____	2-24-11 _____
2-24-03 _____	2-24-12 _____
2-24-04 _____	2-24-13 _____
2-24-05 _____	2-24-14 _____
2-24-06 _____	2-24-15 _____
2-24-07 _____	2-24-16 _____
2-24-08 _____	2-24-17 _____
2-24-09 _____	2-24-18 _____

Check this box if you have additional attachments:

Maximize Revenues to the Commonwealth

2-25 History of Revenue

In order to award a gaming license to an applicant, an applicant must demonstrate that it has sufficient business ability and experience to create the likelihood of establishing and maintaining a successful gaming establishment. To that end, provide a history of operating performance versus revenue projections over the last ten years with respect to each facility of a size comparable to or larger than the facility you are proposing for Massachusetts. Include documentation outlining the applicant’s record of success or failure in meeting these performance objectives.

Please attach a detailed, written response to this question as attachment 2-25-01 and provide a brief overview of your response in this box. The overview should contain, at a minimum, a description of the applicant’s business ability and experience and its general history over the last ten years. The response provided in this box will be released to the public.

Cordish has a proven track record of successful real estate, gaming and entertainment development through their various companies over many decades and has developed and/or operated among the highest grossing and most profitable casino entertainment resorts and complexes in the United States, including the Hard Rock Hotel & Casino Hollywood, Florida, Hard Rock Hotel & Casino Tampa, Florida, Indiana Live! Indianapolis, Indiana, and Maryland Live! Casino Baltimore/Washington D.C. market. Each of its gaming facilities have been recognized by industry sources and/or consumer surveys as “best-in-class”. Cordish has been recognized as an innovator in the gaming and entertainment industry. The Company’s “Live” entertainment retail and mixed-use districts have been models for redeveloping important urban core locations. The Company has won seven Urban Land Institute Awards of Excellence for its projects, more than any development company in the world. In gaming, Cordish has developed 3 of the 6 largest casino entertainment complexes in the country (Hard Rock Hotel & Casinos in Hollywood and Tampa, FL and Maryland Live!).

List of Attachments:

2-25-01 <u>Written response</u>	2-25-08 <u>Revenue_Rank</u>
2-25-02 <u>Hard Rock Income CONFIDENTIAL</u>	2-25-09 <u>Morowitz_Section CONFIDENTIAL</u>
2-25-03 <u>Florida Awards</u>	2-25-10 <u>Casino Rankings</u>
2-25-04 <u>Indiana Awards</u>	2-25-11 <u>Local Impact Grants</u>
2-25-05 <u>Indiana Live Letter</u>	2-25-12 <u>Articles and Awards</u>
2-25-06 <u>Maryland Live photos</u>	2-25-13 <u>Midwest Slot Report</u>
2-25-07 <u>Maryland Live Awards</u>	2-25-14 <u>Seminole Gaming Financials CONFIDENTIAL</u>

Check this box if you have additional attachments:

Maximize Revenues to the Commonwealth

2-26 Market Analysis

One of the principal objectives driving the enactment of the Expanded Gaming Act was to repatriate money spent by Massachusetts residents in other gaming jurisdictions. Provide a market analysis showing benefits of the site location of the applicant’s proposal and the estimated recapture rate of gaming-related spending by Massachusetts residents travelling to out-of-state gaming establishments. Further, please describe how the applicant plans to compete with other nearby gaming destinations and to market to their patrons from Massachusetts who are embedded in their databases and marketing systems.

Please attach a detailed, written response to this question as attachment 2-26-01 and provide a brief overview of your response in this box. The overview should contain, at a minimum, a description of the benefits of the site locations and the estimated recapture rate. The response provided in this box will be released to the public.

PPE selected Leominster as the ideal location for the Category 2 license due to its strategic location off I-190 in North Central Massachusetts. This location compliments the planned sites for the three Category 1 licenses, and ensures the maximization of revenues to the Commonwealth, including maximizing the recapture of gaming revenue currently leaving the Commonwealth. PPE projects that \$95.1 million of gaming revenue, or approximately 10.8% of its total currently projected gaming revenue spent by Massachusetts residents out-of-state will represent repatriated Massachusetts dollars, prior to the opening of the Category 1 licensed facilities. Approximately \$459.2 million of repatriated gaming revenues are projected between PPE’s Leominster facility and the three Category 1 Licensed facilities once open, or approximately 52.47% of money Massachusetts residents spend.

List of Attachments:

2-26-01 <u>Market Assessment CONFIDENTIAL</u>	2-26-08 _____
2-26-02 <u>Projected Tax Rev CONFIDENTIAL</u>	2-26-09 _____
2-26-03 <u>Impact Assessment</u>	2-26-10 _____
2-26-04 _____	2-26-11 _____
2-26-05 _____	2-26-12 _____
2-26-06 _____	2-26-13 _____
2-26-07 _____	2-26-14 _____

Check this box if you have additional attachments:

Realize Maximum Capital Investment Exclusive of Land and Infrastructure

2-27 Capital Investment

Provide the total capital investment and demonstrate how it was calculated in accordance with 205 CMR 122.00. Describe how the applicant proposes to realize the maximum capital investment exclusive of land acquisition and infrastructure improvements. (See related attestation in Section [B. Signature Forms](#)).

Please attach a detailed, written response to this question as attachment 2-27-01 and provide a brief overview of your response in this box. The overview should include, at a minimum, the total capital investment figure and a broad description as to how the applicant proposes to realize the maximum capital investment. The response provided in this box will be released to the public.

Total capital investment in the PPE project will be \$203.7 million. In accordance with 205 CMR 122.00 the maximum capital investment, exclusive of land acquisition and infrastructure improvements is projected to be \$153.7 million.

List of Attachments:

2-27-01 <u>Written response CONFIDENTIAL</u>	2-27-09 _____
2-27-02 <u>Capital Investment CONFIDENTIAL</u>	2-27-10 _____
2-27-03 _____	2-27-11 _____
2-27-04 _____	2-27-12 _____
2-27-05 _____	2-27-13 _____
2-27-06 _____	2-27-14 _____
2-27-07 _____	2-27-15 _____
2-27-08 _____	2-27-16 _____

Check this box if you have additional attachments:

Realize Maximum Capital Investment Exclusive of Land and Infrastructure

2-28 Total Investment Outside the Property

Show the total investment in the infrastructure outside the property boundaries.

Please attach a detailed, written response to this question as attachment 2-28-01 and provide a brief overview of your response in this box. The response provided in this box will be released to the public.

PPE selected the project site due to its strategic location at I-190 and Route 117 in North Central Massachusetts and the substantial infrastructure and capacity in place to accommodate the Project. Therefore, PPE anticipates nominal capital investment requirements outside the project site boundaries.

List of Attachments:

2-28-01 <u>Written response</u>	2-28-11 _____
2-28-02 _____	2-28-12 _____
2-28-03 _____	2-28-13 _____
2-28-04 _____	2-28-14 _____
2-28-05 _____	2-28-15 _____
2-28-06 _____	2-28-16 _____
2-28-07 _____	2-28-17 _____
2-28-08 _____	2-28-18 _____
2-28-09 _____	2-28-19 _____
2-28-10 _____	2-28-20 _____

Check this box if you have additional attachments:

Realize Maximum Capital Investment Exclusive of Land and Infrastructure

2-29 Additional Financial Commitments

(Optional For Category 2 applicants) Describe all financial commitments and guarantees the applicant is prepared to provide to the Commission and to the host community over and above the deposit or bond required by G.L. c. 23K, §10(a) to ensure that the project is completed, license conditions are fulfilled and sufficient working capital is available to allow operation in the promised fashion. Include examples of letters of credit, MOU's or other agreements or commitments the applicant is willing to provide.

Please attach a detailed, written response to this question as attachment 2-29-01 and provide a brief overview of your response in this box. The response provided in this box will be released to the public.

The Company has a long history of successfully financing, building and operating large-scale gaming and entertainment complexes throughout the United States. PPE contemplates financing its facility with a combination of Principal equity and debt at a 40% to 60% ratio. However, the Principals of PPE, similar to their approach on their Maryland Live! Casino, are committed to funding the entire development of the Project from their own equity, if required. In addition, PPE has secured an \$80 million Revolving Loan (line of credit) from the Cordish Family II, LLC, which may be drawn down by PPE at its discretion.

List of Attachments:

2-29-01 <u>none</u>	2-29-10 _____
2-29-02 _____	2-29-11 _____
2-29-03 _____	2-29-12 _____
2-29-04 _____	2-29-13 _____
2-29-05 _____	2-29-14 _____
2-29-06 _____	2-29-15 _____
2-29-07 _____	2-29-16 _____
2-29-08 _____	2-29-17 _____
2-29-09 _____	2-29-18 _____

Check this box if you have additional attachments:

Realize Maximum Capital Investment Exclusive of Land and Infrastructure

2-30 Construction Plan

Provide a construction plan and schedule that includes major construction milestones, key dates, and any phased opening plans, and mitigation measures the applicant will take to reduce the impact of construction on the local community.

Please attach a detailed, written response to this question as attachment 2-30-01 and provide a brief overview of your response in this box. The overview should contain, at a minimum, information relative to each of the required elements of the plan and schedule. The response provided in this box will be released to the public.

PPE believes the construction of Massachusetts Live! Casino will be completed within 12 months from receipt of all construction permits. The potential timeline is:

January 1, 2014 – Gaming Commission issues Category 2 license

July 1, 2014 – all construction permitting is completed and construction commences

July 1, 2015 – Massachusetts Live! opens

The Project anticipates completion and opening in one phase.

The Project is sited directly off I-190 and Route 117 in an existing commercial industrial area. A portion of the site is an existing gravel pit operation and adjacent neighbors include two plastics manufacturers, Wal-Mart and Lowes Home Improvement. The closest residential neighborhood, Liberty Commons, and PPE have entered into a Letter of Agreement which outlines among other items, a means for PPE and the Homeowners Association to communicate and address issues such as traffic, trash and security.

List of Attachments:

2-30-01 <u>Timeline summary CONFIDENTIAL</u>	2-30-11 _____
2-30-02 <u>Liberty Commons CONFIDENTIAL</u>	2-30-12 _____
2-30-03 _____	2-30-13 _____
2-30-04 _____	2-30-14 _____
2-30-05 _____	2-30-15 _____
2-30-06 _____	2-30-16 _____
2-30-07 _____	2-30-17 _____
2-30-08 _____	2-30-18 _____
2-30-09 _____	2-30-19 _____
2-30-10 _____	2-30-20 _____

Check this box if you have additional attachments:

Offer Highest and Best Value to Create a Secure and Robust Gaming Market

2-31 Business Plan

Provide a business plan describing how the applicant will meet projected revenue generation plans in the near term and over time.

Please attach a detailed, written response to this question as attachment 2-31-01 and provide a brief overview of your response in this box. The overview should contain, at a minimum, a broad description of the plan. The response provided in this box will be released to the public.

The Company prepares Business Plans for each of its businesses and for each "sub-business" contained within that business. We hold ourselves to very high standards. It is our practice to challenge management in each aspect of business operations with high, but attainable goals while imposing rigid standards for business conduct and ethics. On a regular basis we review with management their performance based upon their business plan responsibilities. The Company views these interchanges as both necessary for its duty of vigilance and for the benefit of encouraging management to take "ownership" of the program within their respective responsibilities. The Company has developed the initial stages of a Business Plan for Massachusetts Live! and has included that Plan as an Attachment.

List of Attachments:

2-31-01 <u>Business Overview CONFIDENTIAL</u>	2-31-11 _____
2-31-02 _____	2-31-12 _____
2-31-03 _____	2-31-13 _____
2-31-04 _____	2-31-14 _____
2-31-05 _____	2-31-15 _____
2-31-06 _____	2-31-16 _____
2-31-07 _____	2-31-17 _____
2-31-08 _____	2-31-18 _____
2-31-09 _____	2-31-19 _____
2-31-10 _____	2-31-20 _____

Check this box if you have additional attachments:

Offer Highest and Best Value to Create a Secure and Robust Gaming Market

2-32 Maximum Facility Use

Describe the applicant's strategy for ensuring maximum use of the facilities throughout the calendar year including how that strategy will take account of the seasonal nature of tourism in the Northeast.

Please attach a detailed, written response to this question as attachment 2-32-01 and provide a brief overview of your response in this box. The response provided in this box will be released to the public.

Massachusetts Live! Casino's primary market will be the adult population which lives within a 60 mile radius of the project. Its secondary market will be the adult population within a 100 mile radius of the project and tourists traversing North Central Massachusetts. The marketing plan for the Project will be a comprehensive program to maximize revenues during all day and week parts and seasons, and includes a mix of regional advertising, targeted database marketing programs, (including our LIVE! Online Casino, play for free internet site), partnership with regional community organizations, and regional and state tourism agencies, gaming and retail promotions, nightly entertainment, bus and tour business, year round banquet sales and VIP programming.

List of Attachments:

2-32-01 <u>Written Response CONFIDENTIAL</u>	2-32-11 _____
2-32-02 <u>Article online gaming</u>	2-32-12 _____
2-32-03 _____	2-32-13 _____
2-32-04 _____	2-32-14 _____
2-32-05 _____	2-32-15 _____
2-32-06 _____	2-32-16 _____
2-32-07 _____	2-32-17 _____
2-32-08 _____	2-32-18 _____
2-32-09 _____	2-32-19 _____
2-32-10 _____	2-32-20 _____

Check this box if you have additional attachments:

Offer Highest and Best Value to Create a Secure and Robust Gaming Market

2-33 Competition from Internet Gaming

Describe the applicant's plans for maintaining a robust gaming market at its facility if, and as, internet gaming becomes more widespread by articulating:

1. How does the applicant plan to compete with internet gaming in the event that internet gaming is not allowed in Massachusetts; and
2. Does the applicant intend to implement internet gaming into its plans if internet gaming is allowed in Massachusetts, and if so, how?

Please attach a detailed, written response to this question as attachment 2-33-01 and provide a brief overview of your response in this box. The overview should contain, at a minimum, a broad description of the plan. The response provided in this box will be released to the public.

The Company is an industry leader in the use of the online social gaming space. The Company’s Maryland Live! Casino was the first casino in the country to integrate a full on-line “play for free” internet gaming platform with its ‘bricks and mortar’ facility. The Company’s internet gaming site is integrated into its customer acquisition marketing strategy and has had tremendous success in generating play within its ‘bricks and mortar’ facility and enhancing the consumer experience. The Company’s platform is set up to seamlessly integrate into a pay-for-play platform in any state that legalizes on-line gaming.

List of Attachments:

2-33-01 <u>Live Casino website</u>	2-33-09 _____
2-33-02 <u>Article online gaming</u>	2-33-10 _____
2-33-03 _____	2-33-11 _____
2-33-04 _____	2-33-12 _____
2-33-05 _____	2-33-13 _____
2-33-06 _____	2-33-14 _____
2-33-07 _____	2-33-15 _____
2-33-08 _____	2-33-16 _____

Check this box if you have additional attachments:

Offer Highest and Best Value to Create a Secure and Robust Gaming Market

2-34 Marketing Plan

Describe the applicant's marketing plan for its Massachusetts gaming establishment. If that marketing plan is the same as, or similar to, marketing plans the applicant has used elsewhere, describe how those plans succeeded or failed, including whether the applicant met its financial projections for the facilities where the plans were used. If the marketing plan for a Massachusetts facility differs from the marketing plans used elsewhere, describe the factors that led the applicant to devise its Massachusetts plan.

Further, in the highly competitive gaming market that exists today, gaming facility operators are increasingly diversifying their products and assuring financial stability by increasing revenues from non-gaming activities. Explain your long-term strategies for accommodating the increasingly saturated competitive environment, and cite examples from other locations you operate that demonstrate the strategic development.

Please attach a detailed, written response to this question as attachment 2-34-01 and provide a brief overview of your response in this box. The overview should contain, at a minimum, a broad description of the plan. The response provided in this box will be released to the public.

Massachusetts Live! will deploy, similar to the company's Maryland Live! facility, a sophisticated marketing plan that develops and maintains loyal and frequent casino customers. The overall plan will comprise Brand Management, Multi-media Advertising, Database Management, Local Sponsorship, Community Events, on-line internet 'play for free' gaming site, Integrated Promotions and Events, Fluid Entertainment Programs, Comprehensive Communications, Extensive Tourism programming, Robust Sponsorship Programs, Bus and Tour Operations, Banquet and Convention Sales, Rewards Club Management and VIP Player Services.

List of Attachments:

2-34-01 <u>Written Response CONFIDENTIAL</u>	2-34-07 _____
2-34-02 <u>Market Assessment CONFIDENTIAL</u>	2-34-08 _____
2-34-03 <u>Mileage Radius CONFIDENTIAL</u>	2-34-09 _____
2-34-04 <u>Census Info CONFIDENTIAL</u>	2-34-10 _____
2-34-05 _____	2-34-11 _____
2-34-06 _____	2-34-12 _____

Check this box if you have additional attachments:

Offer Highest and Best Value to Create a Secure and Robust Gaming Market

2-35 New Revenue

Describe and provide a completed study showing the overall economic benefit to the Commonwealth and the region from the applicant's proposed gaming establishment, including in that study the way in which the facility will generate new revenues as opposed to taking revenues from other Massachusetts businesses.

Please attach a detailed, written response to this question as attachment 2-35-01 and provide a brief overview of your response in this box. The overview should, at a minimum, summarize the study. The response provided in this box will be released to the public.

The Project will provide significant benefits to both the Commonwealth and local economies. PPE will create 1207 direct jobs and over 600 indirect and induced spin-off jobs. During construction, the project will create \$212.9 million in total economic output. After opening, the project will employ over 600 direct employees and create 352 indirect jobs and generate approximately \$1.1 billion in taxes and fees to Commonwealth and local governments during its first ten years.

PPE anticipates that approximately \$18.5 - \$21.5 million in goods and services will be purchased for operations on an annual basis, and that approximately 86% of that total will be spent within the Commonwealth of Massachusetts. PPE has already begun an outreach program to local businesses and will continue to outreach to local businesses through website registration, vendor fairs, local chambers of commerce and media advertising to encourage bidding on casino contracts and to maximize participation by local and Commonwealth businesses in Project contracts.

List of Attachments:

2-35-01 <u>Written response CONFIDENTIAL</u>	2-35-11 _____
2-35-02 <u>Market Assessment</u>	2-35-12 _____
2-35-03 <u>Vendor Supplied Good</u>	2-35-13 _____
2-35-04 <u>Vendor Info</u>	2-35-14 _____
2-35-05 <u>Vendor Fair</u>	2-35-15 _____
2-35-06 <u>Impact Assessment</u>	2-35-16 _____
2-35-07 <u>Projected Tax Rev CONFIDENTIAL</u>	2-35-17 _____
2-35-08 _____	2-35-18 _____
2-35-09 _____	2-35-19 _____
2-35-10 _____	2-35-20 _____

Check this box if you have additional attachments:

Offer Highest and Best Value to Create a Secure and Robust Gaming Market

2-36 Marketing to Out of State Visitors and use of Junkets

Describe the components of the applicant's marketing plan that focus on out of state visitors and the anticipated gaming and non-gaming gross revenues the applicant anticipates from out of state visitors during each of the first five years of the gaming establishment's operations on a best, average and worst case scenario. Please explain how the use of Junkets, as the term is defined by G.L c.23K, §2, will factor into this plan. Include a short summary of the applicant's historical use of and reliance upon Junkets in its other operations in other jurisdictions, and include a listing of Junket operators who are anticipated to be utilized at the Commonwealth property.

Please attach a detailed, written response to this question as attachment 2-36-01 and provide a brief overview of your response in this box. The overview should contain, at a minimum, a broad description of the plan including the planned and historical use of Junkets. The response provided in this box will be released to the public.

Massachusetts Live! Casino's primary market will be the local/regional suburban demographic. Its secondary market will focus on out-of-state business. Efforts to attract out-of-state visitors will be focused on localized advertising, including accessing Maryland Live!'s database. These marketing programs would include targeted direct mail / internet campaigns, promotions and giveaways, live entertainment, partnership with local community organizations, VIP events, and year round banquet sales. The Leominster location positions Massachusetts Live! as an appealing alternative for VT, NH, and ME customers that are currently traveling much further to casinos in CT, NY, and RI. Massachusetts Live! will also leverage close to 1,000 hotel rooms located at 8 existing hotels within 10 miles of the property to attract out of State visitors. Additionally, out of State customers would potentially be attracted to the Massachusetts Live! property through bus programs. Currently, the Maryland Live! Casino utilizes bus programs with national operators including Abbott, Academy, DC Trails, Martz, Stagecoach, Fullerton, Stouts, Raritan Valley, Trailways, and Coach to attract customers from VA, NC, PA, DE, NJ, and NY. Some of these same operators will also be available to service regional bus groups at Massachusetts Live!.

List of Attachments:

2-36-01 <u>Written response CONFIDENTIAL</u>	2-36-08 _____
2-36-02 <u>Revenue CONFIDENTIAL</u>	2-36-09 _____
2-36-03 _____	2-36-10 _____
2-36-04 _____	2-36-11 _____
2-36-05 _____	2-36-12 _____
2-36-06 _____	2-36-13 _____
2-36-07 _____	2-36-14 _____

Check this box if you have additional attachments:

Offer Highest and Best Value to Create a Secure and Robust Gaming Market

2-37 Marketing to In-State Visitors

Describe the components of the applicant's marketing plan that focus on in-state visitors and the anticipated gaming and non-gaming gross revenues the applicant anticipates from in-state visitors during each of the first five years of the facility's operations on a best, average and worst case scenario. Please explain how the use of Junkets will factor into this plan.

Please attach a detailed, written response to this question as attachment 2-37-01 and provide a brief overview of your response in this box. The response provided in this box will be released to the public.

Massachusetts Live! Casino will be where the suburban locals choose to play. PPE will deploy a sophisticated marketing plan that develops and maintains loyal and frequent local casino customers. The overall plan will comprise Brand Management, Localized Multi-media Advertising, Database Management, Local Sponsorship, Community Events, Integrated Promotions and Events, Fluid nightly Entertainment Programs, Comprehensive Communications, Bus and Tour Operations, Banquet and Convention Sales, Rewards Club Management and VIP Player Services. As such, the attached marketing plan in section 02-34-01 will be the driving plan for the In-State market.

List of Attachments:

2-37-01 <u>Written response CONFIDENTIAL</u>	2-37-11 _____
2-37-02 _____	2-37-12 _____
2-37-03 _____	2-37-13 _____
2-37-04 _____	2-37-14 _____
2-37-05 _____	2-37-15 _____
2-37-06 _____	2-37-16 _____
2-37-07 _____	2-37-17 _____
2-37-08 _____	2-37-18 _____
2-37-09 _____	2-37-19 _____
2-37-10 _____	2-37-20 _____

Check this box if you have additional attachments:

Offer Highest and Best Value to Create a Secure and Robust Gaming Market

2-38 Secure and Robust Gaming Market

Describe the measures the applicant or any entity owning a 5% or greater share of the applicant has taken to ensure a secure and robust gaming market at each other gaming facility it owns or controls.

Please attach a detailed, written response to this question as attachment 2-38-01 and provide a brief overview of your response in this box. The overview should contain, at a minimum, a broad description of such measures. The response provided in this box will be released to the public.

The primary way the Company contributes to creating and ensuring a secure and robust gaming market is to site, design, build and operate gaming entertainment facilities that are best-in-class in every respect. Its long standing strategy has been to ensure its properties not only generate market leading revenues but also drive positive economic benefits for its local communities: 1) by designing and building world-class facilities that not only compete when they open, but establish and maintain their market leading positions notwithstanding competition; 2) select sites that have the highest probability of long-term success; 3) hire and train a capable and inspired workforce; 4) aggressively market and promote the facility and maintain a “fresh” experience for our customers; 5) be a model corporate citizen in business and social contexts; and 6) be a leading spokesman and an industry resource.

List of Attachments:

2-38-01 <u>Written response</u>	2-38-11 _____
2-38-02 <u>Maryland Live Awards</u>	2-38-12 _____
2-38-03 <u>Cordish Awards</u>	2-38-13 _____
2-38-04 _____	2-38-14 _____
2-38-05 _____	2-38-15 _____
2-38-06 _____	2-38-16 _____
2-38-07 _____	2-38-17 _____
2-38-08 _____	2-38-18 _____
2-38-09 _____	2-38-19 _____
2-38-10 _____	2-38-20 _____

Check this box if you have additional attachments:

3. ECONOMIC DEVELOPMENT

Prerequisites

Does your application:

- Provide completed studies and reports as required by Question 3-1?
- Provide information on the total employees employed as required by Question 3-2?
- Describe the affirmative action plan as required by Question 3-7?
- Demonstrate a plan for workforce development as required by Question 3-8?
- Describe a workforce development plan that utilizes and enhances the existing labor force?
- Estimate construction jobs and provide equal employment opportunities for them as required by Question 3-8?
- Describe plans for establishing, funding and maintaining HR practices that promote development of skilled and diverse workforce as required by Question 3-9?
- Describe contracts with organized labor as required by Question 3-10?
- Show plans for ensuring labor harmony during the construction and operational phases of the project as required by Question 3-11?
- Describe plans for promoting local businesses as required by Question 3-14?
- Describe plans for contracting with local businesses owners as required by Question 3-16?
- Describe a marketing program as required by Question 3-20?
- Describe plans for purchasing domestic slot machines as required by Question 3-22?
- Describe plans for building a gaming establishment of high caliber with quality amenities in partnership with local facilities?

General

3-1 Studies and Reports

Provide completed studies and reports showing the proposed gaming establishment’s: (i) economic benefits to the region and the Commonwealth; (ii) impact on the local and regional economy, including the impact on cultural institutions and on small businesses in the host community and surrounding communities.

Please provide a brief overview summarizing the studies and reports in this box. The response provided in this box will be released to the public.

The Project will provide significant benefits to both the Commonwealth and Local economies. PPE will create 1,207 direct jobs and over 600 indirect and induced spin-off construction jobs. During construction, the Project will create \$212 million in total economic output. After opening, the Project will employ 600+ direct full-time equivalent employees and create 352 indirect induced jobs and generate approximately \$1.1 billion in taxes and fees to the Commonwealth and Local governments during its first ten (10) years. PPE expects to have a positive impact on local cultural institutions and small businesses in the region. PPE has entered into a Memorandum of Understanding with Fitchburg State University to support the University’s cultural activities through joint marketing efforts. PPE projects 2.4 million visitors to the casino in its first year, 75% of which are originating from outside the host and surrounding North Central community areas. These casino visitors are excellent new prospects for enjoying the cultural and attractions offerings in the region. In addition, these new visitors to the region are expected to provide local restaurants, hotels, retail stores and attractions with new sources of business. In addition, PPE has entered into an agreement with the University of Massachusetts system to fund one million dollars per year into a program – M3D3 – which will provide seed grant monies to Massachusetts-based technology start-up companies utilizing plastics and related materials to develop medical devices. This program is expected to fund approximately ten (10) companies each year and be the catalyst for creating thousands of new, hi-tech jobs and millions of dollars of new tax revenue for the Commonwealth, while supporting the region’s brand as an “Innovations and Hi-Tech” corridor.

List of Attachments:

3-01-01 <u>Economic Impact</u>	3-01-11 _____
3-01-02 <u>MCCCCTI MOU</u>	3-01-12 _____
3-01-03 <u>Fitchburg MOU</u>	3-01-13 _____
3-01-04 <u>M3D3 – University of Massachusetts</u>	3-01-14 _____
3-01-05 <u>Impact Assessment</u>	3-01-15 _____
3-01-06 <u>Market Assessment CONFIDENTIAL</u>	3-01-16 _____
3-01-07 _____	3-01-17 _____
3-01-08 _____	3-01-18 _____
3-01-09 _____	3-01-19 _____
3-01-10 _____	3-01-20 _____

Check this box if you have additional attachments:

Job Creation

3-2 Employees

State the number of employees to be employed at the proposed gaming establishment, including detailed information on the pay rate and benefits for employees, and describe how the applicant proposes to ensure that it provides a high number of quality jobs in the gaming establishment.

Please attach a detailed, written response to this question as attachment 3-02-01 and provide a brief overview of your response in this box. The overview should contain, at a minimum, the total number of anticipated employees to be employed at the proposed gaming establishment and a general description of the applicant’s plan. The response provided in this box will be released to the public.

PPE anticipates that it will create 600+ full-time equivalent jobs with benefits. Pay rates will vary based upon position, but benefits will be consistently applied and all will include health and retirement benefits. Jobs will be available in all areas, including finance, accounting, marketing, information technologies, human resources, food and beverage, facilities, security, surveillance and gaming operations. PPE will employ extensive outreach efforts to maximize employment in the local region, including ensuring diversification of its employee base. Competitive wages will be offered in order to attract and retain a qualified workforce based on a regional wage study PPE will conduct after selection by the Massachusetts Gaming Commission.

List of Attachments:

3-02-01 <u>Organization Chart</u>	3-02-11 _____
3-02-02 <u>Employee Count</u>	3-02-12 _____
3-02-03 <u>Team Benefits</u>	3-02-13 _____
3-02-04 <u>Testing</u>	3-02-14 _____
3-02-05 <u>Initiatives</u>	3-02-15 _____
3-02-06 <u>Human Resources</u>	3-02-16 _____
3-02-07 <u>Team Safety</u>	3-02-17 _____
3-02-08 <u>Harassment</u>	3-02-18 _____
3-02-09 <u>Retention</u>	3-02-19 _____
3-02-10 <u>Jobs Compendium</u>	3-02-20 _____

Check this box if you have additional attachments:

Job Creation

3-3 Massachusetts Community College Workforce Training Plans

Describe any plans the applicant has for working with the Massachusetts Community College Casino Careers Training Institute or other training organizations as the applicant trains and hires the staff for its facility and specifically its plans for staffing gaming positions with Massachusetts residents.

Please attach a detailed, written response to this question as attachment 3-03-01 and provide a brief overview of your response in this box. The response provided in this box will be released to the public.

PPE has entered into Memoranda of Understanding with the Massachusetts Community College Casino Careers Training Institute (“MCCCCTI”), Fitchburg State University (“FSU”) and the ARC of Opportunity. The MOUs with MCCCCTI and FSU provide for cooperation in workforce development and training, and employee training on an ongoing basis during facility operations. The FSU agreement provides for further cooperation between PPE and FSU with regards to providing student internships in all job categories, including finance, accounting, marketing, information technologies, human resources, food and beverage, security and surveillance, facilities and gaming operations. PPE will provide guest lecturers for FSU classes in these various areas. The agreement further provides for PPE and FSU to cooperate in cross-marketing FSU’s cultural activities and facilities to PPE’s database of customers. PPE’s agreement with ARC provides for ARC to assist PPE in screening, hiring and training disabled citizens for jobs in the casino.

List of Attachments:

3-03-01 <u>Written Response</u>	3-03-11 _____
3-03-02 <u>MCCCCTI MOU</u>	3-03-12 _____
3-03-03 <u>Fitchburg MOU</u>	3-03-13 _____
3-03-04 <u>Award of Excellence</u>	3-03-14 _____
3-03-05 <u>Workforce Solutions</u>	3-03-15 _____
3-03-06 <u>Arc MOU</u>	3-03-16 _____
3-03-07 _____	3-03-17 _____
3-03-08 _____	3-03-18 _____
3-03-09 _____	3-03-19 _____
3-03-10 _____	3-03-20 _____

Check this box if you have additional attachments:

Job Creation

3-4 Job Opportunities and Training for Unemployed or Underemployed

Provide strategy as to how applicant will focus on job opportunities and training in areas and demographics of high unemployment and underemployment.

Please attach a detailed, written response to this question as attachment 3-04-01 and provide a brief overview of your response in this box. The overview should contain, at a minimum, a broad description of the strategy. The response provided in this box will be released to the public.

Leominster is a Gateway City, designated by the Commonwealth in recognition that the community has historically lagged state averages in educational performance and job growth. The Commonwealth has targeted Gateway cities for special assistance in obtaining business and economic development, with special emphasis on job creation. Massachusetts Live! will create over 1,200 direct jobs, approximately 600 during construction and 600 + during operations. The Company has entered into a Host City Agreement with Leominster which provides for job preference for qualified Leominster residents in construction and operations. The Company intends to also provide a preference in hiring from citizens of neighboring towns and cities in the North Central region. PPE has entered into MOUs with MCCCCTI and Fitchburg State University to provide workforce development and training, and with ARC of Opportunity to help identify disabled members of the community and to help train these citizens for work on the Project.

List of Attachments:

3-04-01 <u>Written Response</u>	3-04-11 <u>Human Resources</u>
3-04-02 <u>MCCCCTI MOU</u>	3-04-12 _____
3-04-03 <u>Fitchburg MOU</u>	3-04-13 _____
3-04-04 <u>Arc MOU</u>	3-04-14 _____
3-04-05 <u>Workforce Solutions</u>	3-04-15 _____
3-04-06 <u>Memorandum AACC</u>	3-04-16 _____
3-04-07 <u>Casino Dealer</u>	3-04-17 _____
3-04-08 <u>School sponsorship</u>	3-04-18 _____
3-04-09 <u>Host Agreement</u>	3-04-19 _____
3-04-10 <u>Training</u>	3-04-20 _____

Check this box if you have additional attachments:

Job Creation

3-5 Experience with Hiring Unemployed and Underemployed

Describe the applicant's approach to and experience with hiring in areas and demographics of high unemployment and underemployment in other jurisdictions where the applicant has done business in the last 10 years.

Please attach a detailed, written response to this question as attachment 3-05-01 and provide a brief overview of your response in this box. The overview should contain, at a minimum, a broad description of the approach and experience. The response provided in this box will be released to the public.

Massachusetts Live! will create more than 1,200 direct jobs, approximately 600 during construction and 600+ during operations. The Company has entered into a Host City Agreement with Leominster which provides preference for qualified Leominster residents in construction and operations. Through this agreement, combined with MOUs between PPE and both MCCCCTI and Fitchburg State University to provide workforce development and training, and with ARC of Opportunity to help identify disabled members of the community, the unemployed and underemployed will be provided work opportunities on the Project.

List of Attachments:

3-05-01 <u>Written Response</u>	3-05-11 _____
3-05-02 <u>MCCCCTI MOU</u>	3-05-12 _____
3-05-03 <u>Fitchburg MOU</u>	3-05-13 _____
3-05-04 <u>Arc MOU</u>	3-05-14 _____
3-05-05 <u>Host Agreement</u>	3-05-15 _____
3-05-06 <u>Disabled Commitment</u>	3-05-16 _____
3-05-07 <u>Social Change</u>	3-05-17 _____
3-05-08 <u>Initiatives</u>	3-05-18 _____
3-05-09 <u>Article opening</u>	3-05-19 _____
3-05-10 _____	3-05-20 _____

Check this box if you have additional attachments:

Job Creation

3-6 Plan for Workforce Development

Provide your plan for workforce development as set forth in the host community agreement and any surrounding community agreements that the applicant has executed.

Please attach a detailed, written response to this question as attachment 3-06-01 and provide a brief overview of your response in this box. The response provided in this box will be released to the public.

PPE has entered into a Host Agreement that provides, in part, for employment preferences to local residents in both the construction and operational phases of the Project. PPE will adopt a Hiring Preferences policy in which hiring priority will be given to residents of the Host City, as well as residents of nearby communities and referrals from Community partnerships. PPE will train potential employees internally and in cooperation with the Massachusetts Community College Casino Careers Training Institute, Fitchburg State University and ARC of Opportunity. A community based employment center will be opened in Leominster and an online application tool will be provided on the Project's website. Multiple job fairs will be held to maximize outreach and communication.

List of Attachments:

3-06-01 <u>MCCCCTI MOU</u>	3-06-11 _____
3-06-02 <u>Fitchburg MOU</u>	3-06-12 _____
3-06-03 <u>Arc MOU</u>	3-06-13 _____
3-06-04 <u>Host Agreement</u>	3-06-14 _____
3-06-05 <u>Hiring Preferences</u>	3-06-15 _____
3-06-06 <u>Training Initiatives</u>	3-06-16 _____
3-06-07 <u>Human Resources</u>	3-06-17 _____
3-06-08 _____	3-06-18 _____
3-06-09 _____	3-06-19 _____
3-06-10 _____	3-06-20 _____

Check this box if you have additional attachments:

Job Creation

3-7 Affirmative Action Plan

Provide an explanation as to how the applicant proposes to establish and implement an affirmative action program of equal opportunity whereby specific goals for the utilization of minorities, women and veterans on construction jobs; provided, however, that such goals shall be equal to or greater than the goals contained in the executive office for administration and finance Administration [Bulletin Number 14](#). (See related attestation in section [B. Signature Forms](#)).

Please attach a detailed, written response to this question as attachment 3-07-01 and provide a brief overview of your response in this box. The overview should contain, at a minimum, identification of the specific goals. The response provided in this box will be released to the public.

The Company has a strong record in implementing affirmative action plans and achieving their stated goals, in both construction and operations. That commitment will be continued by PPE in Massachusetts. PPE has established a Diversity and Inclusion Policy; a Commitment to Equal Opportunity, and a program to encourage participation in the Project by MBEs, WBEs and Veterans groups in both construction and operations. Further, PPE will establish General Conditions for construction and for purchasing goods and services that elicits information on MBE, WBE and Veterans ownership and which provides targeted participation goals. Goals for construction will be established that are equal to, or exceed, those established in the Supplemental Equal Employment Opportunity, Non-Discrimination and Affirmative Action Program of the Executive Office for Administration and Finance Administration.

List of Attachments:

3-07-01 <u>Written Response</u>	3-07-10 <u>MBEWBE Diversity Performance</u>
3-07-02 <u>MCCCCTI MOU</u>	3-07-11 <u>EOE Program</u>
3-07-03 <u>Fitchburg MOU</u>	3-07-12 <u>Diversity Plan</u>
3-07-04 <u>Arc MOU</u>	3-07-13 _____
3-07-05 <u>Host Agreement</u>	3-07-14 _____
3-07-06 <u>Mission Statement</u>	3-07-15 _____
3-07-07 <u>Development Plan</u>	3-07-16 _____
3-07-08 <u>Goods</u>	3-07-17 _____
3-07-09 <u>Services</u>	3-07-18 _____

Check this box if you have additional attachments:

Job Creation

3-8 Workforce Development

Describe your workforce development plan and explain how the applicant proposes to implement it such that it: (i) incorporates an affirmative action program of equal opportunity by which the applicant guarantees to provide equal employment opportunities to all employees qualified for licensure in all employment categories, including persons with disabilities (applicant may reference response to question 3-7); (ii) utilizes the existing labor force in the commonwealth; (iii) estimates the number of construction jobs a gaming establishment will generate and provides for equal employment opportunities and which includes specific goals for the utilization of minorities, women and veterans on those construction jobs; (iv) identifies workforce training programs offered by the gaming establishment; (v) identifies the methods for accessing employment at the gaming establishment; and (vi) addresses workplace safety issues for employees.

Please attach a detailed, written response to this question as attachment 3-08-01 and provide a brief overview of your response in this box. The overview should contain, at a minimum, a broad description of the plan for each category provided including the number of estimated construction jobs to be generated. The response provided in this box will be released to the public.

The Company has a strong record in implementing affirmative action plans and achieving their stated goals in both construction and operations. That commitment will be continued by PPE in Massachusetts. PPE has established a Diversity and Inclusion Policy; a Commitment to Equal Opportunity, and a priority program for hiring minorities, women and veterans in operations and the inclusion of MBEs, WBEs and Veterans groups in construction activity. Further, PPE has entered into a Host Agreement that establishes hiring preferences for local residents for both construction jobs and operations positions. PPE expects that virtually all of the 600 construction direct and indirect jobs will be filled through local, mostly union rolls. Through local job fairs and a community-based employment center, PPE expects to attract the existing labor force within the Commonwealth for operations positions. Given PPE's commitment to training and its partnership with the Massachusetts Community College Casino Careers Training Institute, Fitchburg State University, and ARC of Opportunity, the 600 + permanent positions will, for the most part, not require extensive prior industry experience, thereby facilitating local employment.

List of Attachments:

3-08-01 Written Response

3-08-02 MCCCCTI MOU

3-08-03 Fitchburg MOU

3-08-04 Arc MOU

3-08-05 Host Agreement

3-08-06 Maryland Live! Casino Minority Hiring Stats

3-08-07 Diversity Inclusion

3-08-08 Federal Compliance

Check this box if you have additional attachments:

Job Creation

3-9 HR Practices

State whether the applicant has prepared, and how the applicant proposes to establish, fund and maintain human resource hiring and training practices that promote the development of a skilled and diverse workforce and access to promotion opportunities through a workforce training program that: (i) establishes transparent career paths with measurable criteria within the gaming establishment that lead to increased responsibility and higher pay grades that are designed to allow employees to pursue career advancement and promotion; (ii) provides employee access to additional resources, such as tuition reimbursement or stipend policies, to enable employees to acquire the education or job training needed to advance career paths based on increased responsibility and pay grades; and (iii) establishes an on-site child day-care program. Further, identify whether the applicant plans to establish employee assistance programs, including those relative to substance abuse and problem gaming, and outline its plan to establish a program to train its gaming employees in the identification of and intervention with customers exhibiting problem gaming behavior

Please attach a detailed, written response to this question as attachment 3-09-01 and provide a brief overview of your response in this box. The overview should contain, at a minimum, a broad description of the plan within each of the categories provided. The response provided in this box will be released to the public.

PPE intends to fund pre-opening Human Resources efforts, including recruitment and training from existing funds. It will establish a Human Resources Plan that includes Affirmative Action and Equal Employment Opportunity standards and a policy of non-discrimination. Hiring preferences will be included as agreed upon, including local, minority and Veteran preferences. Employment Policies that maximize employee opportunity through objective evaluation processes will be implemented. Retention programs, such as a policy of promotion from within and continued training and tuition reimbursement programs, will be established. Benefit plans will be adopted that include, inter alia, Life Assistance Programs (EAP), a 401K, medical, dental and vision coverage, disability insurance, and access to local wellness and daycare programs. Additionally, PPE will establish a comprehensive plan dealing with training all personnel on responsible gaming and alcohol service.

List of Attachments:

3-09-01 <u>Human Resources</u>	3-09-04 <u>Retention</u>
3-09-02 <u>Team Benefits</u>	3-09-05 <u>Testing</u>
3-09-03 <u>Benefits Summary</u>	3-09-06 <u>Responsible Gaming</u>

Check this box if you have additional attachments:

Job Creation

3-10 Organized Labor Contracts

State whether the applicant has, is subject to, or is negotiating any contract with organized labor, including hospitality services, and whether the applicant has the support of organized labor for its application, which specifies: (i) the number of employees to be employed at the gaming establishment, including detailed information on the pay rate and benefits for employees and contractors, (ii) the total amount of investment by the applicant in the gaming establishment and all infrastructure improvements related to the project, (iii) completed studies and reports including an economic benefit study, both for the Commonwealth and the region and (iv) whether the applicant has included detailed plans for assuring labor harmony during all phases of the construction, reconstruction, renovation, development and operation of the gaming establishment.

Please attach a detailed, written response to this question as attachment 3-10-01 and provide a brief overview of your response in this box. The response provided in this box will be released to the public.

PPE anticipates the creation of 600+ permanent, full-time equivalent jobs at the Project. These jobs will have competitive wages and a full range of benefits. As is required and agreed upon by PPE, it will invest a minimum of \$125,000,000 in the Project exclusive of any costs associated with land acquisition, offsite infrastructure and professional fees. Based upon our economic study, there will be substantial economic benefit to the State and to the Region. PPE expects to enter into agreements with organized labor ensuring labor harmony. PPE's sister company, Maryland Live! Casino, has had an excellent relationship with organized labor in its operations. Our Host Agreement contains a provision agreeing to use union labor for construction of the Project and PPE has already received the endorsement of the Laborer's International Union of North America (Local 39).

List of Attachments:

3-10-01 <u>Employee Count</u>	3-10-07 _____
3-10-02 <u>Jobs Compendium</u>	3-10-08 _____
3-10-03 <u>UFCW Agreement-Maryland Live!</u>	3-10-09 _____
3-10-04 <u>SEATU Agreement-Maryland Live!</u>	3-10-10 _____
3-10-05 <u>Col Bargaining Draft-Maryland Live!</u>	3-10-11 _____
3-10-06 <u>SEATU letter</u>	3-10-12 _____

Check this box if you have additional attachments:

Job Creation

3-11 Labor Harmony

Outline the applicant’s plans for ensuring labor harmony during the construction and operational phases of the project including whether the applicant plans to enter into any Project Labor Agreements or neutrality agreements. (Reference may be made to the response to question 3-10). If the applicant does not intend to enter into any such agreements, please explain.

Please attach a detailed, written response to this question as attachment 3-11-01 and provide a brief overview of your response in this box. The response provided in this box will be released to the public.

The Company has a significant relationship with organized labor. In connection with the opening of Maryland Live!, the Company entered into two Labor Peace Agreements with interested unions. Following opening, Maryland Live! entered into Collective Bargaining Agreements with these unions and has since completed negotiations on a third Collective Bargaining Agreement with one of these unions on a new bargaining unit.

PPE has committed in its Host Agreement for the Project to be constructed using union labor. PPE has agreed further to have our construction manager develop a roster where Host City residents, who are members of the various construction trades, can express their interest in working on the Project. PPE has agreed to provide quarterly reports on compliance with these commitments to the Host City. PPE further contemplates entering into reasonable Labor Peace Agreements with interested unions, and has already received the endorsement of the Laborers International Union of North America (Local 39).

List of Attachments:

3-11-01 <u>Host Agreement</u>	3-11-11 _____
3-11-02 <u>UFCW Agreement-Maryland Live!</u>	3-11-12 _____
3-11-03 <u>SEATU Agreement-Maryland Live!</u>	3-11-13 _____
3-11-04 <u>Col Bargaining Draft-Maryland Live!</u>	3-11-14 _____
3-11-05 <u>SEATU letter</u>	3-11-15 _____
3-11-06 _____	3-11-16 _____
3-11-07 _____	3-11-17 _____
3-11-08 _____	3-11-18 _____
3-11-09 _____	3-11-19 _____
3-11-10 _____	3-11-20 _____

Check this box if you have additional attachments:

Job Creation

3-12 Employee Retention Record

Please describe and provide documentation that outlines applicant's employee retention record at other operational sites.

Please attach a detailed, written response to this question as attachment 3-12-01 and provide a brief overview of your response in this box. The overview should include, at a minimum, a summary of the record. The response provided in this box will be released to the public.

As in any newly established business entertaining the public for extended hours, there is a turnover of employees. Much of that turnover occurs as a result of being employed in a new, unfamiliar business and an unrealistic expectation of the “glamour” associated with the gambling industry. The fact is that the business is a 24-hour a day, seven day a week operation that is busiest on weekends and holidays. Casinos tend to experience their highest turnover rates during the opening cycle. As operations mature and “normalize,” turnover declines. Retention programs tend to take hold as property operations mature. Retention tools include bonus programs, comprehensive benefits, policies such as tuition reimbursement and promotions from within. PPE expects to institute similar programs in Massachusetts.

List of Attachments:

3-12-01 <u>Human Resources</u>	3-12-11 <u>Fitchburg MOU</u>
3-12-02 <u>Team Benefits</u>	3-12-12 _____
3-12-03 <u>Benefits Summary</u>	3-12-13 _____
3-12-04 <u>Initiatives</u>	3-12-14 _____
3-12-05 <u>Workforce Solutions</u>	3-12-15 _____
3-12-06 <u>Memorandum AACC</u>	3-12-16 _____
3-12-07 <u>Casino Dealer</u>	3-12-17 _____
3-12-08 <u>School sponsorship</u>	3-12-18 _____
3-12-09 <u>Turnover report</u>	3-12-19 _____
3-12-10 <u>MCCCCTI MOU</u>	3-12-20 _____

Check this box if you have additional attachments:

Job Creation

3-13 Ethnic Diversity

Please describe and provide documentation that outlines the ethnic diversity of the applicant's workforce at other locations, the plans for workforce diversity the applicant has used at those facilities, the results of those plans and, unless they are self-explanatory, the metrics the applicant has used to determine those results.

Please attach a detailed, written response to this question as attachment 3-13-01 and provide a brief overview of your response in this box. The overview should include, at a minimum, a summary of the diversity. The response provided in this box will be released to the public.

The Company is committed to establishing and maintaining a diverse workforce. The Company's Maryland Live! Casino has established a series of programs designed to foster ethnic diversity. The statistical results of these programs demonstrate these efforts have been extremely successful. The Company has established written policies dealing with Affirmative Action, Equal Opportunity and Non-Discrimination, and hiring preferences. The Company has worked with community-based groups including community colleges and universities, workforce development agencies, veterans groups and social agencies, in sourcing and training potential applicants. It is the intention of PPE to implement similar programs in Massachusetts.

List of Attachments:

3-13-01 <u>Written Response</u>	3-13-10 _____
3-13-02 <u>Diversity Inclusion</u>	3-13-11 _____
3-13-03 <u>Federal Compliance</u>	3-13-12 _____
3-13-04 <u>EOE Commitment</u>	3-13-13 _____
3-13-05 <u>Disabled Commitment</u>	3-13-14 _____
3-13-06 <u>Hiring Preferences</u>	3-13-15 _____
3-13-07 <u>EEO Applications</u>	3-13-16 _____
3-13-08 <u>Hiring Stats</u>	3-13-17 _____
3-13-09 <u>Diversity Plan</u>	3-13-18 _____

Check this box if you have additional attachments:

Supporting External Business And Job Growth

3-14 Local Business Promotion

Describe plans for promoting local businesses in host and surrounding communities including developing cross-marketing strategies with local restaurants, small businesses, hotels, retail outlets and impacted live entertainment venues.

Please attach a detailed, written response to this question as attachment 3-14-01 and provide a brief overview of your response in this box. The response provided in this box will be released to the public.

PPE is committed to promoting local businesses through outreach programs to encourage local companies to bid on goods and services to be purchased by Massachusetts Live! during both construction and ongoing operation; establish cross-marketing programs between area hotels, restaurants and attractions and the casino; integrating local hotels, restaurants, attractions, auto dealerships, retailers, gas stations and grocery stores into the Project's Rewards Card benefits; and incorporating the premier local restaurant operations into the facility as third party operators.

List of Attachments:

3-14-01 <u>Written response</u>	3-14-11 <u>M3D3(UMass/Cordish)</u>
3-14-02 <u>Live! Partners</u>	3-14-12 <u>MOU Buckingham Bus Co.</u>
3-14-03 <u>Fitchburg MOU</u>	3-14-13 _____
3-14-04 <u>Arc MOU</u>	3-14-14 _____
3-14-05 <u>MCCCCTI MOU</u>	3-14-15 _____
3-14-06 <u>North Central MOU</u>	3-14-16 _____
3-14-07 <u>Johnny Appleseed MOU</u>	3-14-17 _____
3-14-08 <u>SMG - DCU MOU</u>	3-14-18 _____
3-14-09 <u>Nashoba MOU</u>	3-14-19 _____
3-14-10 <u>North Central Chamber MOU</u>	3-14-20 _____

Check this box if you have additional attachments:

Supporting External Business And Job Growth

3-15 Local Suppliers

Describe plans for use of Massachusetts based firms, suppliers and materials in the construction and furniture, fixtures, and equipment (“FFE”) furnishing phase of the applicant's project.

Please attach a detailed, written response to this question as attachment 3-15-01 and provide a brief overview of your response in this box. The response provided in this box will be released to the public.

PPE is committed to promoting local businesses through outreach programs to encourage local companies to bid on construction services and FF&E to be purchased by Massachusetts Live! during construction and opening phases. PPE’s Host Agreement specifies that its Construction Manager will establish a roster for local union members to register interest in working on the Project. PPE has further agreed to utilize union contractors for construction of the facility. As indicated in other sections, the Company is committed to maximize local participation in both the construction of the Project and in purchasing FF&E for the facility. PPE is prepared to structure bid packages to facilitate this goal.

List of Attachments:

3-15-01 <u>Written response</u>	3-15-11 _____
3-15-02 <u>Local Suppliers</u>	3-15-12 _____
3-15-03 <u>Memorandum NCMDC</u>	3-15-13 _____
3-15-04 <u>MOU Buckingham Bus Co.</u>	3-15-14 _____
3-15-05 _____	3-15-15 _____
3-15-06 _____	3-15-16 _____
3-15-07 _____	3-15-17 _____
3-15-08 _____	3-15-18 _____
3-15-09 _____	3-15-19 _____
3-15-10 _____	3-15-20 _____

Check this box if you have additional attachments:

Supporting External Business And Job Growth

3-16 Local Business Owners

Describe plans for contracting with local business owners for provision of goods and services to the gaming establishment, including developing plans designed to assist businesses in the Commonwealth in identifying the needs for goods and services to the establishment.

Please attach a detailed, written response to this question as attachment 3-16-01 and provide a brief overview of your response in this box. The response provided in this box will be released to the public.

PPE is committed to maximizing participation by local businesses in supplying goods and services to Massachusetts Live!. The goal is to identify, encourage and provide a full range of business participation opportunities between the Massachusetts Live! and local businesses. This goal will be accomplished through various approaches, including, but not limited to:

- PPE will host a vendor fair multiple times throughout the year geared toward all needed goods and services. Local businesses will be provided with Casino's requirements, initial and ongoing, and opportunities to participate and bid competitively.
- PPE will meet with other operators and area companies committed to purchasing locally to determine best practices and source local vendors, and obtain their vendor listing
- PPE will network with local businesses through chambers of commerce, various meetings and vendor fairs
- PPE will participate in local development organizations and activities, if applicable
- PPE will feature vendor application forms on its website

List of Attachments:

3-16-01 <u>Written response</u>	3-16-11 _____
3-16-02 <u>Vendor Supplied Good</u>	3-16-12 _____
3-16-03 <u>Memorandum NCMDC</u>	3-16-13 _____
3-16-04 <u>MOU Buckingham Bus Co.</u>	3-16-14 _____
3-16-05 _____	3-16-15 _____
3-16-06 _____	3-16-16 _____
3-16-07 _____	3-16-17 _____
3-16-08 _____	3-16-18 _____
3-16-09 _____	3-16-19 _____
3-16-10 _____	3-16-20 _____

Check this box if you have additional attachments:

Supporting External Business And Job Growth

3-17 Assisting Businesses

Provide your plans to assist businesses owners in the Commonwealth in identifying the future needs of the applicant for the provision of goods and services to the establishment.

Please attach a detailed, written response to this question as attachment 3-17-01 and provide a brief overview of your response in this box. The response provided in this box will be released to the public.

PPE will assist local business owners in identifying the future needs of Massachusetts Live! through posting purchasing opportunities on PPE’s website, vendor fairs, direct communication and meetings with vendors and its Purchasing Department. Through these channels, PPE will describe their expectations of suppliers/contractors and will communicate their needs for products and services. All suppliers will be given adequate quotation lead times and any further assistance with their questions. PPE will also assist small businesses by splitting large purchasing packages into smaller components and facilitating partnerships between large and small vendors.

List of Attachments:

3-17-01 <u>Fitchburg MOU</u>	3-17-11 _____
3-17-02 <u>Arc MOU</u>	3-17-12 _____
3-17-03 <u>MCCCCTI MOU</u>	3-17-13 _____
3-17-04 <u>North Central MOU</u>	3-17-14 _____
3-17-05 <u>Johnny Appleseed MOU</u>	3-17-15 _____
3-17-06 <u>SMG - DCU MOU</u>	3-17-16 _____
3-17-07 <u>Nashoba MOU</u>	3-17-17 _____
3-17-08 <u>North Central Chamber MOU</u>	3-17-18 _____
3-17-09 <u>M3D3(UMass/Cordish)</u>	3-17-19 _____
3-17-10 <u>MOU Buckingham Bus Co.</u>	3-17-20 _____

Check this box if you have additional attachments:

Supporting External Business And Job Growth

3-18 Promoting Regional Businesses

Provide plans to demonstrate how you will support and/or promote regional businesses. (Applicant may refer back to response to question 3-14).

Please attach a detailed, written response to this question as attachment 3-18-01 and provide a brief overview of your response in this box. The response provided in this box will be released to the public.

PPE will support and/or promote Regional Businesses through various approaches including, but not limited to:

- Massachusetts Live! Casino will outreach to regional businesses through a variety of networking opportunities on and offsite as well as through vendor fairs sponsored by PPE. Additionally, Massachusetts Live! will pursue cross-marketing opportunities with regional businesses.
- Massachusetts Live! Casino will offer opportunities for tier-purchasing, and will participate in local and regional development organizations and activities, if applicable, that will further support and extend relationship with regional businesses.
- Vendor application forms will be posted on its website encouraging direct relationships and communication with PPE.

Massachusetts Live! has entered into a partnership with the University of Massachusetts for development of new, hi-tech medical devices in Massachusetts.

List of Attachments:

3-18-01 <u>Written response</u>	3-18-11 <u>North Central Chamber MOU</u>
3-18-02 <u>Live! Partners</u>	3-18-12 <u>M3D3(UMass/Cordish)</u>
3-18-03 <u>M3D3 Plan</u>	3-18-13 <u>MOU Buckingham Bus Co.</u>
3-18-04 <u>Fitchburg MOU</u>	3-18-14 _____
3-18-05 <u>Arc MOU</u>	3-18-15 _____
3-18-06 <u>MCCCCTI MOU</u>	3-18-16 _____
3-18-07 <u>North Central MOU</u>	3-18-17 _____
3-18-08 <u>Johnny Appleseed MOU</u>	3-18-18 _____
3-18-09 <u>SMG-DCU MOU</u>	3-18-19 _____
3-18-10 <u>Nashoba MOU</u>	3-18-20 _____

Check this box if you have additional attachments:

Supporting External Business And Job Growth

3-19 Vendor Supplied Goods

Provide plans detailing an outside spending budget for vendor supplied goods and services and breakdowns by category of expenditures.

Please attach a detailed, written response to this question as attachment 3-19-01 and provide a brief overview of your response in this box. The overview should contain, at a minimum, a summary of the plan by category. The response provided in this box will be released to the public.

PPE is projected to spend approximately \$18-21 million annually with a variety of vendors providing goods and services to the casino and food & beverage outlets. This amount does not include employee payroll, taxes / fees to the State, local community impact fees, or insurance costs.

List of Attachments:

3-19-01 <u>Written response</u>	3-19-11 _____
3-19-02 <u>Vendor Supplied Good</u>	3-19-12 _____
3-19-03 <u>Memorandum NCMDC</u>	3-19-13 _____
3-19-04 _____	3-19-14 _____
3-19-05 _____	3-19-15 _____
3-19-06 _____	3-19-16 _____
3-19-07 _____	3-19-17 _____
3-19-08 _____	3-19-18 _____
3-19-09 _____	3-19-19 _____
3-19-10 _____	3-19-20 _____

Check this box if you have additional attachments:

Supporting External Business And Job Growth

3-20 Minority, Women, and Veteran Businesses

Provide a copy of a marketing program, and an explanation as to how the applicant proposes to implement the program, by which the applicant identifies specific goals, expressed as an overall program goal applicable to the total dollar amount of contracts, for utilization of: (i) minority business enterprises, women business enterprises and veteran business enterprises to participate as contractors in the design of the gaming establishment; (ii) minority business enterprises, women business enterprises and veteran business enterprises to participate as contractors in the construction of the gaming establishment; and (iii) minority business enterprises, women business enterprises and veteran business enterprises to participate as vendors in the provision of goods and services procured by the gaming establishment and any businesses operated as part of the gaming establishment. (See related attestation in section [B. Signature Forms](#)).

Please attach a detailed, written response to this question as attachment 3-20-01 and provide a brief overview of your response in this box. The overview should include, at a minimum, a general summary of the plan in each of the provided categories. The response provided in this box will be released to the public.

The Company has a strong record in implementing affirmative action plans and achieving their stated goals, particularly in both construction and operations. That commitment will be continued by PPE in Massachusetts. PPE has established a Diversity and Inclusion Policy; a Commitment to Equal Opportunity and a program to encourage participation in the Project by MBEs, WBEs and Veteran-owned in both construction and operations. Further, PPE will establish General Conditions for construction and for purchasing goods and services that elicit information on MBE, WBE and Veterans ownership and which provides targeted participation goals. Goals for construction will be established that are equal to, or exceed, those established in the Supplemental Equal Employment Opportunity, Non-Discrimination and Affirmative Action Program of the Executive Office for Administration and Finance Administration. Likewise, goals for hiring will determined in cooperation with the Massachusetts Gaming Commission. A preliminary "Diversity Plan" for Massachusetts Live! has been attached. However, it will be through these various initiatives, along with collaborative and cooperative relationships with the commercial and social community, that will achieve the results established as goals.

List of Attachments:

3-20-01 Written Response3-20-02 Hiring Stats3-20-03 Host Agreement3-20-04 Diversity Inclusion3-20-05 Federal Compliance3-20-06 Hiring Preferences3-20-07 Mission Statement3-20-08 Development Plan3-20-09 Services3-20-10 Goods

Check this box if you have additional attachments:

Supporting External Business And Job Growth

3-21 Projected Benefit for Regional Businesses

Provide projections for increases in gross revenues for regional businesses as a result of gaming establishment operations each year for the first five years of operations on a best, average and worst case basis, identifying and describing the methodology used to produce the projections and describe the assumptions on which each projection is based.

Please attach a detailed, written response to this question as attachment 3-21-01 and provide a brief overview of your response in this box. The overview should contain, at a minimum, the projection within each category. The response provided in this box will be released to the public.

PPE will generate incremental revenues to businesses in the region through a number of opportunities. First, in the expected case, spending at the casino with a variety of vendors providing goods and services accounts for \$15.4 - \$18.3 million. Employees working at the facility and living in the region are expected to spend approximately 30% of projected salaries of \$6.0 - \$6.6 million for goods and services. Other contributors include visitors from outside the area that will spend money in the region, which accounts for an additional \$3.5 - \$4.5 million. Revenue for regional businesses is expected to grow \$25.0 - \$29.4 million as a result of casino activity. Figures are represented in the following table for expected worst and best case scenarios.

List of Attachments:

3-21-01 <u>Regional Benefit CONFIDENTIAL</u>	3-21-10 _____
3-21-02 _____	3-21-11 _____
3-21-03 _____	3-21-12 _____
3-21-04 _____	3-21-13 _____
3-21-05 _____	3-21-14 _____
3-21-06 _____	3-21-15 _____
3-21-07 _____	3-21-16 _____
3-21-08 _____	3-21-17 _____
3-21-09 _____	3-21-18 _____

Check this box if you have additional attachments:

Supporting External Business And Job Growth

3-22 Domestic Slot Machines

Describe any plans the applicant has for purchasing domestically manufactured slot machines for installation in the gaming establishment.

Please attach a detailed, written response to this question as attachment 3-22-01 and provide a brief overview of your response in this box. The response provided in this box will be released to the public.

PPE plans to purchase or lease 1,250 gaming devices. PPE will offer a wide range of gaming devices to maximize revenues for Massachusetts Live!. The 1,250 gaming devices will be a combination of physical reel, video reel, video poker and electronic table type machines. Denominations offered at gaming devices could range from \$.01 to \$500.00. Final selection of vendors will be decided after a detailed market analysis of competition in the area is completed.

List of Attachments:

3-22-01 <u>Written response</u>	3-22-11 _____
3-22-02 <u>Proposed Vendors</u>	3-22-12 _____
3-22-03 <u>By Vendor</u>	3-22-13 _____
3-22-04 <u>By Denomination</u>	3-22-14 _____
3-22-05 <u>By Machine Type</u>	3-22-15 _____
3-22-06 _____	3-22-16 _____
3-22-07 _____	3-22-17 _____
3-22-08 _____	3-22-18 _____
3-22-09 _____	3-22-19 _____
3-22-10 _____	3-22-20 _____

Check this box if you have additional attachments:

Supporting External Business And Job Growth

3-23 Gaming Equipment Vendors

Realizing that formal plans may not be finalized, please provide the names of all proposed vendors of gaming equipment to the best of your present knowledge and belief. If more space is needed, please use an attachment. Provide the primary business address for each vendor in an attachment.

Names of Gaming Equipment Vendors:

1. International Gaming Technologies (IGT) – Slot Accounting and Marketing System
2. Bally Technologies, Inc. – Slot Accounting and Marketing System
3. Aristocrat Technologies Inc. – Slot Accounting and Marketing System
4. Konami Gaming, Inc. – Slot Accounting and Marketing System
5. DiTronics Financial Services – ATM and Ticket Redemption Services
6. NRT Technology Corp – ATM and Ticket Redemption Services
7. Glory Global Solutions – ATM, Ticket Redemption and Cash Management Services
8. JCM America – Bill Validators and Ticket Printers
9. MEI – Bill Validators
10. Future Logic – Ticket Printers
11. KGM Gaming – Slot Bases, Chairs, Signs and other gaming furniture
12. Majestic Casino Seating – Slot Chairs
13. Paltronics – Progressive Jackpot Controllers and displays
14. TC Millwork – Slot Bases
15. VSR – Locks for gaming devices
16. Service Central – Locks for gaming devices
17. Yesco – Casino signage
18. Egads – Casino signage

List of Attachments:

- | | |
|---------------------------------|--------------------------------|
| 3-23-01 <u>Proposed Vendors</u> | 3-23-03 <u>By Denomination</u> |
| 3-23-02 <u>By Vendor</u> | 3-23-04 <u>By Machine Type</u> |

Check this box if you have additional attachments:



Regional Tourism And Attractions

3-24 Local Agreements

Provide local agreements designed to expand gaming establishment draw (i.e. - number of patrons brought to the region).

Please provide a brief summary of any attached agreements in this box. The response provided in this box will be released to the public.

PPE intends to develop and foster partnerships with local businesses and organizations to maximize marketing efforts for the Project. Particular emphasis will be placed on cross-marketing tie-ins with regional dining, retail, cultural, entertainment and tourism attractions. Specific agreements will be negotiated subsequent to PPE’s selection for the Category 2 license; however, PPE has had preliminary discussions with North Central Massachusetts Chamber of Commerce, Johnny Appleseed Trail Association, Massachusetts Port Authority, Wachusett Mountain Ski Area, and others pertaining to partnerships.

List of Attachments:

3-24-01 <u>Written Response</u>	3-24-11 _____
3-24-02 <u>Rewards Program</u>	3-24-12 _____
3-24-03 <u>Memorandum</u>	3-24-13 _____
3-24-04 <u>Johnny Appleseed MOU</u>	3-24-14 _____
3-24-05 <u>SMG - DCU MOU</u>	3-24-15 _____
3-24-06 _____	3-24-16 _____
3-24-07 _____	3-24-17 _____
3-24-08 _____	3-24-18 _____
3-24-09 _____	3-24-19 _____
3-24-10 _____	3-24-20 _____

Check this box if you have additional attachments:

Regional Tourism And Attractions

3-25 Cross Marketing

Provide plans that demonstrate how you will cross-market with other attractions.

Please attach a detailed, written response to this question as attachment 3-25-01 and provide a brief overview of your response in this box. The overview should contain, at a minimum, a summary of any attached agreements and a general summary of the plans. The response provided in this box will be released to the public.

PPE intends to enter into agreements with local and regional hotels, restaurants, retailers, entertainment outlets, cultural attractions and similar businesses. Cross-marketing efforts may include special events and promotions, database marketing, Live! Rewards Card benefits, tourism packages and special pricing, and/or joint advertising through traditional and social media.

List of Attachments:

3-25-01 <u>Written Response</u>	3-25-11 _____
3-25-02 <u>Rewards Program</u>	3-25-12 _____
3-25-03 <u>Memorandum</u>	3-25-13 _____
3-25-04 <u>Live! Partners</u>	3-25-14 _____
3-25-05 <u>Johnny Appleseed MOU</u>	3-25-15 _____
3-25-06 <u>SMG - DCU MOU</u>	3-25-16 _____
3-25-07 _____	3-25-17 _____
3-25-08 _____	3-25-18 _____
3-25-09 _____	3-25-19 _____
3-25-10 _____	3-25-20 _____

Check this box if you have additional attachments:

Regional Tourism And Attractions

3-26 Collaboration with Tourism and Other Industries

Provide plans that detail collaboration by the applicant with tourism and other related industries including the [Massachusetts tourism](#) and other related industries.

Please attach a detailed, written response to this question as attachment 3-26-01 and provide a brief overview of your response in this box. The response provided in this box will be released to the public.

PPE intends to collaborate with local, state and regional tourism and related businesses and organizations to broaden the regional attraction and market base. Organizations such as the local and regional Chambers of Commerce, the Johnny Appleseed Visitors Center, the Leominster Historical Society, local and regional businesses and attractions will be included. This initiative, combined with our proposed partnership program previously outlined, will assist in positioning North Central Massachusetts as a regional destination.

List of Attachments:

3-26-01 <u>Written response</u>	3-26-11 _____
3-26-02 <u>Rewards Program</u>	3-26-12 _____
3-26-03 <u>Memorandum</u>	3-26-13 _____
3-26-04 <u>Local Agreements</u>	3-26-14 _____
3-26-05 <u>Johnny Appleseed MOU</u>	3-26-15 _____
3-26-06 <u>SMG - DCU MOU</u>	3-26-16 _____
3-26-07 <u>Montachusett Regional Strategic Framework Plan</u>	3-26-17 _____
3-26-08 _____	3-26-18 _____
3-26-09 _____	3-26-19 _____
3-26-10 _____	3-26-20 _____

Check this box if you have additional attachments:

Regional Tourism And Attractions

3-27 International Marketing Efforts

(Optional For Category 2 applicants) Provide plans for international marketing efforts. Reference may be made to the response to question 3-26.

Please attach a detailed, written response to this question as attachment 3-27-01 and provide a brief overview of your response in this box. The summary should include, at a minimum, a broad description of the plans. The response provided in this box will be released to the public.

PPE does not contemplate international tourism being any meaningful percentage of its revenue base; and therefore, it does not intend to develop a marketing program directed at that group. However, PPE expects that the Company’s relationship with the Royal Caribbean and Norwegian Cruise Lines may present an opportunity to foster foreign traffic to Massachusetts Live! Casino.

List of Attachments:

3-27-01 <u>none</u>	3-27-11 _____
3-27-02 _____	3-27-12 _____
3-27-03 _____	3-27-13 _____
3-27-04 _____	3-27-14 _____
3-27-05 _____	3-27-15 _____
3-27-06 _____	3-27-16 _____
3-27-07 _____	3-27-17 _____
3-27-08 _____	3-27-18 _____
3-27-09 _____	3-27-19 _____
3-27-10 _____	3-27-20 _____

Check this box if you have additional attachments:

Regional Tourism And Attractions

3-28 Other Amenities

Provide plans for planned attractions and amenities beyond hotel, gaming, restaurants and in-house entertainment to draw customers. *(Note- hotel optional For Category 2 applicants)*

Please attach a detailed, written response to this question as attachment 3-28-01 and provide a brief overview of your response in this box. The response provided in this box will be released to the public.

n/a

List of Attachments:

3-28-01 <u>none</u>	3-28-11 _____
3-28-02 _____	3-28-12 _____
3-28-03 _____	3-28-13 _____
3-28-04 _____	3-28-14 _____
3-28-05 _____	3-28-15 _____
3-28-06 _____	3-28-16 _____
3-28-07 _____	3-28-17 _____
3-28-08 _____	3-28-18 _____
3-28-09 _____	3-28-19 _____
3-28-10 _____	3-28-20 _____

Check this box if you have additional attachments:

Regional Tourism And Attractions

3-29 Unique Business and Marketing Strategies

Provide additional plans that demonstrate unique business and marketing strategies to draw new revenues from new customers.

Please attach a detailed, written response to this question as attachment 3-29-01 and provide a brief overview of your response in this box. Given the potential sensitivity of this information, the overview should contain, at a minimum, a broad summary of any plans. The response provided in this box will be released to the public.

Massachusetts Live! Casino will be a destination gaming and entertainment facility. PPE will maximize visitation by deploying a sophisticated marketing plan that develops and maintains loyal and frequent casino customers. The overall plan will be comprised of Brand Management, Multi-media Advertising, Database Management, Local Sponsorship, Social Marketing, Community Events, Integrated Promotions and Events, Fluid Entertainment Programs, Comprehensive Communications, Extensive Tourism programming, Robust Sponsorship Programs, Bus and Tour Operations, Banquet and Convention Sales, Rewards Club Management and VIP Player Services.

The Company's Maryland Live! Casino was the first casino in the country to integrate a "Play for Free" internet gaming site with the marketing of its bricks-and-mortar facility. Maryland Live! has been able to attract a very high level and high value of play in the bricks and mortar casino from its on line players. The Company plans to utilize its on line gaming site in the player acquisition and marketing of Massachusetts Live!.

List of Attachments:

3-29-01 <u>Live! Casino website</u>	3-29-11 _____
3-29-02 <u>Article online gaming</u>	3-29-12 _____
3-29-03 <u>Johnny Appleseed MOU</u>	3-29-13 _____
3-29-04 _____	3-29-14 _____
3-29-05 _____	3-29-15 _____
3-29-06 _____	3-29-16 _____
3-29-07 _____	3-29-17 _____
3-29-08 _____	3-29-18 _____
3-29-09 _____	3-29-19 _____
3-29-10 _____	3-29-20 _____

Check this box if you have additional attachments:

Regional Tourism And Attractions

3-30 Regional Economic Plan Coordination

State whether the applicant's proposed gaming establishment is part of a regional or local economic plan, and provide documentation demonstrating inclusion and coordination with regional economic plans.

Please attach a detailed, written response to this question as attachment 3-30-01 and provide a brief overview of your response in this box. The response provided in this box will be released to the public.

The proposed Massachusetts Live! Casino is wholly consistent with Regional Economic Plans and the goals of the City of Leominster. On page 36 of the Montachusett Regional Strategic Framework (April 2011), as part of its regional review of key development targets, the Montachusett Regional Planning Commission identified the Rt. 117 area in Leominster as a local priority development area. Moreover, as part of its adoption of a new zoning code, the City of Leominster designated the Jungle Road area as a Mixed Use District for the purpose of expanding development in this area that was previously designated an Industrial District.

Being located in the Gateway City of Leominster, the proposed project embraces Massachusetts' commitment to diversify its economic strength and support those communities that have historically lagged Commonwealth averages in educational performance and job growth. One of the principle goals of the Massachusetts Gaming Act is to promote economic development. Massachusetts Live! is a perfect fit with the goals of the Gateway City initiative and the Massachusetts Gaming Law and the Montachusett Regional Strategic Framework Strategy.

List of Attachments:

3-30-01 <u>Written response</u>	3-30-11 _____
3-30-02 <u>Johnny Appleseed MOU</u>	3-30-12 _____
3-30-03 <u>Montachusett Regional Strategic Framework Plan</u>	3-30-13 _____
3-30-04 _____	3-30-14 _____
3-30-05 _____	3-30-15 _____
3-30-06 _____	3-30-16 _____
3-30-07 _____	3-30-17 _____
3-30-08 _____	3-30-18 _____
3-30-09 _____	3-30-19 _____
3-30-10 _____	3-30-20 _____

Check this box if you have additional attachments:

Regional Tourism And Attractions

3-31 Other Community Enhancements

Provide plans outlining community enhancements not already covered by section 3. *Economic Development*.

Please attach a detailed, written response to this question as attachment 3-31-01 and provide a brief overview of your response in this box. The response provided in this box will be released to the public.

Together with the campuses of UMass in Lowell and Worcester, PPE developed a plan to support small business growth in North Central Massachusetts by utilizing Massachusetts' concentration of the world's best medical and higher education institutions in life sciences fields with the plastics manufacturing capabilities in the North Central Massachusetts region. The proposal called M3D3 capitalizes on the existing Massachusetts Medical Device Development Center (M2D2) with the goal of taking medical device design companies in the M2D2 program to the next step of manufacturing those medical devices in the greater North Central Massachusetts region.

Massachusetts Live! will fund a minimum of \$1 million per year to M3D3 to provide financing for early stage companies. In addition, M3D3 will create job training programs to assure that local residents have the skill to work in these new manufacturing companies.

M3D3 builds on the existing intellectual/knowledge economy of Massachusetts with the goal of regenerating of the lost innovative manufacturing base of North Central Massachusetts and, at the same time, creating new manufacturing jobs and providing job training for an area of Massachusetts with above average unemployment and below average incomes and rates of educational attainment.

List of Attachments:

3-31-01 <u>Written response</u>	3-31-11 _____
3-31-02 <u>Local Impact Grants</u>	3-31-12 _____
3-31-03 <u>Good Will</u>	3-31-13 _____
3-31-04 _____	3-31-14 _____
3-31-05 _____	3-31-15 _____
3-31-06 _____	3-31-16 _____
3-31-07 _____	3-31-17 _____
3-31-08 _____	3-31-18 _____
3-31-09 _____	3-31-19 _____
3-31-10 _____	3-31-20 _____

Check this box if you have additional attachments:

Regional Tourism And Attractions

3-32 Record of Success

Provide documentation that outlines the applicant's record of success at other operational sites in other jurisdictions in meeting objectives similar to those discussed in the responses to questions 3-24, 3-25, 3-26, 3-27, and 3-29.

Please attach a detailed, written response to this question as attachment 3-32-01 and provide a brief overview of your response in this box. The response provided in this box will be released to the public.

Cordish has a proven track record of successful real estate, gaming and entertainment development through their various companies over many decades and have developed and/or operated among the highest grossing and most profitable retail/entertainment and casino entertainment resorts and complexes in the United States, including, but not limited to the Hard Rock Hotel & Casino Hollywood, Florida; Hard Rock Hotel & Casino Tampa, Florida; Maryland Live! Casino, Baltimore/Washington D.C. market; Charleston Place, Charleston, South Carolina; The Power Plant, Baltimore, Maryland; Power Plant Live!, Baltimore, Maryland; and The Walk, Atlantic City, New Jersey. Each of its gaming facilities have been recognized by industry sources and/or consumer surveys as “best-in-class”. Cordish has been recognized as an innovator in the gaming and entertainment industry. The Company’s “Live!” entertainment districts have been models for redeveloping important urban core locations. The Company has been recognized by the Urban Land Institute with 7 Awards of Excellence for its projects, more than any other developer in the world. The Company’s projects are routinely the top tourist attractions in their respective markets. In Maryland alone, the Company owns and operates three of the top four visited attractions in the State.

List of Attachments:

3-32-01 <u>Maryland Live Awards</u>	3-32-11 <u>Live Partners</u>
3-32-02 <u>Cordish Awards</u>	3-32-12 <u>Journal Lists</u>
3-32-03 <u>MD Live Donation</u>	3-32-13 <u>Baltimore Business Journal Project of the Year</u>
3-32-04 <u>Cross-marketing</u>	3-32-14 _____
3-32-05 <u>Cordish brochure</u>	3-32-15 _____
3-32-06 <u>Live! brochure</u>	3-32-16 _____
3-32-07 <u>Florida Awards</u>	3-32-17 _____
3-32-08 <u>Indiana Awards</u>	3-32-18 _____
3-32-09 <u>Casino Player Best</u>	3-32-19 _____
3-32-10 <u>Articles and Awards</u>	3-32-20 _____

Check this box if you have additional attachments:

Regional Tourism And Attractions

3-33 Entertainment and Athletic Events

Provide details of the applicant’s plans for using entertainers and entertainment, including athletic events, to attract patrons to the applicant's facility.

Please attach a detailed, written response to this question as attachment 3-33-01 and provide a brief overview of your response in this box. The summary should include, at a minimum, a broad description of the plans. The response provided in this box will be released to the public.

The Company is the largest developer of live entertainment districts in the country. The Company’s “Live!” brand stands for energy, excitement, and the highest quality comprehensive entertainment experience. This program includes a heavy emphasis on live music, including local, regional and national entertainment. Massachusetts Live! will feature an intimate live entertainment venue that will be booked six – seven nights per week and feature classic rock, blues, jazz and country acts.

In addition, PPE will enhance its awareness and community involvement by partnering with many of the minor and major league teams in the region.

List of Attachments:

3-33-01 <u>Performance List</u>	3-33-11 _____
3-33-02 <u>Rams Head photos</u>	3-33-12 _____
3-33-03 <u>Live brochure</u>	3-33-13 _____
3-33-04 _____	3-33-14 _____
3-33-05 _____	3-33-15 _____
3-33-06 _____	3-33-16 _____
3-33-07 _____	3-33-17 _____
3-33-08 _____	3-33-18 _____
3-33-09 _____	3-33-19 _____
3-33-10 _____	3-33-20 _____

Check this box if you have additional attachments:

4. BUILDING & SITE DESIGN

Prerequisites

Does your application:

- Demonstrate that the project complies with [780 CMR](#) (State Building Code), [521 CMR](#) (Architectural Access regulations), local ordinances and by-laws, including M.G.L. c.30, §§61-62H as provided in 205 CMR 120.01?
- Provide the names and addresses of the architects, engineers and designers of the gaming facility as required by Question 4-3?
- State how your hotels, hotel rooms, restaurants will compare in quality to other area hotels and amenities as required by Question 4-19?
- Utilize sustainable development principles in the construction and during the life cycle of the facility?
- Describe your plans relating to LEED as required by Question 4-37?
- Describe plans to meet or exceed the stretch energy code requirements as required by Question 4-39?
- Describe plans for conservation of water and management of storm water as required by Question 4-41?
- Describe plans for use of energy efficient equipment as required by Question 4-43?
- Describe plans for generating at least 10% of energy on site as required by Question 4-46?
- Describe plans for monitoring energy use as required by Question 4-49?

Demonstrate Creativity In Design And Overall Concept Excellence

4-1 Overall Theme

Describe the overall theme and concept underlying the proposed design of the facility, including how that theme and concept promote attraction of visitors to the facility and interaction by those visitors with the facility's immediate and regional surroundings.

Please attach a detailed, written response to this question as attachment 4-01-01 and provide a brief overview of your response in this box. The response provided in this box will be released to the public.

Massachusetts Live! Casino project is a sensitive composition of sustainable principles expressed in all aspects of site design, architecture, building scale, composition, material selection and the highest efficiency in building systems. Located 3 miles from the center of Leominster, on Jungle Road, and adjacent to Interstate 190, the site is easily accessible without detrimental effects on neighborhoods and public facilities. Previously zoned for industry and stone quarry, this wooded and rolling site capitalizes on the opportunity to welcome residents and patrons to an entertainment facility integrated within its natural setting. Tucked into, rather than crowning the site, the building is neither visible to Interstate 90 nor the Leominster neighborhoods, but is discovered as the source of a newly-created tree-lined boulevard. Massachusetts Live! at Leominster is the marriage of state-of- the art entertainment and gaming features celebrating a beautiful and sensitive environment.

List of Attachments:

4-01-01 <u>Written Response</u>	4-01-11 _____
4-01-02 _____	4-01-12 _____
4-01-03 _____	4-01-13 _____
4-01-04 _____	4-01-14 _____
4-01-05 _____	4-01-15 _____
4-01-06 _____	4-01-16 _____
4-01-07 _____	4-01-17 _____
4-01-08 _____	4-01-18 _____
4-01-09 _____	4-01-19 _____
4-01-10 _____	4-01-20 _____

Check this box if you have additional attachments:

Demonstrate Creativity In Design And Overall Concept Excellence

4-2 Relationship with Surroundings

Describe the relationship, if any, between the proposed facility and the architecture, history and culture of its immediate and regional surroundings.

Please attach a detailed, written response to this question as attachment 4-02-01 and provide a brief overview of your response in this box. The response provided in this box will be released to the public.

The City of Leominster has a rich architectural and cultural history with primary focus in the downtown area and neighborhoods. One of the particularly advantageous points of our project site is that the Project is located a significant distance from downtown, from the majority of residential neighborhoods, and is located within an industrial zone adjacent to pre-engineered metal structures, a stone quarry, and adjacent to Interstate 190. To access the project site from Interstate 190 and the downtown of Leominster, the intersection at New Lancaster Road and Jungle Road will be improved and enhanced access to the retail and commercial center located at this intersection.

List of Attachments:

4-02-01 <u>Written response</u>	4-02-11 _____
4-02-02 <u>Aerial Plan - Region</u>	4-02-12 _____
4-02-03 <u>Aerial Plan - Neighborhood</u>	4-02-13 _____
4-02-04 _____	4-02-14 _____
4-02-05 _____	4-02-15 _____
4-02-06 _____	4-02-16 _____
4-02-07 _____	4-02-17 _____
4-02-08 _____	4-02-18 _____
4-02-09 _____	4-02-19 _____
4-02-10 _____	4-02-20 _____

Check this box if you have additional attachments:

Demonstrate Creativity In Design And Overall Concept Excellence

4-3 Architects, Engineers, and Designers

Provide the names and addresses of the architects, engineers and designers of the gaming facility. Further, please provide a brief biographical summary along with any other information including links to web sites or other similar material about these individuals and/or entities describing projects in which these individuals and/or entities have participated.

Please attach a detailed, written response to this question as attachment 4-03-01 and provide a brief overview of your response in this box. The response provided in this box will be released to the public.

The Company has assembled a project team that has significant experience in the design and construction of quality destination entertainment facilities, a strong local and regional presence and extensive experience in leading site development projects for a wide range of project types in North Central Massachusetts and the Northeast.

List of Attachments:

4-03-01	Written Response	4-03-11	_____
4-03-02	SOSH Firm Information and Relevant Experience	4-03-12	_____
4-03-03	Stantec Firm Information and Relevant Experience	4-03-13	_____
4-03-04	McCarty Companies Firm Information and Relevant Experience	4-03-14	_____
4-03-05	GSA Firm Information and Relevant Experience	4-03-15	_____
4-03-06	CLEO Firm Profile	4-03-16	_____
4-03-07	Tudor Perini Corp.	4-03-17	_____
4-03-08	_____	4-03-18	_____
4-03-09	_____	4-03-19	_____
4-03-10	_____	4-03-20	_____

Check this box if you have additional attachments:

Demonstrate Creativity In Design And Overall Concept Excellence

4-4 Color Rendering

Provide a color rendering of the gaming establishment and all structures located on the gaming establishment site.

List of Attachments:

4-04-01 <u>Site Plan</u>	4-04-03 <u>North Side Perspective</u>
4-04-02 <u>North Entrance Perspective</u>	4-04-04 <u>South Side Perspective</u>

Check this box if you have additional attachments:

4-5 Schematic Design

Provide a schematic design, as defined/understood by the [AIA](#), for each structure within the boundaries of the site showing at least the total and usable floor area, interior and exterior themes, and finished, building elevations and perspectives.

List of Attachments:

4-05-01 <u>Layout & Materials Plan</u>	4-05-03 <u>Planting Plan</u>
4-05-02 <u>Grading Plan</u>	4-05-04 <u>Site Utilities Plan</u>

Check this box if you have additional attachments:

4-6 Proposed Landscaping

Provide a site plan showing the proposed landscaping and other site improvements.

List of Attachments:

4-06-01 <u>Proposed Landscaping Plan</u>	4-06-03 _____
4-06-02 _____	4-06-04 _____

Check this box if you have additional attachments:

Demonstrate Creativity In Design And Overall Concept Excellence

4-7 Alternative Presentation

If the applicant chooses, it may provide an electronic mockup of the project, video presentation, or other medium of presenting the proposal separate from those otherwise required. If such a presentation is provided, please provide a written explanation briefly describing it and how it has been included in the application materials.

List of Attachments:

4-07-01 _____	4-07-11 _____
4-07-02 _____	4-07-12 _____
4-07-03 _____	4-07-13 _____
4-07-04 _____	4-07-14 _____
4-07-05 _____	4-07-15 _____
4-07-06 _____	4-07-16 _____
4-07-07 _____	4-07-17 _____
4-07-08 _____	4-07-18 _____
4-07-09 _____	4-07-19 _____
4-07-10 _____	4-07-20 _____

Check this box if you have additional attachments:

Demonstrate Creativity In Design And Overall Concept Excellence

4-8 Parking

Describe the number, location and [accessibility](#) of parking spaces for employees, patrons and buses.

Please attach a detailed, written response to this question as attachment 4-08-01 and provide a brief overview of your response in this box. The response provided in this box will be released to the public.

There are 936 surface parking spaces proposed for the facility, to serve patrons, employees, staff and users of the existing office and manufacturing facility. The parking quantity exceeds what is required by zoning and meets all of the dimensional criteria set forth in the City of Leominster zoning by-law.

List of Attachments:

4-08-01 <u>Written response</u>	4-08-11 _____
4-08-02 <u>Site Parking Plan</u>	4-08-12 _____
4-08-03 <u>Parking Summary Chart</u>	4-08-13 _____
4-08-04 _____	4-08-14 _____
4-08-05 _____	4-08-15 _____
4-08-06 _____	4-08-16 _____
4-08-07 _____	4-08-17 _____
4-08-08 _____	4-08-18 _____
4-08-09 _____	4-08-19 _____
4-08-10 _____	4-08-20 _____

Check this box if you have additional attachments:

Demonstrate Creativity In Design And Overall Concept Excellence

4-9 Transportation Infrastructure

Describe the plans for tour bus, taxi and valet drop-off and for service vehicle parking, satellite parking and other related transportation infrastructure. Additionally, please describe plans to offer refueling, overnight bus parking, disabled vehicle assistance, and convenience store facilities on site.

Please attach a detailed, written response to this question as attachment 4-09-01 and provide a brief overview of your response in this box. The response provided in this box will be released to the public.

The Project will promote, encourage and accommodate alternative modes of transportation, including extension of public transportation routes (bus), shuttles from designated areas (North Leominster MBTA commuter rail station and other downtown locations), and reconstructing Jungle Road as a 'complete street', promoting bicycle and pedestrian use.

In addition, on-site accommodations will be made to promote the use of taxi's, charter buses and other group transit alternatives. Valet services and parking will be provided on-site.

PPE will discuss with adjacent uses to provide additional services for the project as may be required, including satellite and overnight parking, disabled vehicle assistance and refueling and convenience store use.

List of Attachments:

4-09-01 <u>Written response</u>	4-09-11 _____
4-09-02 <u>Site Parking Plan</u>	4-09-12 _____
4-09-03 _____	4-09-13 _____
4-09-04 _____	4-09-14 _____
4-09-05 _____	4-09-15 _____
4-09-06 _____	4-09-16 _____
4-09-07 _____	4-09-17 _____
4-09-08 _____	4-09-18 _____
4-09-09 _____	4-09-19 _____
4-09-10 _____	4-09-20 _____

Check this box if you have additional attachments:

Gaming Establishment Of High Caliber With Quality Amenities In Partnership With Local Facilities

4-10 Gaming

Describe the proposed gaming area, including the square feet of gaming area, the number and types of table games and slot machines it will contain, the number of gaming positions, as defined in G.L. c. 23K, §2, it will contain and the specific location of the games and machines in the proposed gaming establishment. Further, please discuss any plans for special high limit or VIP areas.

Please attach a detailed, written response to this question as attachment 4-10-01 and provide a brief overview of your response in this box. The overview should contain, at a minimum, a brief summary of the description specifically including the number and types of table games and slot machines, and the number of gaming positions. The response provided in this box will be released to the public.

The Massachusetts Live! gaming floor is graciously designed around a featured Center Bar with all perimeter sides of the gaming floor layered and animated with Restaurants, Theater, Food Court, Players Club and other amenities. The gaming floor will contain 1,250 slot machines within a gaming square footage area of 39,524 (not including High Limit). A component of the slot machine count will be video poker games with an anticipated complement of approximately 40 positions. A coat room and valet center are provided at the main entry. Very easy circulation and access to all amenities, as well as restrooms, lobby and green walls, exterior, covered and heated smoking areas is provided. All Back of House areas are accessed through closed corridors, so the total guest experience is consistent throughout all public areas.

List of Attachments:

4-10-01 <u>Written Response</u>	4-10-08 _____
4-10-02 <u>Gaming Plan</u>	4-10-09 _____
4-10-03 _____	4-10-10 _____
4-10-04 _____	4-10-11 _____
4-10-05 _____	4-10-12 _____
4-10-06 _____	4-10-13 _____
4-10-07 _____	4-10-14 _____

Check this box if you have additional attachments:

**Gaming Establishment Of High Caliber With Quality Amenities In
Partnership With Local Facilities**

4-11 Non-Gaming Amenities

Describe the restaurants, retail spaces, bars, lounges and other non-gaming amenities located within the boundaries of the gaming establishment site, along with the names of their proposed operators.

Please attach a detailed, written response to this question as attachment 4-11-01 and provide a brief overview of your response in this box. The response provided in this box will be released to the public.

Massachusetts Live! Casino is conceived as an exciting and contemporary entertainment facility reflected in a natural and sustainable environment. Upon entry, guests are greeted with two large, living green walls in a 40' glass and stone lobby, demonstrating the interior/exterior relationship. Entering the casino, easy access is provided to Players Club, Two Restaurants, Food Court, Theater, VIP/ High Limit area and featured Center Bar/Entertainment area.

Each of the two restaurants are located on the perimeter of the building to allow visual connection to the exterior, restaurant entry for non-casino patrons, as well as exterior dining. The North side restaurant includes 200 seats and the South side restaurant includes 220 seats. Each restaurant has a bar area, allowing additional dinner seats and extended hours of operation. Each restaurant has its own attached kitchen and unique design features positioning both as special dining venues. The square footage for the North restaurant is 5,000 square feet, and 3,369 square feet back of house, yielding a total for North Restaurant of 8,369 square feet. The square footage for the South restaurant is 5,270 square feet and 2,932 square feet back of house, yielding a total restaurant area of 8,202 square feet.

List of Attachments:

4-11-01 <u>Written response</u>	4-11-11 _____
4-11-02 <u>Floor Plans</u>	4-11-12 _____
4-11-03 _____	4-11-13 _____
4-11-04 _____	4-11-14 _____
4-11-05 _____	4-11-15 _____
4-11-06 _____	4-11-16 _____
4-11-07 _____	4-11-17 _____
4-11-08 _____	4-11-18 _____
4-11-09 _____	4-11-19 _____
4-11-10 _____	4-11-20 _____

Check this box if you have additional attachments:

Gaming Establishment Of High Caliber With Quality Amenities In Partnership With Local Facilities

4-12 Exhibition Spaces

(Optional For Category 2 applicants) Describe any exhibition space or spaces the applicant plans to include in its facility, including the square footage of the spaces and the amenities they will contain.

Please attach a detailed, written response to this question as attachment 4-12-01 and provide a brief overview of your response in this box. The response provided in this box will be released to the public.

Massachusetts Live! has developed a conceptual Master Plan designed to include a 264-room hotel, which would provide approximately 7400 sq.ft. of exhibition and amenities space.

List of Attachments:

4-12-01 <u>Master Plan</u>	4-12-11 _____
4-12-02 _____	4-12-12 _____
4-12-03 _____	4-12-13 _____
4-12-04 _____	4-12-14 _____
4-12-05 _____	4-12-15 _____
4-12-06 _____	4-12-16 _____
4-12-07 _____	4-12-17 _____
4-12-08 _____	4-12-18 _____
4-12-09 _____	4-12-19 _____
4-12-10 _____	4-12-20 _____

Check this box if you have additional attachments:

Gaming Establishment Of High Caliber With Quality Amenities In Partnership With Local Facilities

4-13 Conference Space

(Optional For Category 2 applicants) Describe any conference space or spaces the applicant plans to include in its facility, including the square footage of the spaces and the amenities they will contain

Please attach a detailed, written response to this question as attachment 4-13-01 and provide a brief overview of your response in this box. The response provided in this box will be released to the public.

Massachusetts Live! has developed a conceptual Master Plan designed to include a 264-room hotel incorporating 9,000 sq.ft. of conference and meeting space.

List of Attachments:

4-13-01 <u>Master Plan</u>	4-13-11 _____
4-13-02 _____	4-13-12 _____
4-13-03 _____	4-13-13 _____
4-13-04 _____	4-13-14 _____
4-13-05 _____	4-13-15 _____
4-13-06 _____	4-13-16 _____
4-13-07 _____	4-13-17 _____
4-13-08 _____	4-13-18 _____
4-13-09 _____	4-13-19 _____
4-13-10 _____	4-13-20 _____

Check this box if you have additional attachments:

Gaming Establishment Of High Caliber With Quality Amenities In Partnership With Local Facilities

4-14 Serving the Surrounding Community

Describe how the restaurants, retail spaces, bars, lounges and other non-gaming amenities located within the boundaries of the gaming establishment site will serve the surrounding community.

Please attach a detailed, written response to this question as attachment 4-14-01 and provide a brief overview of your response in this box. The response provided in this box will be released to the public.

Massachusetts Live! is designed to provide access to its restaurants directly from the outside. This allows the project amenities to be enjoyed by families without having to enter the gaming areas.

The casino's 430 seat entertainment venue will bring in local, regional and national entertainers that otherwise would not perform in Leominster or the surrounding area, creating new social and cultural opportunities for residents. The Live! venue will also provide new performance opportunities for local talent.

Massachusetts Live!'s venues will be available for charitable events, business meetings and family celebrations. For charitable events, PPE anticipates contributing use of its facilities. The facility will focus on nonprofit organizations and programs that promote diversity, community development, human services, environmental protection and responsible gaming.

List of Attachments:

4-14-01 <u>Article on Maryland Live! Charitable Events</u>	4-14-11 _____
4-14-02 _____	4-14-12 _____
4-14-03 _____	4-14-13 _____
4-14-04 _____	4-14-14 _____
4-14-05 _____	4-14-15 _____
4-14-06 _____	4-14-16 _____
4-14-07 _____	4-14-17 _____
4-14-08 _____	4-14-18 _____
4-14-09 _____	4-14-19 _____
4-14-10 _____	4-14-20 _____

Check this box if you have additional attachments:

**Gaming Establishment Of High Caliber With Quality Amenities In
Partnership With Local Facilities**

4-15 Entertainment Venues

Describe the entertainment venues located on the gaming establishment site inside or outside the gaming establishment proper, the capacity of each and uses to which the venues will be dedicated. Note- in accordance with M.G.L. c.23K, §9(a)(11) a gaming licensee shall only be permitted to build a live entertainment venue that has less than 1,000 seats or more than 3,500 seats.

Please attach a detailed, written response to this question as attachment 4-15-01 and provide a brief overview of your response in this box. The response provided in this box will be released to the public.

The Massachusetts Live! Casino includes a radial, sloped floor theater providing 430 seats for patrons to watch live acts on a raised stage. Supporting the theater are green rooms, restrooms and showers for performers, electrical/mechanical and rigging provisions. The Massachusetts Live! Theater is accessed directly from the gaming floor and relates to a Center Bar and adjacent Buffet. The theater is easily accessed from Back of House and Loading Docks.

List of Attachments:

4-15-01 <u>Venue rendering</u>	4-15-09 _____
4-15-02 _____	4-15-10 _____
4-15-03 _____	4-15-11 _____
4-15-04 _____	4-15-12 _____
4-15-05 _____	4-15-13 _____
4-15-06 _____	4-15-14 _____
4-15-07 _____	4-15-15 _____
4-15-08 _____	4-15-16 _____

Check this box if you have additional attachments:

Gaming Establishment Of High Caliber With Quality Amenities In Partnership With Local Facilities

4-16 Public Spaces

(Optional For Category 2 applicants) Describe the convention, meeting and other public spaces, other than those identified in response to questions 4-11 and 4-12 if any, located on the gaming establishment site inside or outside the gaming establishment proper, the capacity of each and uses to which the venues will be dedicated.

Please attach a detailed, written response to this question as attachment 4-16-01 and provide a brief overview of your response in this box. The response provided in this box will be released to the public.

Massachusetts Live has developed a conceptual Master Plan that includes a 264 room, first class hotel, inclusive of a 20% suite mix, pool and recreation facilities, meeting, ballroom and exhibition provisions and an additional complement of Food & Beverage, Bar and Restaurant amenities. A 600 car transportation center is included as well, with seamless, climate-controlled connection between parking, hotel, amenities and casino.

List of Attachments:

4-16-01 <u>Master Plan</u>	4-16-10 _____
4-16-02 _____	4-16-11 _____
4-16-03 _____	4-16-12 _____
4-16-04 _____	4-16-13 _____
4-16-05 _____	4-16-14 _____
4-16-06 _____	4-16-15 _____
4-16-07 _____	4-16-16 _____
4-16-08 _____	4-16-17 _____
4-16-09 _____	4-16-18 _____

Check this box if you have additional attachments:

Gaming Establishment Of High Caliber With Quality Amenities In Partnership With Local Facilities

4-17 Description of Hotel

(Optional For Category 2 applicants) Describe the proposed hotel, including the types of rooms, the numbers of each type, and the number that will be reserved for gaming establishment promotions. Additionally specify whether linen supply, housekeeping, and laundry will be out sourced or retained within the facility operations.

Please attach a detailed, written response to this question as attachment 4-17-01 and provide a brief overview of your response in this box. The response provided in this box will be released to the public.

Massachusetts Live! has been Master Planned to accommodate a future hotel. The Master Plan contemplates a 264-room hotel in a 15-story tower. The scheduled room mix is 24 luxury suites and 30 two bay suites with the remaining 210 rooms split between King and Double Queen rooms. Additional room amenities include a rooftop bar, lounge, spa and pool, and a dynamic hotel lobby. The entire hotel will match the world-class design of Massachusetts Live! with high level finishes and materials. It is expected that approximately 65% of the hotel rooms will be reserved for casino promotions.

Linen and laundry services are expected to be outsourced to local businesses and housekeeping will be provided in-house by hotel operations.

List of Attachments:

4-17-01 <u>Master Plan Perspective</u>	4-17-10 _____
4-17-02 <u>Site Master Plan</u>	4-17-11 _____
4-17-03 _____	4-17-12 _____
4-17-04 _____	4-17-13 _____
4-17-05 _____	4-17-14 _____
4-17-06 _____	4-17-15 _____
4-17-07 _____	4-17-16 _____
4-17-08 _____	4-17-17 _____
4-17-09 _____	4-17-18 _____

Check this box if you have additional attachments:

Gaming Establishment Of High Caliber With Quality Amenities In Partnership With Local Facilities

4-18 Other Facilities

Describe any other facilities or amenities, other than those already described, that will be located on the site. Further, please specify whether day care or minor/child babysitting services are planned. If so, what standards will be utilized in offering such patron services?

Please attach a detailed, written response to this question as attachment 4-18-01 and provide a brief overview of your response in this box. The response provided in this box will be released to the public.

The Company has enjoyed significant success in establishing a free health clinic on site at its Maryland Live! property. The health facility services the Maryland Live! workforce and their families in treating minor injuries and illnesses. This program has been well received by the employees as a valuable resource that often acts as an alternative to a visit to a doctor or trauma center for non-life threatening situations, or on occasion, as a referral mechanism for more serious matters.. PPE plans to examine the feasibility of a similar program at Massachusetts Live!.

PPE is committed to arrange daycare services for its workforce. PPE plans first to perform an analysis to determine the scope of the need for on-site facilities, and conduct a survey of community-based child care facilities to determine whether a local partnership for child care would be preferable. A preliminary review of local facilities discovered at least five local child care businesses. As indicated throughout our community based outreach programs described in this Application, PPE intends to operate its business with the spirit of inclusion of local businesses. This endeavor should be no different.

List of Attachments:

4-18-01 <u>Description of Maryland Live! Health and Wellness Center</u>	4-18-11 _____
4-18-02 _____	4-18-12 _____
4-18-03 _____	4-18-13 _____
4-18-04 _____	4-18-14 _____
4-18-05 _____	4-18-15 _____
4-18-06 _____	4-18-16 _____
4-18-07 _____	4-18-17 _____
4-18-08 _____	4-18-18 _____
4-18-09 _____	4-18-19 _____
4-18-10 _____	4-18-20 _____

Check this box if you have additional attachments:

Gaming Establishment Of High Caliber With Quality Amenities In Partnership With Local Facilities

4-19 Quality of Amenities

(Hotel and hotel room portion of the response is optional For Category 2 applicants) State how the hotels, hotel rooms, restaurants and other amenities that are part of the proposed facility will compare in quality to other area hotels and amenities as well as those included and offered in other competitive gaming establishments within the 300 mile area.

Please attach a detailed, written response to this question as attachment 4-19-01 and provide a brief overview of your response in this box. The response provided in this box will be released to the public.

The amenity program for the Massachusetts Live! Casino offers a variety of entertainment and Food and Beverage venues of the highest quality to support this unique development. Each of the facilities is of the same quality and modeled under the same general program as the restaurants in the Company's other gaming developments. Photographs of model restaurants, which match the quality for Massachusetts Live! are attached. In addition to the quality of design and finishes, of primary importance is the quality of the food and the professionalism of the staff.

List of Attachments:

4-19-01 <u>Live! Buffet</u>	4-19-10 _____
4-19-02 <u>Live! Market Buffet</u>	4-19-11 _____
4-19-03 <u>Live! Rams Head Bar</u>	4-19-12 _____
4-19-04 <u>Live! Rams Head Interior</u>	4-19-13 _____
4-19-05 <u>Prime Rib Dining Room</u>	4-19-14 _____
4-19-06 <u>Prime Rib Bar</u>	4-19-15 _____
4-19-07 <u>Prime Rib Patio</u>	4-19-16 _____
4-19-08 _____	4-19-17 _____
4-19-09 _____	4-19-18 _____

Check this box if you have additional attachments:

**Gaming Establishment Of High Caliber With Quality Amenities In
Partnership With Local Facilities**

4-20 Art

Describe any public art, sculpture, paintings, or other patron attractions that will be located at the gaming establishment complex.

Please attach a detailed, written response to this question as attachment 4-20-01 and provide a brief overview of your response in this box. The response provided in this box will be released to the public.

Recognizing that Massachusetts has one of the most prolific, varied and celebrated art communities, the Company intends to work with a variety of Massachusetts-based artists in respect to a variety of art media and form. Exterior and interior sculpture of varied materials, fine art, painting and graphic media, photography, kinetic art, and artistic light forms are a sampling of the art forms to be used with Massachusetts-based artists. The most successful inclusion of arts within the development program allows for the artist, the owners, the architects and the community to collaborate at an early point in the design process such that our art inclusion program allows the creativity of all to mature through the full design process.

All areas of the Massachusetts Live! Project will be a richer environment for our arts inclusion program, including two Fine Dining Restaurants, a Buffet/Food Court, Center Bar, a High Limits Area, a Theater of 430 seats, entry foyers and lobbies, a substantial casino with perimeter walls and high ceilings, office area and support areas, employee dining areas and an HR area. Performing arts, including song, music, dancing, etc., will have a very strong representation as well within our Live! entertainment area and within and around the Live! project. Again, early planning for Audio/Visual, Lighting and Support of these artistic expressions will be incorporated in the early planning stages of the project.

The Company will meet and work with a variety of Massachusetts-based organizations of the arts, universities, colleges and professional art groups to identify and select a variety of all art forms. This will also allow for a rotation of art in and around the project to refresh and reinforce the art inclusion program. Our involvement with the arts community will initiate at the earliest stages of the project.

List of Attachments:

4-20-01 <u>Art contacts</u>	4-20-11 _____
4-20-02 _____	4-20-12 _____
4-20-03 _____	4-20-13 _____
4-20-04 _____	4-20-14 _____
4-20-05 _____	4-20-15 _____
4-20-06 _____	4-20-16 _____
4-20-07 _____	4-20-17 _____
4-20-08 _____	4-20-18 _____
4-20-09 _____	4-20-19 _____
4-20-10 _____	4-20-20 _____

Check this box if you have additional attachments:

Gaming Establishment Of High Caliber With Quality Amenities In Partnership With Local Facilities

4-21 Tourism Diversity

Describe how the applicant proposes to build a gaming establishment of high caliber with a variety of quality amenities included as part of the gaming establishment and operated in partnership with local hotels, and dining, retail, and entertainment facilities, including identifying the existing or anticipated contracts, agreements, or strategies between and among the applicant and local hotels and dining, retail and entertainment facilities, designed to ensure that patrons experience the diversified regional tourism industry. Further please describe the applicant’s intended use of any busing programs including any plans for patron solicitation for bus related marketing programs.

Please attach a detailed, written response to this question as attachment 4-21-01 and provide a brief overview of your response in this box. The response provided in this box will be released to the public.

PPE believes it is good business to develop and foster partnerships with local businesses to enhance its player rewards program and to cement relationships with our customers. Our outreach has included discussions with local and regional tourism organizations, retail, dining and entertainment stakeholders, as well as key business and neighborhood leaders and organizations. PPE will present opportunities to women, veteran and minority owned enterprises as part of implementation of these programs.

List of Attachments:

4-21-01 <u>Written Response</u>	4-21-07 _____
4-21-02 _____	4-21-08 _____
4-21-03 _____	4-21-09 _____
4-21-04 _____	4-21-10 _____
4-21-05 _____	4-21-11 _____
4-21-06 _____	4-21-12 _____

Check this box if you have additional attachments:

Gaming Establishment Of High Caliber With Quality Amenities In Partnership With Local Facilities

4-22 Diversified Regional Tourism

Describe the existing or anticipated contracts or agreements between non-gaming entities within the boundaries of the gaming establishment complex and local hotels and dining, retail and entertainment facilities designed to ensure that patrons experience the diversified regional tourism industry.

Please attach a detailed, written response to this question as attachment 4-22-01 and provide a brief overview of your response in this box. The response provided in this box will be released to the public.

PPE intends to develop and foster local partnerships with local businesses and organizations to maximize marketing efforts for the Project. Particular emphasis will be placed on cross- marketing tie-ins with regional dining, retail, cultural, entertainment and tourism attractions. Some specific agreements have been negotiated and others will be negotiated subsequent to PPE’s selection for the Category 2 license; however, PPE has had preliminary discussions with North Central Massachusetts Chamber of Commerce, Johnny Appleseed Trail Association, Massachusetts Port Authority, Wachusett Mountain Ski Area, and others pertaining to partnering.

List of Attachments:

4-22-01 <u>Written response</u>	4-22-10 _____
4-22-02 <u>PPE Casino Resorts MA, LCC Rewards Club Program</u>	4-22-11 _____
4-22-03 <u>Johnny Appleseed MOU</u>	4-22-12 _____
4-22-04 <u>North Central Massachusetts Development Corp MOU</u>	4-22-13 _____
4-22-05 <u>Nashoba MOU</u>	4-22-14 _____
4-22-06 <u>SMG-DCU Center MOU</u>	4-22-15 _____
4-22-07 <u>North Central Massachusetts Chamber MOU</u>	4-22-16 _____
4-22-08 _____	4-22-17 _____
4-22-09 _____	4-22-18 _____

Check this box if you have additional attachments:

Compatibility with Surroundings

4-23 Egress from Gaming Establishment Site

Describe all adjacent streets, highways, buses, and other public transportation facilities and how they will be utilized for access to and egress from the gaming establishment site.

Please attach a detailed, written response to this question as attachment 4-23-01 and provide a brief overview of your response in this box. The overview should contain, at a minimum, a summary of the overall plan. The response provided in this box will be released to the public.

The Project site enjoys convenient access from the regional roadway system allowing traffic to leave the project site without significantly impacting the local roadway system. The site abuts Interstate Route I-190 and the site entrance is located fewer than 4,000 feet from the I-190/Route 117 interchange by way of Route 117 (another state highway) and Jungle Road. Route 117 was recently reconstructed to include a minimum four-lane, median-divided cross section with additional turn lanes and traffic signals provided at major intersections. The improvements include double left-turn lanes into Jungle Road from Route 117 westbound, and double right-turn lanes for traffic leaving Jungle Road and returning to the I-190 interchange. Jungle Road was also rebuilt for a short distance south of Route 117 to provide a connection to a Wal-Mart Supercenter store. Jungle Road, south of the Wal-Mart Supercenter, will be widened and reconstructed to accommodate travel demands generated by the proposed slots facility. Cyclists and pedestrians will be accommodated within the reconstructed roadway. PPE will also work to extend the regional bus route, which presently connects downtown Leominster and the Wal-Mart store, to the proposed slots facility.

List of Attachments:

4-23-01 <u>Written Response</u>	4-23-11 _____
4-23-02 <u>Traffic Impact Study</u>	4-23-12 _____
4-23-03 _____	4-23-13 _____
4-23-04 _____	4-23-14 _____
4-23-05 _____	4-23-15 _____
4-23-06 _____	4-23-16 _____
4-23-07 _____	4-23-17 _____
4-23-08 _____	4-23-18 _____
4-23-09 _____	4-23-19 _____
4-23-10 _____	4-23-20 _____

Check this box if you have additional attachments:

Compatibility with Surroundings

4-24 Adequacy of Existing Transportation Infrastructure

Provide an analysis of the adequacy of the existing transportation facilities, including those for refueling, to deliver patrons to and from the gaming establishment complex and the measures the applicant will take, including infrastructure and other improvements, to remedy any inadequacy.

Please attach a detailed, written response to this question as attachment 4-24-01 and provide a brief overview of your response in this box. The response provided in this box will be released to the public.

The roadway system serving the project site has sufficient capacity to accommodate the traffic expected to be generated by the proposed development. Route 117 was recently widened and traffic signals were installed to serve expected traffic demands associated with a large retail development located just north of the proposed slots facility site, as well as significant background traffic growth. The traffic growth expectations considered in the roadway design process were never realized and the roadway system now has more than adequate capacity to serve the needs of the proposed facility. Independent of these findings, the applicant will improve signage on Route 117 and install a new traffic signal on Jungle Road to better control site access. Also, Jungle Road in the site vicinity will be widened from its existing two-lane cross section to create a boulevard adding sidewalks and bike lanes to safely accommodate all travel modes. An extension of the existing bus route serving the site is proposed, as well as shuttle bus connections to downtown Leominster and Leominster’s commuter rail station. Vehicle refueling facilities are not proposed on the project site, but are presently available at existing service stations located along Route 117. A new service station has been permitted and is being constructed directly opposite Jungle Road on Route 117, which can serve future slots facility patron vehicle refueling needs. Electric vehicle charge stations will be provided on the project site.

List of Attachments:

4-24-01 <u>Written Response</u>	4-24-11 _____
4-24-02 <u>Traffic Impact Study</u>	4-24-12 _____
4-24-03 _____	4-24-13 _____
4-24-04 _____	4-24-14 _____
4-24-05 _____	4-24-15 _____
4-24-06 _____	4-24-16 _____
4-24-07 _____	4-24-17 _____
4-24-08 _____	4-24-18 _____
4-24-09 _____	4-24-19 _____
4-24-10 _____	4-24-20 _____

Check this box if you have additional attachments:

Compatibility with Surroundings

4-25 Traffic Mitigation

Describe the steps, plans and measures the applicant will take, including infrastructure improvements, to mitigate traffic flow in the vicinity of the gaming establishment complex by stimulating use of public transit.

Please attach a detailed, written response to this question as attachment 4-25-01 and provide a brief overview of your response in this box. The response provided in this box will be released to the public.

PPE will promote the use of alternative modes of transportation, including public transportation, with various infrastructure improvements and operational strategies. From an infrastructure perspective, Jungle Road will be widened to create accommodations for pedestrians and bicyclists. The proposed slots facility site plan incorporates a drop-off/pick-up area to accommodate public transit buses and shuttle buses that will be operated by the applicant. These shuttle buses are expected to link the site with downtown Leominster and the Leominster MBTA commuter rail station. PPE will also work to extend the existing Montachusett Regional Transit Authority bus route that serves the area to the casino entrance.

List of Attachments:

4-25-01 <u>Written Response</u>	4-25-11 _____
4-25-02 <u>Traffic Impact Study</u>	4-25-12 _____
4-25-03 _____	4-25-13 _____
4-25-04 _____	4-25-14 _____
4-25-05 _____	4-25-15 _____
4-25-06 _____	4-25-16 _____
4-25-07 _____	4-25-17 _____
4-25-08 _____	4-25-18 _____
4-25-09 _____	4-25-19 _____
4-25-10 _____	4-25-20 _____

Check this box if you have additional attachments:

Compatibility with Surroundings

4-26 Parking Facilities

Describe the parking facilities and how they will be linked to the gaming establishment complex in a manner consistent with other design elements.

Please attach a detailed, written response to this question as attachment 4-26-01 and provide a brief overview of your response in this box. The response provided in this box will be released to the public.

The Massachusetts Live! Casino will have 936 surface parking spaces available including 621 Self Park spaces, 315 Valet spaces, including space for Staff. The site have been designed with the casino approximately in the center to allow access from north, south and west parking areas with minimal distance to walk. All parking areas include generous landscaping and indigenous vegetation consistent with sustainable design standards. Staff parking will be located on the south, across the ravine; and valet parking will be on the northeast, at the furthest point from the casino entry to allow patrons close parking and easy access. Of particular interest is the glass curved entry lobby that affords closer entrance to the conditioned space from the northeast and southwest parking areas, minimizing patron's walking distance.

In the Master Plan for Future Expansion, a 750 space, concrete parking structure will be added in conjunction with a new hotel, with seamless, climate-controlled connection between parking, hotel, amenities and casino. The parking structure will have conditioned elevator core and stairs and is located to provide immediate access to the hotel and casino and easy egress to Jungle Road for patrons exiting the property.

List of Attachments:

4-26-01 <u>none</u>	4-26-11 _____
4-26-02 _____	4-26-12 _____
4-26-03 _____	4-26-13 _____
4-26-04 _____	4-26-14 _____
4-26-05 _____	4-26-15 _____
4-26-06 _____	4-26-16 _____
4-26-07 _____	4-26-17 _____
4-26-08 _____	4-26-18 _____
4-26-09 _____	4-26-19 _____
4-26-10 _____	4-26-20 _____

Check this box if you have additional attachments:

Compatibility with Surroundings

4-27 Adjacent Land

Describe the relationship of the project to adjacent land uses and proposed land uses to ensure compatibility between the gaming establishment complex and the adjacent uses.

Please attach a detailed, written response to this question as attachment 4-27-01 and provide a brief overview of your response in this box. The response provided in this box will be released to the public.

The land where the gaming establishment is proposed to be constructed is located off of Jungle Road in Leominster, MA. The site is approximately 16 acres and is comprised of separate parcels currently owned by three separate parties – Gravel Pit Parcel (approximately 8 acres); 42 Jungle Road (approximately 3.86 acres) and 53 Jungle Road (approximately 4.56 acres). These three parcels total 16 acres. There is also an adjacent 10 acre parcel known as 32 Jungle Road. Each owner has entered into an Option Agreement for Purchase and Sale of Real Property with the Applicant that provides Applicant with the ability to purchase the land within 60 days after a license has been awarded.

List of Attachments:

4-27-01 <u>Written response</u>	4-27-11 <u>Second Floor Plan - 32 Jungle Road</u>
4-27-02 <u>Gravel Pit Agreement CONFIDENTIAL</u>	4-27-12 _____
4-27-03 <u>42 Jungle Road Agreement CONFIDENTIAL</u>	4-27-13 _____
4-27-04 <u>53 Jungle Road Agreement CONFIDENTIAL</u>	4-27-14 _____
4-27-05 <u>32 Jungle Road Agreement CONFIDENTIAL</u>	4-27-15 _____
4-27-06 <u>Jungle Road Parcel Plan</u>	4-27-16 _____
4-27-07 <u>Expanded Site and Adjacent Parcel Plan</u>	4-27-17 _____
4-27-08 <u>Alternate Site plan (32 Jungle Road and 42 Jungle Road)</u>	4-27-18 _____
4-27-09 <u>Alternate Site Plan (32 Jungle Road and Transfer Station)</u>	4-27-19 _____
4-27-10 <u>First Floor Plan - 32 Jungle Road</u>	4-27-20 _____

Check this box if you have additional attachments:

Compatibility with Surroundings

4-28 Delivery of Supplies and Trash Removal

Describe how the facilities for delivery and storage of supplies and trash removal are integrated with the overall project complex including an explanation as to whether on-site compacting or incineration will be utilized and what facility systemic recycling processes, if any, are planned.

Please attach a detailed, written response to this question as attachment 4-28-01 and provide a brief overview of your response in this box. The response provided in this box will be released to the public.

Delivery and storage of supplies and trash removal are centered at the loading dock. Massachusetts Live! will provide an aggressive and sustainable waste recycling program, including:

- On site compacting at loading dock
- Single stream recycling of paper, cardboard, plastic, glass and metals
- Organic and kitchen waste recycling through contract with local farmer or an anaerobic digester plant
- Trash and waste that cannot be recycled will be handled in one of two options as appropriate:
 - Waste energy incinerator identified within the reasonable shipping area
 - Specialized landfill with methane collection system, including cleaning and modifying the gas collected to be burned for community power consumption.

Recycling bins and holding facilities, as well as compactor and grease recovery system, are located at the loading dock.

List of Attachments:

4-28-01 <u>none</u>	4-28-11 _____
4-28-02 _____	4-28-12 _____
4-28-03 _____	4-28-13 _____
4-28-04 _____	4-28-14 _____
4-28-05 _____	4-28-15 _____
4-28-06 _____	4-28-16 _____
4-28-07 _____	4-28-17 _____
4-28-08 _____	4-28-18 _____
4-28-09 _____	4-28-19 _____
4-28-10 _____	4-28-20 _____

Check this box if you have additional attachments:

Compatibility with Surroundings

4-29 Signage

Describe the proposed signage and the plans to ensure that signs are energy efficient and sensitive to surroundings.

Please attach a detailed, written response to this question as attachment 4-29-01 and provide a brief overview of your response in this box. The response provided in this box will be released to the public.

Massachusetts Live! will employ 4 categories of signage. All illuminated signage will be LED and sensitively designed, sized and exhibited.

List of Attachments:

4-29-01 <u>Written response</u>	4-29-11 _____
4-29-02 _____	4-29-12 _____
4-29-03 _____	4-29-13 _____
4-29-04 _____	4-29-14 _____
4-29-05 _____	4-29-15 _____
4-29-06 _____	4-29-16 _____
4-29-07 _____	4-29-17 _____
4-29-08 _____	4-29-18 _____
4-29-09 _____	4-29-19 _____
4-29-10 _____	4-29-20 _____

Check this box if you have additional attachments:

Compatibility with Surroundings

4-30 Minimizing Noise and Lighting

Describe plans to minimize impact of noise and facility lighting on surroundings areas.

Please attach a detailed, written response to this question as attachment 4-30-01 and provide a brief overview of your response in this box. The response provided in this box will be released to the public.

The project site is located on a dead-end street with minimal existing uses. Due to the location of the project and the lack of immediate abutters (except the manufacturing use to the North), noise and light impact to existing abutters and other neighbors will be minimal. However, the project will minimize these effects through use of shielded lenses and other sensitive design approaches.

List of Attachments:

4-30-01 <u>Written response</u>	4-30-11 _____
4-30-02 <u>Site Lighting Plan</u>	4-30-12 _____
4-30-03 <u>Light Fixture Cuts Sheets</u>	4-30-13 _____
4-30-04 _____	4-30-14 _____
4-30-05 _____	4-30-15 _____
4-30-06 _____	4-30-16 _____
4-30-07 _____	4-30-17 _____
4-30-08 _____	4-30-18 _____
4-30-09 _____	4-30-19 _____
4-30-10 _____	4-30-20 _____

Check this box if you have additional attachments:

Compatibility with Surroundings

4-31 Integration with Surrounding Venues

Describe how the site will be integrated with and provide access to and from surrounding areas restaurants, hotels, bars, entertainment venues and other attractions through multiple entry and exit points.

Please attach a detailed, written response to this question as attachment 4-31-01 and provide a brief overview of your response in this box. The response provided in this box will be released to the public.

Massachusetts Live! provides excellent access to the entire region's commercial districts due to its strategic location off I-190 and proximity to Route 2 and I-495.

List of Attachments:

4-31-01 <u>Montachusett Regional Strategic Framework Plan</u>	4-31-11 _____
4-31-02 _____	4-31-12 _____
4-31-03 _____	4-31-13 _____
4-31-04 _____	4-31-14 _____
4-31-05 _____	4-31-15 _____
4-31-06 _____	4-31-16 _____
4-31-07 _____	4-31-17 _____
4-31-08 _____	4-31-18 _____
4-31-09 _____	4-31-19 _____
4-31-10 _____	4-31-20 _____

Check this box if you have additional attachments:

Compatibility with Surroundings

4-32 Site improvements

Describe the landscaping, lighting, and other site improvements and how they will integrate the gaming establishment complex with its surroundings.

Please attach a detailed, written response to this question as attachment 4-32-01 and provide a brief overview of your response in this box. The response provided in this box will be released to the public.

The proposed site design will be a key component in integrating the facility into its immediate, local and regional context. The site design will focus on using native plant materials, stone walls, site furnishings and public art to: transition the site into its context; contribute to the environmental sustainability strategy of the Project; promote and enhance the pedestrian environment and; provide a stimulating exterior environment that reinforces the facility as a premier entertainment venue.

List of Attachments:

4-32-01 <u>Written response</u>	4-32-11 _____
4-32-02 <u>Site Landscape Plan</u>	4-32-12 _____
4-32-03 <u>Site Amenities Plan</u>	4-32-13 _____
4-32-04 <u>Site Lighting Plan</u>	4-32-14 _____
4-32-05 _____	4-32-15 _____
4-32-06 _____	4-32-16 _____
4-32-07 _____	4-32-17 _____
4-32-08 _____	4-32-18 _____
4-32-09 _____	4-32-19 _____
4-32-10 _____	4-32-20 _____

Check this box if you have additional attachments:

Compatibility with Surroundings

4-33 Stimulating Retail Activity

Describe how the facility will stimulate retail activity in the immediate vicinity.

Please attach a detailed, written response to this question as attachment 4-33-01 and provide a brief overview of your response in this box. The response provided in this box will be released to the public.

PPE will design and implement a number of partnerships and promotions throughout the year to promote the casino and area businesses, including, but not limited to, promotional giveaways, discounts to area retailers, promotional displays within the casino, web and social media promotions and special events.

List of Attachments:

4-33-01 <u>Written response</u>	4-33-11 _____
4-33-02 _____	4-33-12 _____
4-33-03 _____	4-33-13 _____
4-33-04 _____	4-33-14 _____
4-33-05 _____	4-33-15 _____
4-33-06 _____	4-33-16 _____
4-33-07 _____	4-33-17 _____
4-33-08 _____	4-33-18 _____
4-33-09 _____	4-33-19 _____
4-33-10 _____	4-33-20 _____

Check this box if you have additional attachments:

Compatibility with Surroundings

4-34 Extreme Weather

State whether facilities will be available for community use in the event of extreme weather and, if so, describe how.

Please attach a detailed, written response to this question as attachment 4-34-01 and provide a brief overview of your response in this box. The response provided in this box will be released to the public.

Massachusetts Live! will cooperate with Leominster’s emergency agencies to determine its appropriate role in the event of extreme weather. PPE is building a police substation within the facility which can act as an additional or alternate command center during extreme weather conditions.

The casino has limited open areas of the kind usually associated with schools, community centers and similar facilities that serve as shelters during extreme weather, and there are significant restrictions on who can enter the gaming floor, the largest area in the building. At the same time, its backup generators can provide warmth or cooling and communications availability if extreme weather has resulted in electricity loss.

List of Attachments:

4-34-01 <u>none</u>	4-34-11 _____
4-34-02 _____	4-34-12 _____
4-34-03 _____	4-34-13 _____
4-34-04 _____	4-34-14 _____
4-34-05 _____	4-34-15 _____
4-34-06 _____	4-34-16 _____
4-34-07 _____	4-34-17 _____
4-34-08 _____	4-34-18 _____
4-34-09 _____	4-34-19 _____
4-34-10 _____	4-34-20 _____

Check this box if you have additional attachments:

Compatibility with Surroundings

4-35 Regional Water Facilities

Provide an analysis of existing regional water facilities available to the project, the impact the facility’s water usage will have on those who share the same water resources, and the steps the applicant plans to take to remedy any deficiencies the impact produces.

Please attach a detailed, written response to this question as attachment 4-35-01 and provide a brief overview of your response in this box. The response provided in this box will be released to the public.

The City of Leominster lies entirely within the Nashua River basin. It encompasses about 30 square miles of land. Much of the western half of the city includes state forest, watershed lands, and other protected open space. The City obtains its drinking water from the Distributing Reservoir system, including Haynes and Morse Reservoirs; the Fallbrook Reservoir at Wachusett Street; the Notown Reservoir system, including Goodfellow Pond and Simonds Reservoir; and the Southeast Corner Well Fields at Jungle Road. Leominster also has an emergency connection to the Wachusett Reservoir at Rte 110. PPE representatives met with the City of Leominster, Department of Public Works Assistant Director and the Business Manager, to review proposed utility connections to the Project. They confirmed that there is adequate flow and pressure in the existing system to serve the Project, without any adverse effects on the system. Taken from the City of Leominster 2012 Drinking Water Quality Report.

List of Attachments:

4-35-01 <u>Written response</u>	4-35-11 _____
4-35-02 <u>City of Leominster Draft Water Distribution Map</u>	4-35-12 _____
4-35-03 <u>Woodard and Curran Report</u>	4-35-13 _____
4-35-04 <u>Montachusett Regional Strategic Framework Plan</u>	4-35-14 _____
4-35-05 _____	4-35-15 _____
4-35-06 _____	4-35-16 _____
4-35-07 _____	4-35-17 _____
4-35-08 _____	4-35-18 _____
4-35-09 _____	4-35-19 _____
4-35-10 _____	4-35-20 _____

Check this box if you have additional attachments:

Compatibility with Surroundings

4-36 Sewage Facilities

Provide an analysis of existing sewage facilities and their capacity to absorb the effluent from the gaming establishment complex during average and peak flows, including an estimate of those flows in gallons per day, and the steps the applicant plans to take to remedy any deficiencies in the ability of the existing infrastructure to absorb that flow.

Please attach a detailed, written response to this question as attachment 4-36-01 and provide a brief overview of your response in this box. The response provided in this box will be released to the public.

The City of Leominster operates a Waste Water Treatment Facility located at the intersection of Commercial Road and Mechanic Street. The Facility has a design capacity of 9.3 million-gallons-per- day (MGD) and the average daily flow varies between 5.7 and 5.8 MGD. The facility has the capacity to treat an additional 3.5 MGD of wastewater. The City owns and maintains a network of gravity sewers, pump stations and force mains that convey the wastewater to the plant for treatment. The average daily flow for the Project will be 54,400 GPD (0.054 MGD) of sewerage, far less than the available capacity of the Treatment Plant.

List of Attachments:

4-36-01 <u>Written response</u>	4-36-11 _____
4-36-02 <u>City of Leominster Draft Sewer Collection Map</u>	4-36-12 _____
4-36-03 <u>Woodard and Curran Report</u>	4-36-13 _____
4-36-04 <u>Montachusett Regional Strategic Framework Plan</u>	4-36-14 _____
4-36-05 _____	4-36-15 _____
4-36-06 _____	4-36-16 _____
4-36-07 _____	4-36-17 _____
4-36-08 _____	4-36-18 _____
4-36-09 _____	4-36-19 _____
4-36-10 _____	4-36-20 _____

Check this box if you have additional attachments:

Utilize Sustainable Development Principles In The Construction And During The Life Cycle Of The Facility

4-37 LEED Certification

Describe plans including all proposed baseline and improved building design elements and measures for becoming certifiable at the gold or higher level under the appropriate certification category in the Leadership in Environmental and Energy Design (LEED) program created by the United States Green Building Council.

Please attach a detailed, written response to this question as attachment 4-37-01 and provide a brief overview of your response in this box. The response provided in this box will be released to the public.

The Project will achieve a 'Gold' rating within the LEED standards through the use or integration of many elements involving sustainability. Working with entire team from the Project's conception, a holistic design approach has given way to create various practices with energy savings in mind. Both the site and building will be employing strategies to better the environment. LEED points are being sought in all categories including Sustainable Site, Water Efficiency, Energy & Atmosphere, Materials & Resources, Indoor Environmental Quality, Innovation & Design Process, and Regional Priority. Some overall concepts within the design include: solar power, wind power, geothermal energy, rain water collection, low flow fixtures, recycled and rapidly renewable materials, etc. The energy saving goals are to exceed the ASHRE 90.1 standard by 30% and comply with Stretch Code regulations. Water savings are slated to reduce usage by 30% as well. Additionally, there will be several areas dedicated to educate the public on the processes implemented.

List of Attachments:

4-37-01 <u>LEED 2009 for New Construction & Major Renovations project checklist</u>	4-37-10 _____
4-37-02 <u>Montachusett Regional Strategic Framework Plan</u>	4-37-11 _____
4-37-03 _____	4-37-12 _____
4-37-04 _____	4-37-13 _____
4-37-05 _____	4-37-14 _____
4-37-06 _____	4-37-15 _____
4-37-07 _____	4-37-16 _____
4-37-08 _____	4-37-17 _____
4-37-09 _____	4-37-18 _____

Check this box if you have additional attachments:

Utilize Sustainable Development Principles In The Construction And During The Life Cycle Of The Facility

4-38 Compliance with Environmental Standards

Describe the extent to which the building and site will comply with LEED-ND, LEED Existing Building; LEED EBOM Water; ISI; & IGCC Standards.

Please attach a detailed, written response to this question as attachment 4-38-01 and provide a brief overview of your response in this box. The response provided in this box will be released to the public.

In addition to the LEED related information noted in 4-37, the Project will also strive to push the boundaries of environmentally sustainability for the project, not only for design and construction, but for ongoing operations and maintenance. While the project is not necessarily eligible to participate in other 'Green' rating systems such as LEED –ND (Neighborhood Development, LEED-EB (Existing Building), LEED-EBOM (Existing Building and Maintenance) and IgCC (International Green Construction Code), the project will incorporate many of the objectives of these programs as they are relevant and appropriate. Of particular interest of the project is to have these programs influence the ongoing operations and maintenance of the facility once completed.

List of Attachments:

4-38-01 <u>Written response</u>	4-38-11 _____
4-38-02 <u>Montachusett Regional Strategic Framework Plan</u>	4-38-12 _____
4-38-03 _____	4-38-13 _____
4-38-04 _____	4-38-14 _____
4-38-05 _____	4-38-15 _____
4-38-06 _____	4-38-16 _____
4-38-07 _____	4-38-17 _____
4-38-08 _____	4-38-18 _____
4-38-09 _____	4-38-19 _____
4-38-10 _____	4-38-20 _____

Check this box if you have additional attachments:

Utilize Sustainable Development Principles In The Construction And During The Life Cycle Of The Facility

4-39 Stretch Energy Code

Describe plans to meet or exceed the [stretch energy code](#) requirements contained in Appendix 115AA of the Massachusetts State Building Code, 8th edition ([780 CMR 115: Appendices](#)) or equivalent commitment to advanced energy efficiency as determined by the secretary of energy and environmental affairs, including any building energy efficiency measures you propose to use to do so.

Please attach a detailed, written response to this question as attachment 4-39-01 and provide a brief overview of your response in this box. The response provided in this box will be released to the public.

The Project will meet or exceed the Stretch Energy Code requirements contained in Appendix 115AA of the Massachusetts State Building Code, 8th edition, pertaining to building efficiency measure to be implemented, including solar and wind power, geothermal heat pumps, central plant with cogeneration as well as energy recovery equipment for recovery of waste heat.

List of Attachments:

4-39-01 <u>Written response</u>	4-39-09 _____
4-39-02 <u>Montachusett Regional Strategic Framework Plan</u>	4-39-10 _____
4-39-03 _____	4-39-11 _____
4-39-04 _____	4-39-12 _____
4-39-05 _____	4-39-13 _____
4-39-06 _____	4-39-14 _____
4-39-07 _____	4-39-15 _____
4-39-08 _____	4-39-16 _____

Check this box if you have additional attachments:

Utilize Sustainable Development Principles In The Construction And During The Life Cycle Of The Facility

4-40 Alternative Fuel Vehicles

Describe any plans for utilizing electric vehicles and other [alternative fuel vehicles](#) for the resort fleet vehicles, and the accommodation of electric vehicle recharging for resort patrons, and any preferential parking for hybrid or electric vehicles at the site.

Please attach a detailed, written response to this question as attachment 4-40-01 and provide a brief overview of your response in this box. The response provided in this box will be released to the public.

Massachusetts Live!'s parking plan provides five parking spots with charging stations in prime locations for patrons with electric cars. In addition, the parking plan identifies an additional 40 preferential parking spaces in prime locations for hybrid or electric vehicles. There are a range of vehicles that the casino will acquire (maintenance, security, etc.) that will be electric or alternate fuel vehicles.

List of Attachments:

4-40-01 <u>Site Parking Plan</u>	4-40-11 _____
4-40-02 _____	4-40-12 _____
4-40-03 _____	4-40-13 _____
4-40-04 _____	4-40-14 _____
4-40-05 _____	4-40-15 _____
4-40-06 _____	4-40-16 _____
4-40-07 _____	4-40-17 _____
4-40-08 _____	4-40-18 _____
4-40-09 _____	4-40-19 _____
4-40-10 _____	4-40-20 _____

Check this box if you have additional attachments:

Utilize Sustainable Development Principles In The Construction And During The Life Cycle Of The Facility

4-41 Storm Water

Describe plans for management of storm water including any plans to use Institute for Sustainable Infrastructure (“[ISI](#)”) techniques to minimize impact of storm water and maximize its reuse.

Please attach a detailed, written response to this question as attachment 4-41-01 and provide a brief overview of your response in this box. The response provided in this box will be released to the public.

The Project will comply with the Massachusetts Stormwater Standards and a Low-Impact Development (LID) approach will incorporate elements such as pervious pavement, vegetated swales, and rain gardens/ bio-retention areas into the design. A combination of Low Impact Development and traditional strategies will be implemented on site to manage stormwater. The basis of the design will be centered around providing a safe development that protects the environment, adjacent resources areas and abutting properties, and that fully complies with the State’s Stormwater Management requirements.

List of Attachments:

4-41-01 <u>Written response</u>	4-41-11 _____
4-41-02 <u>Stormwater Plan</u>	4-41-12 _____
4-41-03 <u>Stormwater details</u>	4-41-13 _____
4-41-04 <u>Woodard and Curran Report</u>	4-41-14 _____
4-41-05 _____	4-41-15 _____
4-41-06 _____	4-41-16 _____
4-41-07 _____	4-41-17 _____
4-41-08 _____	4-41-18 _____
4-41-09 _____	4-41-19 _____
4-41-10 _____	4-41-20 _____

Check this box if you have additional attachments:

Utilize Sustainable Development Principles In The Construction And During The Life Cycle Of The Facility

4-42 Water Conservation

Describe plans for conservation of water including any plans to target use of 40% less water than standard buildings of same size and design, for example through the use of waterless urinals, dual flush toilets, and low flow faucets, and by water saving landscaping techniques, and promotion of water reuse and recharge.

Please attach a detailed, written response to this question as attachment 4-42-01 and provide a brief overview of your response in this box. The response provided in this box will be released to the public.

The intent for toilet rooms is to use low flow (0.125 gpf) or waterless urinals and low flow faucets along with 1.28 gpf or dual flush high efficiency toilets. Irrigation needs will be minimized with the use of native plant materials and soils that promote water retention. In addition, the Project will harvest roof water in cisterns for irrigation use for areas of the Project that require irrigation.

List of Attachments:

4-42-01 <u>none</u>	4-42-10 _____
4-42-02 _____	4-42-11 _____
4-42-03 _____	4-42-12 _____
4-42-04 _____	4-42-13 _____
4-42-05 _____	4-42-14 _____
4-42-06 _____	4-42-15 _____
4-42-07 _____	4-42-16 _____
4-42-08 _____	4-42-17 _____
4-42-09 _____	4-42-18 _____

Check this box if you have additional attachments:

Utilize Sustainable Development Principles In The Construction And During The Life Cycle Of The Facility

4-43 Energy Efficient Equipment

Describe plans for ensuring use of Energy Star rated equipment and high efficiency HVAC and heat recovery systems throughout the gaming establishment complex.

Please attach a detailed, written response to this question as attachment 4-43-01 and provide a brief overview of your response in this box. The response provided in this box will be released to the public.

- All HVAC equipment used will meet minimum efficiency requirements to meet ASHRAE 90.1 and Stretch Energy Code, exceeding these requirements as necessary to achieve 30% improvement over baseline
- As described in 4-39: Stretch Energy Code and 4-51: Centralized Heating and Cooling, heat recovery systems, including energy recovery from toilet exhaust and building relief, geothermal system for back of house offices, free cooling using plate and frame heat exchangers and the cooling towers in winter, and cogen plant design, including recovery of waste heat for generation of space heating water, domestic hot water and chilled water will all be considered as part of the mechanical systems design.
- Food service and AV equipment selected will also be reviewed for potential of compliance with Energy Star rating system.

List of Attachments:

4-43-01 <u>none</u>	4-43-11 _____
4-43-02 _____	4-43-12 _____
4-43-03 _____	4-43-13 _____
4-43-04 _____	4-43-14 _____
4-43-05 _____	4-43-15 _____
4-43-06 _____	4-43-16 _____
4-43-07 _____	4-43-17 _____
4-43-08 _____	4-43-18 _____
4-43-09 _____	4-43-19 _____
4-43-10 _____	4-43-20 _____

Check this box if you have additional attachments:

Utilize Sustainable Development Principles In The Construction And During The Life Cycle Of The Facility

4-44 Energy Efficient Gaming Equipment

Describe any plans for ensuring that all gaming equipment conforms to best practices for energy efficient use.

Please attach a detailed, written response to this question as attachment 4-44-01 and provide a brief overview of your response in this box. The response provided in this box will be released to the public.

Massachusetts Live! Casino will work diligently with the machine manufacturers at the time of purchase to include games that are using energy efficient devices and techniques.
 PPE will select machines through particular manufacturers that use energy efficient components with low power microprocessor chips, energy efficient power supplies, LCD and LED video monitors, energy efficient buttons and LED cabinet lighting, which reduces power and overall heat transmission.

List of Attachments:

4-44-01 <u>none</u>	4-44-11 _____
4-44-02 _____	4-44-12 _____
4-44-03 _____	4-44-13 _____
4-44-04 _____	4-44-14 _____
4-44-05 _____	4-44-15 _____
4-44-06 _____	4-44-16 _____
4-44-07 _____	4-44-17 _____
4-44-08 _____	4-44-18 _____
4-44-09 _____	4-44-19 _____
4-44-10 _____	4-44-20 _____

Check this box if you have additional attachments:

Utilize Sustainable Development Principles In The Construction And During The Life Cycle Of The Facility

4-45 Lighting

Describe plans for incorporating and fully commissioning state of the art daylighting, LED lighting and lighting controls and for installing upgraded lighting periodically every 5 years or less.

Please attach a detailed, written response to this question as attachment 4-45-01 and provide a brief overview of your response in this box. The response provided in this box will be released to the public.

The lighting system for the project building and grounds will include a system of high efficiency equipment coordinated with state-of- the-art control systems to coordinate natural daylight with internal and external light systems. Both interior and exterior light fixture will be equipped with high efficiency LED Bulbs, which will reduce power consumption and maintenance costs as lamp life is significantly increased compared to standard lighting. Light standards in the parking lots will be equipped with “cut off” reflectors insuring light will be directed down and not into surrounding properties. Daylight conditions will be incorporated in the design where appropriate and be combined with a “smart” lighting dimming system that will automatically adjust to the required lighting levels using a series of photocells. Light fixtures will be selected to facilitate replacement or retrofitting by newer and potentially more efficient technology.

List of Attachments:

4-45-01 <u>Written response</u>	4-45-11 _____
4-45-02 <u>Exterior lighting standard “cut off” diagram</u>	4-45-12 _____
4-45-03 <u>Spec sheet of exterior light fixture</u>	4-45-13 _____
4-45-04 _____	4-45-14 _____
4-45-05 _____	4-45-15 _____
4-45-06 _____	4-45-16 _____
4-45-07 _____	4-45-17 _____
4-45-08 _____	4-45-18 _____
4-45-09 _____	4-45-19 _____
4-45-10 _____	4-45-20 _____

Check this box if you have additional attachments:

Utilize Sustainable Development Principles In The Construction And During The Life Cycle Of The Facility

4-46 On-Site Energy Generation

Describe plans for procuring or generating on-site at least 10% of the facility's annual electricity consumption from renewable energy sources qualified by the Massachusetts Department of Energy Resources ([DOER](#)) under G.L. c.25A, §11F. Further, please describe plans, if any, for ensuring that 25% of the facility's annual electricity generated on site is from renewable energy sources, and the date by which that goal will be reached

Please attach a detailed, written response to this question as attachment 4-46-01 and provide a brief overview of your response in this box. The overview should contain, at a minimum, a summary of the plans as they relate to the 10% and 25% objectives. The response provided in this box will be released to the public.

PPE will utilize its best efforts to achieve the on-site energy generation goal of 10% through a combination of procuring green energy and on-site power generation (solar & wind). The solar PV system and the wind turbines will account for approximately 2% of the facility's annual electricity consumption and the remainder will be procured green energy.

List of Attachments:

4-46-01 <u>none</u>	4-46-09 _____
4-46-02 _____	4-46-10 _____
4-46-03 _____	4-46-11 _____
4-46-04 _____	4-46-12 _____
4-46-05 _____	4-46-13 _____
4-46-06 _____	4-46-14 _____
4-46-07 _____	4-46-15 _____
4-46-08 _____	4-46-16 _____

Check this box if you have additional attachments:

Utilize Sustainable Development Principles In The Construction And During The Life Cycle Of The Facility

4-47 Off-Site Renewable Energy

Describe any plans for obtaining off site power from renewable energy sources or with renewable energy credits.

Please attach a detailed, written response to this question as attachment 4-47-01 and provide a brief overview of your response in this box. The response provided in this box will be released to the public.

On-site solar PV system and wind turbines will account for approximately 2% of the facility's annual electricity consumption. Approximately 8% of the facility's annual electricity consumption will be procured off-site green energy.

List of Attachments:

4-47-01 <u>none</u>	4-47-11 _____
4-47-02 _____	4-47-12 _____
4-47-03 _____	4-47-13 _____
4-47-04 _____	4-47-14 _____
4-47-05 _____	4-47-15 _____
4-47-06 _____	4-47-16 _____
4-47-07 _____	4-47-17 _____
4-47-08 _____	4-47-18 _____
4-47-09 _____	4-47-19 _____
4-47-10 _____	4-47-20 _____

Check this box if you have additional attachments:

Utilize Sustainable Development Principles In The Construction And During The Life Cycle Of The Facility

4-48 Building Envelope and HVAC

Describe plans for commissioning the building envelope and HVAC systems in all buildings, and plans for ongoing retrocommissioning of facilities.

Please attach a detailed, written response to this question as attachment 4-48-01 and provide a brief overview of your response in this box. The response provided in this box will be released to the public.

A HVAC System Commissioning Agent and A Building Envelope Commissioning Agent shall verify installation and operation of the systems listed, on written response, that they meet the design intent of the Contract Documents, applicable codes and authorities having jurisdiction
 The Building Automated System (BAS) shall be set up to include monitoring and verification of system performance on an ongoing basis, which should eliminate the need for retro-commissioning. However, if deemed necessary in the future, the framework of the BAS shall be set up to allow for expedited performance of the same.

List of Attachments:

4-48-01 <u>Written response</u>	4-48-11 _____
4-48-02 _____	4-48-12 _____
4-48-03 _____	4-48-13 _____
4-48-04 _____	4-48-14 _____
4-48-05 _____	4-48-15 _____
4-48-06 _____	4-48-16 _____
4-48-07 _____	4-48-17 _____
4-48-08 _____	4-48-18 _____
4-48-09 _____	4-48-19 _____
4-48-10 _____	4-48-20 _____

Check this box if you have additional attachments:

Utilize Sustainable Development Principles In The Construction And During The Life Cycle Of The Facility

4-49 Energy Consumption Monitoring

Describe plans for developing an ongoing system that will submeter and monitor all major sources of energy consumption and for undertaking regular and sustained efforts throughout the life-cycle of the facility to maintain and improve energy efficiency and reliance on renewable sources of power in all buildings and equipment that are part of the facility.

Please attach a detailed, written response to this question as attachment 4-49-01 and provide a brief overview of your response in this box. The response provided in this box will be released to the public.

The building automation system will be utilized to collect, store and trend data from all of the sub-meters that will be installed to monitor the consumption from each of the major energy sources. Measurement and verification (M&V) will record actual energy use over time and will compare that data with estimated energy use determined from the building energy modeling. M&V ensures that all systems are performing as designed and allows for identification of issues with operating procedures and control sequences, as well as assisting with the commissioning process. The M&V plan will also help to reduce energy costs over time, utilizing the trends analysis and documentation to improve efficiencies of energy conservation measures. M&V will include monitoring of energy from all systems or components that will provide data points for end used identified in the energy modeling and that will assist in recalibration of the model.

List of Attachments:

4-49-01 <u>Written response</u>	4-49-10 _____
4-49-02 _____	4-49-11 _____
4-49-03 _____	4-49-12 _____
4-49-04 _____	4-49-13 _____
4-49-05 _____	4-49-14 _____
4-49-06 _____	4-49-15 _____
4-49-07 _____	4-49-16 _____
4-49-08 _____	4-49-17 _____
4-49-09 _____	4-49-18 _____

Check this box if you have additional attachments:

Utilize Sustainable Development Principles In The Construction And During The Life Cycle Of The Facility

4-50 Advanced Building Controls for Energy Use

Describe plans for including advanced building controls necessary to manage energy use throughout the entire facility.

Please attach a detailed, written response to this question as attachment 4-50-01 and provide a brief overview of your response in this box. The response provided in this box will be released to the public.

- The public space lighting system will be connected to a central dimming system (and control network) such that it will accommodate both time of day dimming controls, as well as a series of photocells.
- Use of occupancy sensors to control lighting where required by the energy code.
- Use of a time clock (via building management system) and photocells to control of exterior lighting.
- Use automatic daylight control to control associated lighting as defined within the energy code.
- Employ measurement and verification system will provide Energy Consumption Monitoring, including power and thermal energy consumption.

List of Attachments:

4-50-01 <u>Written response</u>	4-50-11 _____
4-50-02 _____	4-50-12 _____
4-50-03 _____	4-50-13 _____
4-50-04 _____	4-50-14 _____
4-50-05 _____	4-50-15 _____
4-50-06 _____	4-50-16 _____
4-50-07 _____	4-50-17 _____
4-50-08 _____	4-50-18 _____
4-50-09 _____	4-50-19 _____
4-50-10 _____	4-50-20 _____

Check this box if you have additional attachments:

Utilize Sustainable Development Principles In The Construction And During The Life Cycle Of The Facility

4-51 Centralized Heating and Cooling

Describe plans for use of centralized & efficient heating and cooling systems, including opportunities to utilize renewable thermal energy such as solar water heating and geothermal heating and cooling. Provide evaluation and opportunities to utilize of e.g., co-generation of combined heat and power (CHP, or cogeneration) to provide efficient electric generation with heat recovery to serve building heating and cooling loads.

Please attach a detailed, written response to this question as attachment 4-51-01 and provide a brief overview of your response in this box. The response provided in this box will be released to the public.

The Project design will include a central heating and cooling plant to be located inside the building on the second floor. The plant will include a cogen facility of 1.5 MW estimated generating capacity for power generation. The waste heat from the engine will be used for domestic hot water generation year round, for powering a 250-ton absorption chiller and space reheat as part of dehumidification control in summer, and for space heating in winter. The 250-ton waste heat absorption chiller is intended to be installed in series with the main chillers in the plant, which may include a natural gas-fired absorption machine serving the remainder of the load and a high-efficiency electric chiller as "N+1" back-up.

The electric chiller options to be considered will include magnetic bearing and centrifugal machines. Cooling towers will be located on the roof of the building directly above the plant and plate and frame heat exchangers will be provided for water side economizer to provide free cooling using the towers and condenser water pumps only during the winter months when ambient conditions permit. The equipment, including pumps, chillers and cooling tower motors, will include variable frequency drives as necessary for energy and efficiency optimization. Additionally, a geothermal system will be considered for the back of house office areas, if ground conditions permit, based on evaluation of test wells that would need to be drilled.

List of Attachments:

4-51-01 <u>none</u>	4-51-10 _____
4-51-02 _____	4-51-11 _____
4-51-03 _____	4-51-12 _____
4-51-04 _____	4-51-13 _____
4-51-05 _____	4-51-14 _____
4-51-06 _____	4-51-15 _____
4-51-07 _____	4-51-16 _____
4-51-08 _____	4-51-17 _____
4-51-09 _____	4-51-18 _____

Check this box if you have additional attachments:

Utilize Sustainable Development Principles In The Construction And During The Life Cycle Of The Facility

4-52 Shifting Peak Energy Use

Describe plans, if any, to utilize technologies such as absorption chiller based cooling and off-peak thermal ice and heat storage, to maximize operational efficiencies of the physical plant, and to shift peak demands to off-peak time periods for the electric grid.

Please attach a detailed, written response to this question as attachment 4-52-01 and provide a brief overview of your response in this box. The response provided in this box will be released to the public.

Cogen facilities coupled with absorption chillers will be provided in the central plant for peak shaving.
The Project will include energy generation and centralized heating programs.

List of Attachments:

4-52-01 <u>On-Site Energy Generation</u>	4-52-11 _____
4-52-02 <u>Centralized Heating and Cooling</u>	4-52-12 _____
4-52-03 _____	4-52-13 _____
4-52-04 _____	4-52-14 _____
4-52-05 _____	4-52-15 _____
4-52-06 _____	4-52-16 _____
4-52-07 _____	4-52-17 _____
4-52-08 _____	4-52-18 _____
4-52-09 _____	4-52-19 _____
4-52-10 _____	4-52-20 _____

Check this box if you have additional attachments:

Utilize Sustainable Development Principles In The Construction And During The Life Cycle Of The Facility

4-53 Net Zero Energy

Describe plans, if any, for operation of one or more buildings at net zero energy within 3 years.

Please attach a detailed, written response to this question as attachment 4-53-01 and provide a brief overview of your response in this box. The response provided in this box will be released to the public.

The amount of energy provided by on-site renewable energy sources (solar and wind) will be less than the amount of energy used by the building.

List of Attachments:

4-53-01 <u>On-Site Energy Generation</u>	4-53-11 _____
4-53-02 _____	4-53-12 _____
4-53-03 _____	4-53-13 _____
4-53-04 _____	4-53-14 _____
4-53-05 _____	4-53-15 _____
4-53-06 _____	4-53-16 _____
4-53-07 _____	4-53-17 _____
4-53-08 _____	4-53-18 _____
4-53-09 _____	4-53-19 _____
4-53-10 _____	4-53-20 _____

Check this box if you have additional attachments:

Utilize Sustainable Development Principles In The Construction And During The Life Cycle Of The Facility

4-54 Sustainable Building Construction

Describe any plans for incorporating other sustainable features into building construction, such as use of local, recycled and/or natural materials, protection of indoor environmental quality from construction materials and, natural habitat protection, reuse and recycling of construction materials.

Please attach a detailed, written response to this question as attachment 4-54-01 and provide a brief overview of your response in this box. The response provided in this box will be released to the public.

Tutor Perini Building Corp. is a leader in the field of sustainable construction. The Company has been committed to the green building movement since 1996, when they completed their first environmentally friendly project, the Shaklee World Headquarters. Since then, they have constructed many of the largest sustainable buildings in the Country, including CityCenter in Las Vegas, NV, which is currently one of the world's largest environmentally sustainable developments and includes six LEED® Gold Certified projects.

Some of the sustainable strategies that may be implemented into the proposed Project to support LEED™ Certification are outlined below.

- Construction Activity Pollution Prevention
- Reduction of "Heat Island Effect"
- Record Keeping
- Construction Waste Management
- Regional Materials

List of Attachments:

4-54-01 <u>Written response</u>	4-54-10 _____
4-54-02 <u>Construction Waste Management Plan</u>	4-54-11 _____
4-54-03 <u>Indoor Air Quality Management during Construction</u>	4-54-12 _____
4-54-04 _____	4-54-13 _____
4-54-05 _____	4-54-14 _____
4-54-06 _____	4-54-15 _____
4-54-07 _____	4-54-16 _____
4-54-08 _____	4-54-17 _____
4-54-09 _____	4-54-18 _____

Check this box if you have additional attachments:

Utilize Sustainable Development Principles In The Construction And During The Life Cycle Of The Facility

4-55 Ongoing Sustainable Site Operations

Describe any plans for ongoing sustainable site operations,, including, but not limited to, the management of solid waste generated at the site, including food waste and other organic materials, the use of less or non-toxic cleaning, personal care, and any other products used at the facility, policies to minimize use of hazardous materials and to effectively manage any hazardous materials on site, the procurement of environmentally preferable products for use in the facility, EPEAT certified equipment, and other products certified by independent 3rd party organizations.

Please attach a detailed, written response to this question as attachment 4-55-01 and provide a brief overview of your response in this box. The response provided in this box will be released to the public.

PPE will contract with several licensed vendors to remove all waste, including food waste and medical waste, as well as recycled materials. Our policy is to use as many environmentally friendly cleaning products as possible. We will contract with PureForce and Ecolabs, or similar contractors, to supply approved, environmentally safe materials. Any hazardous materials on-site will be segregated and controlled access will be provided to ensure their appropriate use. Any products used to remove or prevent ice will, likewise will be approved as environmentally safe. PPE will implement an extensive recycling program for grease, paper, bottles, plastic, glass and metal. Further, PPE will adhere to the standards established by the State published by Administration and Finance entitled "Green Cleaning Products, Programs, Equipment and Supplies (MA State Contract FAC59). PPE will also develop a system to capture and recycle rainwater for use in site irrigation. Included are attachments of standards and procedures that PPE intends to implement at Massachusetts Live!

List of Attachments:

4-55-01 Green Cleaning Products

4-55-02 Special Chemical Safety Rules for Supervisors

4-55-03 Rules for Handling Chemicals Safely

4-55-04 Rules for Handling Corrosive Chemicals Safely

4-55-05 Rules for Handling Flammable Chemicals Safely

4-55-06 Rules for Handling Toxic Chemicals Safely

4-55-07 Guidelines for Reactive Chemical Safety

4-55-08 Hand Tool Safety

4-55-09 Common Sense Rules for Safe Laboratory Work

4-55-10 Laboratory & Pilot Plant Reactive Chemistry Risk Matrix

4-55-11 Protection of the Environment

4-55-12 Rules for Handling Compressed Gasses Safely

4-55-13 Risk Assessment Tool for Laboratory Procedures

4-55-14 Chemical Reactivity Worksheet

4-55-15 Documentation Screening of Chemical Reactivity Hazards

4-55-16 _____

4-55-17 _____

4-55-18 _____

4-55-19 _____

4-55-20 _____

Check this box if you have additional attachments:

Utilize Sustainable Development Principles In The Construction And During The Life Cycle Of The Facility

4-56 Testing of Clean Energy Technologies

Describe any plans for integrating emerging clean energy technologies by providing beta test sites for Massachusetts based companies into buildings, facilities, and vehicles in partnership with the [Massachusetts Clean Energy Center](#) and other parties.

Please attach a detailed, written response to this question as attachment 4-56-01 and provide a brief overview of your response in this box. The response provided in this box will be released to the public.

The gaming facility will consult with the Massachusetts Clean Energy Center on the clean energy technologies to be designed and installed, but has made certain provision for including wind, geothermal and solar programs.

List of Attachments:

4-56-01 <u>On-Site Energy Generation</u>	4-56-11 _____
4-56-02 _____	4-56-12 _____
4-56-03 _____	4-56-13 _____
4-56-04 _____	4-56-14 _____
4-56-05 _____	4-56-15 _____
4-56-06 _____	4-56-16 _____
4-56-07 _____	4-56-17 _____
4-56-08 _____	4-56-18 _____
4-56-09 _____	4-56-19 _____
4-56-10 _____	4-56-20 _____

Check this box if you have additional attachments:

Utilize Sustainable Development Principles In The Construction And During The Life Cycle Of The Facility

4-57 Energy Contracts

Describe any plans to offset all or some of the projected electrical energy consumption not met with on-site renewable energy sources via long term contracts for energy and RECs with off-site RPS Class I qualified wind, or solar, or other renewable energy projects, or other strategies.

Please attach a detailed, written response to this question as attachment 4-57-01 and provide a brief overview of your response in this box. The response provided in this box will be released to the public.

Long term contracts for energy and RECs with off-site RPS Class I qualified wind, solar, or other renewable energy sources will be pursued. An on-site wind, geothermal and solar program as planned are not sufficient.

List of Attachments:

4-57-01 <u>On-Site Energy Generation</u>	4-57-11 _____
4-57-02 _____	4-57-12 _____
4-57-03 _____	4-57-13 _____
4-57-04 _____	4-57-14 _____
4-57-05 _____	4-57-15 _____
4-57-06 _____	4-57-16 _____
4-57-07 _____	4-57-17 _____
4-57-08 _____	4-57-18 _____
4-57-09 _____	4-57-19 _____
4-57-10 _____	4-57-20 _____

Check this box if you have additional attachments:

Utilize Sustainable Development Principles In The Construction And During The Life Cycle Of The Facility

4-58 Public Education on Clean Energy, Sustainability, and Waste Management

Describe any plans to educate building and facility occupants with educational kiosks, display screens, or other public awareness campaigns regarding the clean energy, sustainability, and waste management strategies and technologies deployed on and off site.

Please attach a detailed, written response to this question as attachment 4-58-01 and provide a brief overview of your response in this box. The response provided in this box will be released to the public.

Located at the main entry/porte cochere, interactive digital display screen(s) running along the interior vegetative living wall will allow patrons to learn of overall sustainable technologies used on the property. Such areas covered will be solar collection, wind harvesting, and geothermal energies. The actual vegetative wall itself will act as a great demarcation for this information as it aids with interior air quality.

List of Attachments:

4-58-01 <u>Written response</u>	4-58-11 _____
4-58-02 _____	4-58-12 _____
4-58-03 _____	4-58-13 _____
4-58-04 _____	4-58-14 _____
4-58-05 _____	4-58-15 _____
4-58-06 _____	4-58-16 _____
4-58-07 _____	4-58-17 _____
4-58-08 _____	4-58-18 _____
4-58-09 _____	4-58-19 _____
4-58-10 _____	4-58-20 _____

Check this box if you have additional attachments:

Utilize Sustainable Development Principles In The Construction And During The Life Cycle Of The Facility

4-59 Grid Failure

Describe any plans to identify a portion of the gaming establishment to serve as a designated critical facility that would allow patrons and other affected residents to seek shelter, heating or cooling, and cell phone charging emergency power services in the event of a grid failure and describe the applicant’s back up power generation plans. Such a system could integrate CHP or fuel cells, energy storage (electric and thermal) and clean DG (solar) with grid islanding capabilities to provide community resilience benefits while also helping to shave peak loads and reduce facility electric demand charges. Further, please describe the applicant’s plan to ensure that adequate data and information protection and backup is in place in the event of a grid failure.

Please attach a detailed, written response to this question as attachment 4-59-01 and provide a brief overview of your response in this box. The response provided in this box will be released to the public.

During a grid failure, the facility will have a 1.5 MW natural gas generator within the cogeneration plant with a diesel standby generator, a solar PV system and wind turbines to continue the operation of, but not limited to, the following:

- Communication systems
- Heating and Air-conditioning systems
- Surveillance
- Power for cell phone charging and emergency services

Upon a utility failure, an in-house central UPS system for critical informational systems (i.e. datacenter, IDF closets, etc.) will provide temporary power (for approximately 10 seconds) until the generators come online. Data back-ups will be performed on a daily basis and stored offsite.

List of Attachments:

4-59-01 <u>none</u>	4-59-09 _____
4-59-02 _____	4-59-10 _____
4-59-03 _____	4-59-11 _____
4-59-04 _____	4-59-12 _____
4-59-05 _____	4-59-13 _____
4-59-06 _____	4-59-14 _____
4-59-07 _____	4-59-15 _____
4-59-08 _____	4-59-16 _____

Check this box if you have additional attachments:

Security

4-60 Surveillance

Describe the applicant's approach to surveillance within and in the immediate vicinity of the gaming establishment and the types and kinds of security surveillance the facility will contain including, but not limited to, specifics relating to gaming floor coverage, location of cameras, recording policies, retention of recordings, sharing of information with other gaming facilities and law enforcement agencies, monitoring room access, and operational guidelines. Please also describe the applicant's plans to ensure that adequate backup generator or battery power systems are in place to protect and ensure that there is no interruption of mandatory continuous visual surveillance and security systems for the gaming establishment.

Please attach a detailed, written response to this question as attachment 4-60-01 and provide a brief overview of your response in this box. Given the sensitivity of this information, the information provided in the overview may be a very generic description of the surveillance approach. The response provided in this box will be released to the public.

PPE will maintain a proactive posture in keeping with nationally-recognized standards in the gaming industry with regard to its surveillance system and activities in an effort to not only safeguard assets, but also to protect the safety of its patrons and employees. PPE will employ state-of-the-art technology that will be in compliance with regulations promulgated by the Massachusetts Gaming Commission, to include gaming floor coverage, location of cameras, recording policies, the sharing of information with other gaming facilities and law enforcement, monitoring room access and operational guidelines. Additionally, PPE will maintain adequate backup generator systems to ensure there is no interruption of mandatory continuous visual surveillance or security systems for its gaming establishment. Finally, PPE will maintain adherence to minimal staffing requirements in order to safeguard patron and employee safety. An example of Minimum Internal Control Standards, Standard Operating Procedures and Minimum Staffing Requirements from the Company's Maryland Live! Casino has been included as an example of the standards to which PPE will adhere, consistent with regulations promulgated by the Massachusetts Gaming Commission, in its facility which is the subject of this application.

List of Attachments:

4-60-01 <u>Surveillance System Design Standards, Section 11</u>	4-60-08 _____
4-60-02 <u>Surveillance System Operating Procedures, Section 12</u>	4-60-09 _____
4-60-03 <u>Surveillance System Minimum Staffing, Section 13</u>	4-60-10 _____
4-60-04 <u>Minimum Surveillance Staffing</u>	4-60-11 _____
4-60-05 <u>Surveillance Operating Procedures</u>	4-60-12 _____
4-60-06 _____	4-60-13 _____
4-60-07 _____	4-60-14 _____

Check this box if you have additional attachments:

Security

4-61 Emergency Evacuation

State how the design of the building will support emergency evacuation.

Please attach a detailed, written response to this question as attachment 4-61-01 and provide a brief overview of your response in this box. The response provided in this box will be released to the public.

The Project satisfies all IBC, ADA and ANSI requirements for building egress. A detailed egress analysis has been provided consistent with all applicable codes and standards and emergency evacuation is part of the Live! Security Department Procedure Manual, see attachment 4-65-03.

List of Attachments:

4-61-01 <u>Written response</u>	4-61-11 _____
4-61-02 <u>Evacuation Staging Areas</u>	4-61-12 _____
4-61-03 <u>Architectural Plan</u>	4-61-13 _____
4-61-04 <u>Egress Plan</u>	4-61-14 _____
4-61-05 _____	4-61-15 _____
4-61-06 _____	4-61-16 _____
4-61-07 _____	4-61-17 _____
4-61-08 _____	4-61-18 _____
4-61-09 _____	4-61-19 _____
4-61-10 _____	4-61-20 _____

Check this box if you have additional attachments:

Security

4-62 Emergency Response

Describe all of the applicant's plans for dealing with emergencies, including any and all use of local, state or regional public safety and medical entities and facilities that will be utilized in the event an emergency occurs. Further, please discuss any plan to develop and implement an active shooter/terrorist response plan.

Please attach a detailed, written response to this question as attachment 4-62-01 and provide a brief overview of your response in this box. The response provided in this box will be released to the public.

PPE plans to be a partner in the community and to work closely with law enforcement, fire, EMS and Emergency Management professionals to ensure the safety and security of its Team Members and patrons in the event of an emergency. PPE will meet, plan and practice its response to emergency situations with these officials prior to an emergency actually occurring. While PPE will have security officers and Emergency Medical Technicians on site, it is recognized that more serious situations dictate the involvement of first responder professionals. As such, PPE will establish a close working relationship with these professionals and employ their services when situations warrant. In such situations, these First Responders can be assured of absolute and complete cooperation on the part of PPE management and team members. With respect to active shooter/terrorist response planning, PPE will work closely with state, local and federal law enforcement, including the Department of Homeland Security, in developing and exercising response plans to active shooter/terrorism incidents. The Company has undergone/cooperated in DHS Site Assisted Visits (SAV) and regularly meets with Emergency Management officials for emergency planning purposes. An example of training related material provided to Maryland Live! employees, in conjunction with training provided by the department of Homeland Security, is attached. It is the intention of PPE to employ such training at its facility.

List of Attachments:

4-62-01 <u>Active Shooter How to Respond</u>	4-62-11 _____
4-62-02 <u>Active Shooter Awareness Training Program</u>	4-62-12 _____
4-62-03 <u>Active Shooter "How to Respond" Program Overview</u>	4-62-13 _____
4-62-04 _____	4-62-14 _____
4-62-05 _____	4-62-15 _____
4-62-06 _____	4-62-16 _____
4-62-07 _____	4-62-17 _____
4-62-08 _____	4-62-18 _____
4-62-09 _____	4-62-19 _____
4-62-10 _____	4-62-20 _____

Check this box if you have additional attachments:

Security

4-63 Regulatory Accommodations

Describe the spaces within the facility that will be provided for regulatory staff, including members of the State Police including designation of square footage. Plans should also address the provision of security, law enforcement and regulatory interview rooms with electronic surveillance coverage, including any temporary criminal holding facility plans, and fingerprinting area. Additionally, please discuss plans for enabling Commission and State Police access to computer terminals for player tracking, surveillance coverage, and any required audit capabilities.

Please attach a detailed, written response to this question as attachment 4-63-01 and provide a brief overview of your response in this box. The response provided in this box will be released to the public.

PPE Casino Resorts Massachusetts LLC will provide space consistent with regulations promulgated by the Massachusetts Gaming Commission for regulatory staff, including members of the State Police. This space for regulatory and State Police staff will include general office space, interview rooms with electronic surveillance coverage, including a temporary criminal holding facility and a fingerprinting area. The current plans have dedicated space for the Gaming Commission of 637-square-feet and a State Police area of 1039-square feet on the ground floor of the facility. Upon being provided more specific program information pertaining to the holding room, interview rooms and the fingerprinting area, the specs will be further defined. In addition to meeting the space requirements of regulatory staff and the State Police, PPE will provide access to computer terminals with access to its player tracking, surveillance and accounting systems. A proposed layout with square footage is included as an exhibit.

List of Attachments:

4-63-01 <u>Regulatory space map</u>	4-63-09 _____
4-63-02 _____	4-63-10 _____
4-63-03 _____	4-63-11 _____
4-63-04 _____	4-63-12 _____
4-63-05 _____	4-63-13 _____
4-63-06 _____	4-63-14 _____
4-63-07 _____	4-63-15 _____
4-63-08 _____	4-63-16 _____

Check this box if you have additional attachments:

Security

4-64 Remote Regulatory Surveillance

Describe the applicant's approach to remote regulatory surveillance, including the facilities and equipment in the establishment that will be available for facilitating surveillance of that type.

Please attach a detailed, written response to this question as attachment 4-64-01 and provide a brief overview of your response in this box. Given the sensitivity of this information, the information provided in the overview may be a very broad description of the approach. The response provided in this box will be released to the public.

Regulatory staff, including members of the State Police, will be provided with timely and unfettered access to the PPE surveillance room and surveillance systems utilized by the Surveillance Department, as well as all transmissions. PPE will timely comply with a request from regulatory staff to:

1. Use any monitor room in the facility;
2. Display on the monitors in its monitor room, or in the Commission's on-site monitor room, any event capable of being captured by the surveillance system;
3. Relinquish control of a camera or monitor;
4. Discontinue monitoring a particular camera or recording activity captured by it;
5. Make a video recording or photograph of any event capable of being captured by the surveillance system; and
6. Restrict or deny access to a recording or photograph.

PPE will comply with all rules and regulations promulgated by the Massachusetts Gaming Commission with respect to regulatory remote access to its surveillance systems.

List of Attachments:

4-64-01 <u>Surveillance System Design Standards, Section 11</u>	4-64-11 _____
4-64-02 _____	4-64-12 _____
4-64-03 _____	4-64-13 _____
4-64-04 _____	4-64-14 _____
4-64-05 _____	4-64-15 _____
4-64-06 _____	4-64-16 _____
4-64-07 _____	4-64-17 _____
4-64-08 _____	4-64-18 _____
4-64-09 _____	4-64-19 _____
4-64-10 _____	4-64-20 _____

Check this box if you have additional attachments:

Security

4-65 Excluding Minors

Describe the steps and measures the applicant will take to ensure that minors are excluded from the gaming premises including a description of plans for controlled facility access points, security policies, and age verification techniques and equipment. Further, please describe how the facility design itself will help minimize access by minors into restricted areas.

Please attach a detailed, written response to this question as attachment 4-65-01 and provide a brief overview of your response in this box. The response provided in this box will be released to the public.

PPE takes seriously its responsibility to ensure minors are excluded from the gaming premises. All public access points to the facility will be controlled by the Security Department to prevent access to underage individuals to the facility. In addition to Security control of public access points, PPE will employ a series of additional measures to combat underage gaming, including working with any enforcement or remedial standards established by the Massachusetts Gaming Commission.

List of Attachments:

4-65-01 <u>Written response</u>	4-65-11 _____
4-65-02 <u>Maryland Live! Casino Responsible Gaming Plan</u>	4-65-12 _____
4-65-03 <u>Maryland Live! Casino Security Department Procedure Manual</u>	4-65-13 _____
4-65-04 _____	4-65-14 _____
4-65-05 _____	4-65-15 _____
4-65-06 _____	4-65-16 _____
4-65-07 _____	4-65-17 _____
4-65-08 _____	4-65-18 _____
4-65-09 _____	4-65-19 _____
4-65-10 _____	4-65-20 _____

Check this box if you have additional attachments:

Security

4-66 Security of Premises

Describes the steps and measures that the applicant will take with respect to security and prevention of unlawful behavior on the gaming establishment premises and in its immediate vicinity. Please also describe any planned policies relative to use of force and restraint, notification to law enforcement, and use of non-lethal chemical and electrical equipment for subduing unruly and physically assaultive patrons. Further, please describe any planned processes for the discovery, documentation and notification of proper authorities relative to forged documents, counterfeit currency, credit card fraud, player bonus point frauds, and false identifications. Finally, please describe any anticipated policies and procedures addressing such issues as the abandonment of minors in a parking area or hotel room.

Please attach a detailed, written response to this question as attachment 4-66-01 and provide a brief overview of your response in this box. Given the sensitivity of some of this information, the information provided in the overview may include only general descriptions where necessary. The response provided in this box will be released to the public.

The primary responsibility of a Security Department of a gaming facility and its personnel is the physical security and well-being of the casino, its employees and guests and the protection of property. However, Security has a secondary responsibility to provide excellent customer service that includes assisting guests with directions, general questions, and directing them to the casino personnel that can meet their needs. The Security Department's operation is designed to provide for the safety of our patrons while minimizing the opportunity for loss or damage. Although Security personnel are NOT law enforcement officers, they have the authority and right to take necessary actions to protect people and property at the facility.

List of Attachments:

4-66-01 <u>Written response</u>	4-66-06 _____
4-66-02 <u>Maryland Live! Casino Responsible Gaming Plan</u>	4-66-07 _____
4-66-03 <u>Maryland Live! Casino Security Department Procedure Manual</u>	4-66-08 _____
4-66-04 _____	4-66-09 _____
4-66-05 _____	4-66-10 _____

Check this box if you have additional attachments:

Security

4-67 History of Security

Describe the measures the applicant has utilized with respect to security and prevention of unlawful behavior at other facilities it owns and operates, how well those measures have succeeded and the metrics used to measure their success.

Please attach a detailed, written response to this question as attachment 4-67-01 and provide a brief overview of your response in this box. Given the sensitivity of some of this information, the information provided in the overview may include only general descriptions where necessary. The response provided in this box will be released to the public.

The Company has taken a very serious approach to providing a safe and secure environment for both its guests and Team Members. Maryland Live! Casino maintains a large, active and well-trained Security Department, as well as a vigilant surveillance department operating a state-of-the-art surveillance system, to ensure that a safe and secure environment is realized. Additionally, the casino complements its Security staff with a contingent of local uniformed police officers, hired in an off-duty capacity. By all accounts, Maryland Live! has been successful to date in realizing the safe and secure environment it has endeavored to provide. The casino works closely with local law enforcement in the sharing of information and data, and utilizes the local police department Uniform Crime Reporting (UCR) data as a metric to determine the success of its security measures. That analysis by the local police department has concluded that crime has significantly decreased in the area since the opening of the casino. This success can be attributed to the Maryland Live! Security and Surveillance staff, as well as the increased presence of the local police department. It is the intention of PPE to emulate the programs described herein and to foster constructive working relationships with local, state and federal law enforcement agencies.

List of Attachments:

4-67-01 <u>none</u>	4-67-10 _____
4-67-02 _____	4-67-11 _____
4-67-03 _____	4-67-12 _____
4-67-04 _____	4-67-13 _____
4-67-05 _____	4-67-14 _____
4-67-06 _____	4-67-15 _____
4-67-07 _____	4-67-16 _____
4-67-08 _____	4-67-17 _____
4-67-09 _____	4-67-18 _____

Check this box if you have additional attachments:

Security

4-68 Computerized Accounting and Auditing

The Commission will likely utilize a central, computerized accounting and auditing system to assure the integrity, security, honesty, accountability and fairness in the operation and administration of games played at the facility. Describe the measures and commitment that the applicant will institute to facilitate installation and maintenance of any hardware and software necessary for the system's operation and the applicant's experience with similar systems at all other locations the applicant owns, controls or operates. Further, please attach a projected table of organization, containing brief descriptions of the positions, relative to staffing of the Information Technology department to address the needs posed by a system of this nature.

Please attach a detailed, written response to this question as attachment 4-68-01 and provide a brief overview of your response in this box. The response provided in this box will be released to the public.

PPE will, at its own expense, construct a secure facility to house computer hardware and a centralized accounting and auditing system, in accordance with any and all specifications established by the Massachusetts Gaming Commission.

List of Attachments:

4-68-01 <u>Written response</u>	4-68-08 _____
4-68-02 <u>Information Technology organizational chart</u>	4-68-09 _____
4-68-03 <u>Information Technology job descriptions</u>	4-68-10 _____
4-68-04 <u>Information Technology security policy</u>	4-68-11 _____
4-68-05 _____	4-68-12 _____
4-68-06 _____	4-68-13 _____
4-68-07 _____	4-68-14 _____

Check this box if you have additional attachments:

Permitting

4-69 Permit Chart

Provide as attachment 4-69-01 a chart identifying all federal, state, and local permits and approvals required, or anticipated to be required, for the construction and operation of the applicant’s proposed category 1 or category 2 gaming establishment that includes:

- a) the date on which the applicant submitted, or anticipates that it will submit, its application for each permit or approval;
- b) the maximum time period set by statute, regulation, and/or by-law or ordinance that the authority having jurisdiction has to render a decision on an application, if any (*e.g.* 780 CMR 105.3.1 *Action on Application*);
- c) the expiration date or maximum effective time period for each permit or approval, if any, set by statute, regulation, and/or by-law or ordinance; and
- d) a citation to the statute, regulations, and/or by-law or ordinance governing the issuance of each permit or approval.

4-70 Permit Chart Attachments

Provide a complete copy of: (i) any completed application for each permit or approval that was submitted by the applicant to the authority having jurisdiction, including a copy of any exhibits and attachments; (ii) any written comments received by the applicant from a host community, surrounding community or prospective surrounding community, impacted live entertainment venue or prospective impacted live entertainment venue, and/or the permitting agency regarding the applicant’s request for the permit or approval; and (iii) any permit, approval or decision issued by the authority having jurisdiction.

List of Attachments:

4-70-01 <u>Project Notification Form</u>	4-70-10 _____
4-70-02 <u>No Adverse Effects Letter</u>	4-70-11 _____
4-70-03 <u>Certificate of Environmental Notification Form</u>	4-70-12 _____
4-70-04 _____	4-70-13 _____
4-70-05 _____	4-70-14 _____
4-70-06 _____	4-70-15 _____
4-70-07 _____	4-70-16 _____
4-70-08 _____	4-70-17 _____
4-70-09 _____	4-70-18 _____

Check this box if you have additional attachments:

Permitting

4-71 ENF

Provide a copy of the applicant’s environmental notification form (ENF) along with proof of the applicant’s submission of the ENF in compliance with G.L. c. 30, §62A and 301 CMR 11.00 in connection with the applicant’s proposed category 1 or category 2 gaming establishment.

List of Attachments:

4-71-01	<u>Environmental Notification Form</u>	4-71-11	_____
4-71-02	<u>ENF Public Notice</u>	4-71-12	_____
4-71-03	_____	4-71-13	_____
4-71-04	_____	4-71-14	_____
4-71-05	_____	4-71-15	_____
4-71-06	_____	4-71-16	_____
4-71-07	_____	4-71-17	_____
4-71-08	_____	4-71-18	_____
4-71-09	_____	4-71-19	_____
4-71-10	_____	4-71-20	_____

Check this box if you have additional attachments:

Permitting

4-72 EOEEA Certificate (ENF)

Provide a copy of the certificate from the secretary of EOEEA after the conclusion of the comment period on the filing of the ENF pursuant to 301 CMR 11.06(7) and a copy of all written comments submitted to the [MEPA](#) unit during its review of such ENF.

List of Attachments:

4-72-01 <u>EOEEA Certificate (ENF)</u>	4-72-11 _____
4-72-02 _____	4-72-12 _____
4-72-03 _____	4-72-13 _____
4-72-04 _____	4-72-14 _____
4-72-05 _____	4-72-15 _____
4-72-06 _____	4-72-16 _____
4-72-07 _____	4-72-17 _____
4-72-08 _____	4-72-18 _____
4-72-09 _____	4-72-19 _____
4-72-10 _____	4-72-20 _____

Check this box if you have additional attachments:

Permitting

4-73 EIR

Provide a copy, if any, of the draft, final, supplemental, or single environmental impact report (EIR), Notice of Project Change, or a request for an Advisory Opinion submitted by the applicant pursuant to G.L. c. 30, §§61-62H and 301 CMR 11.00 in connection with the applicant’s proposed category 1 or category 2 gaming establishment.

List of Attachments:

4-73-01 <u>none to report</u>	4-73-11 _____
4-73-02 _____	4-73-12 _____
4-73-03 _____	4-73-13 _____
4-73-04 _____	4-73-14 _____
4-73-05 _____	4-73-15 _____
4-73-06 _____	4-73-16 _____
4-73-07 _____	4-73-17 _____
4-73-08 _____	4-73-18 _____
4-73-09 _____	4-73-19 _____
4-73-10 _____	4-73-20 _____

Check this box if you have additional attachments:

Permitting

4-74 EOEEA Certificate (EIR)

Provide a copy, if any, of the certificate from the secretary of EOEEA after the conclusion of the comment period on the filing of any such draft, final, supplemental, or single EIR, Notice(s) of Project Change, and in the case of an Advisory Opinion, the decision of either the Secretary or the MEPA Director pursuant to G.L. c. 30, §§61-62H and 301 CMR 11.00, and a copy of all written comments submitted to the MEPA unit during its review of such filing.

List of Attachments:

4-74-01 <u>none to report</u>	4-74-11 _____
4-74-02 _____	4-74-12 _____
4-74-03 _____	4-74-13 _____
4-74-04 _____	4-74-14 _____
4-74-05 _____	4-74-15 _____
4-74-06 _____	4-74-16 _____
4-74-07 _____	4-74-17 _____
4-74-08 _____	4-74-18 _____
4-74-09 _____	4-74-19 _____
4-74-10 _____	4-74-20 _____

Check this box if you have additional attachments:

Permitting

4-75 Environmental Assessment, Findings, and Impact Statement

Provide a copy of any notice or draft, final, or supplemental environmental assessment, finding of no significant impact, or environmental impact statement prepared by any federal agency in accordance with 42 U.S.C. §4321 in connection with the applicant's proposed category 1 or category 2 gaming establishment.

List of Attachments:

4-75-01 <u>none to report</u>	4-75-11 _____
4-75-02 _____	4-75-12 _____
4-75-03 _____	4-75-13 _____
4-75-04 _____	4-75-14 _____
4-75-05 _____	4-75-15 _____
4-75-06 _____	4-75-16 _____
4-75-07 _____	4-75-17 _____
4-75-08 _____	4-75-18 _____
4-75-09 _____	4-75-19 _____
4-75-10 _____	4-75-20 _____

Check this box if you have additional attachments:

Permitting

4-76 Host Community Zoning

Describe applicable zoning requirements for the site of the proposed project, explain how the applicant proposes to meet them, and provide a statement from the host community’s zoning officer, town counsel or city solicitor that, notwithstanding a site plan approval, the proposed category 1 or category 2 gaming establishment is either:

- a) Permitted at its proposed location as of right pursuant to the host community’s zoning ordinances or bylaws; or
- b) Permitted at its proposed location pursuant to all of the host community’s zoning ordinances or bylaws subject only to the applicant’s obtaining some or all of the permits and approvals identified in the application pursuant to 205 CMR 120.01(1)(a).

List of Attachments:

4-76-01	<u>Written response</u>	4-76-11	_____
4-76-02	<u>Zoning Chart</u>	4-76-12	_____
4-76-03	<u>City of Leominster ZBA Special Permit</u>	4-76-13	_____
4-76-04	<u>Zoning Officer Declaration of Permitted Use</u>	4-76-14	_____
4-76-05	<u>Montachusett Regional Strategic Framework Plan</u>	4-76-15	_____
4-76-06	_____	4-76-16	_____
4-76-07	_____	4-76-17	_____
4-76-08	_____	4-76-18	_____
4-76-09	_____	4-76-19	_____
4-76-10	_____	4-76-20	_____

Check this box if you have additional attachments:

Permitting

4-77 Permit Appeals

Provide a copy of the filings associated with any appeal, whether to a municipal or state entity or for judicial review, filed with respect to any permit or approval listed on the chart provided in response to question 4-69 along with a current copy of the docket sheet on such appeal and each decision on any appeal, if any.

List of Attachments:

4-77-01 <u>none to report</u>	4-77-11 _____
4-77-02 _____	4-77-12 _____
4-77-03 _____	4-77-13 _____
4-77-04 _____	4-77-14 _____
4-77-05 _____	4-77-15 _____
4-77-06 _____	4-77-16 _____
4-77-07 _____	4-77-17 _____
4-77-08 _____	4-77-18 _____
4-77-09 _____	4-77-19 _____
4-77-10 _____	4-77-20 _____

Check this box if you have additional attachments:

Other

4-78 Other Uses of Facility

Describe the design features that will allow other uses of the buildings in the gaming establishment complex in the event that the applicant decides to cease gaming operations in the facility at some future date.

Please attach a detailed, written response to this question as attachment 4-78-01 and provide a brief overview of your response in this box. The response provided in this box will be released to the public.

Massachusetts Live! is located in a highly desirable regional commercial destination. The casino facility is a world class design capable of many uses ranging from an entertainment and/retail venue or adapted to manufacturing or industrial use.

List of Attachments:

4-78-01 <u>Written response</u>	4-78-11 _____
4-78-02 _____	4-78-12 _____
4-78-03 _____	4-78-13 _____
4-78-04 _____	4-78-14 _____
4-78-05 _____	4-78-15 _____
4-78-06 _____	4-78-16 _____
4-78-07 _____	4-78-17 _____
4-78-08 _____	4-78-18 _____
4-78-09 _____	4-78-19 _____
4-78-10 _____	4-78-20 _____

Check this box if you have additional attachments:

Other

4-79 Site Plan

Provide documentation showing the location of the proposed gaming establishment, including all amenities and significant structures, which shall include the address, maps, book and page numbers from the appropriate registry of deeds, assessed value of the land at the time of application and ownership interests over the past 20 years, including all interests, options, agreements in property and demographic, geographic and environmental information.

Please attach a detailed, written response to this question as attachment 4-79-01 and provide a brief overview of your response in this box. The response provided in this box will be released to the public.

PPE is proposing to construct a gaming facility on a 16 +/- acre parcel of land located on Jungle Road in Leominster, MA. The 16 acre parcel is the compilation of three parcels, 42 Jungle Road, 52 Jungle Road, and a gravel pit at the end of the road. The parcels are shown on Assessor’s Map 304 as Parcels 5, 4, and 1. 42 Jungle Road is currently occupied by a 43,600 SF industrial building, 53 Jungle Road is currently occupied by a single family residence and the third parcel is currently used as a gravel mining operation. 42 Jungle Road has been under the same ownership since 1985. 53 Jungle Road has been under the same ownership since 1981, and the gravel pit has been under the same ownership since 1996. There is also an adjacent 10 acre parcel known as 32 Jungle Road. Currently, there is an approximately 125,000 SF industrial building on the parcel. The parcel is shown on Assessor’s Map 302 Parcel 1B and has been under the same principal ownership since 2002.

List of Attachments:

4-79-01 <u>Written Response</u>	4-79-11 _____
4-79-02 <u>City of Leominster GIS Map: Jungle Road Parcels</u>	4-79-12 _____
4-79-03 <u>42 Jungle Road Assessors Information</u>	4-79-13 _____
4-79-04 <u>53 Jungle Road Assessors Information</u>	4-79-14 _____
4-79-05 <u>Gravel Pit Assessors Information</u>	4-79-15 _____
4-79-06 <u>32 Jungle Road Assessors Information</u>	4-79-16 _____
4-79-07 _____	4-79-17 _____
4-79-08 _____	4-79-18 _____
4-79-09 _____	4-79-19 _____
4-79-10 _____	4-79-20 _____

Check this box if you have additional attachments:

5. MITIGATION

Prerequisites

Does your application:

- Provide an attached signed agreement to be a lottery agent and not to run competing games?
- Demonstrate how the applicant proposes to address lottery mitigation, compulsive gambling problems, workforce development and community development and host and surrounding community impact and mitigation issues?
- Identify the infrastructure costs of the host and surrounding from construction and operation and commit to a mitigation plan as required by Question 5-1?
- Provide a signed host community agreement with favorable community vote as required by Question 5-4?
- Provide surrounding community agreements as required by Question 5-14?
- Provide completed studies and reports as required by Question 5-2?
- Provide impacted live entertainment venues agreements as required by Question 5-18?
- Demonstrate that you have agreed upon and provided for payment of a community impact fee in the event a gaming license is awarded as required by Question 5-3?
- Describe public support as required by Question 5-12?
- Demonstrate how the applicant intends to protect and enhance the lottery?
- Demonstrate how the applicant intends to implement measures to address problem gambling?
- Describe expected total vehicle traffic and mitigation as required by 5-33?

Prerequisites

5-1 Infrastructure Costs

Identify the infrastructure costs to the host and surrounding communities from construction and operation of a gaming establishment. May reference response to question 5-2. (See related agreement in section [B. Signature Forms](#)).

Please attach a summary costs, including a citation as to the source of the information, as attachment 5-01-01 and provide a brief overview of your response in this box. The response provided in this box will be released to the public.

There are no known infrastructure costs to the host or surrounding communities associated with the construction and operation of the Project.

List of Attachments:

5-01-01 <small>City of Leominster Official Summary of Host Community Agreement</small>	5-01-11 _____
5-01-02 _____	5-01-12 _____
5-01-03 _____	5-01-13 _____
5-01-04 _____	5-01-14 _____
5-01-05 _____	5-01-15 _____
5-01-06 _____	5-01-16 _____
5-01-07 _____	5-01-17 _____
5-01-08 _____	5-01-18 _____
5-01-09 _____	5-01-19 _____
5-01-10 _____	5-01-20 _____

Check this box if you have additional attachments:

Prerequisites

5-2 Impacts and Costs

Provide completed studies and reports showing the proposed gaming establishment's: (i) cost to the host community and surrounding communities and the Commonwealth for the proposed gaming establishment to be located at the proposed location, and (ii) local and regional social, environmental, traffic and infrastructure impacts.

Please attach a summary of each study and report and provide a brief overview of your response in this box. The response provided in this box will be released to the public.

A full traffic impact assessment of the proposed project has been prepared describing existing and future transportation system operating conditions with the proposed project built. The report also describes the mitigation measures that will be employed to reduce and mitigate anticipated vehicular traffic impacts. PPE expects to bear the full cost of mitigating project related traffic impacts imposing no cost on the host community and surrounding communities or the Commonwealth. This commitment will be solidified through preparation of the required MEPA Environmental Impact Report and related Section 61 Findings.

List of Attachments:

5-02-01 <u>Written Response</u>	5-02-11 _____
5-02-02 <u>Traffic Impact Study</u>	5-02-12 _____
5-02-03 <u>Impact Assessment</u>	5-02-13 _____
5-02-04 <u>Woodard and Curran Report</u>	5-02-14 _____
5-02-05 _____	5-02-15 _____
5-02-06 _____	5-02-16 _____
5-02-07 _____	5-02-17 _____
5-02-08 _____	5-02-18 _____
5-02-09 _____	5-02-19 _____
5-02-10 _____	5-02-20 _____

Check this box if you have additional attachments:

Prerequisites

5-3 Community Impact Fee

Describe and identify the applicable section of the executed host community agreement, between the applicant and the host community, for the payment of a community impact fee including the timing as to when the fee will be paid in the event that the applicant is awarded a gaming license.

Please attach a detailed, written response to this question as attachment 5-03-01 and provide a brief overview of your response in this box. The overview should include, at a minimum, the total impact fee to be paid and the timing of the payment. The response provided in this box will be released to the public.

Under the Host Agreement with Leominster, PPE has agreed to pay the following impact fees:

INITIAL COMMUNITY BENEFIT PAYMENT - \$250,000 – one time – to be paid upon final grant of gaming license which is intended to be used to enhance city infrastructure and services.

MINIMUM ANNUAL PAYMENT – beginning on the commencement of operations - 2% of gross gaming revenues (increasing to 2.5% after 10 years) with a minimum guaranteed payment of \$3.8 million per year. This payment includes required (i) tax payments for real estate and personal property [\$1,000,000 increasing 2.5% annually]; (ii) impact payment of \$100,000 per annum; and (iii) community benefit payment of \$2.7 million per annum.

PPE has also agreed to pay:
Meal Taxes, Motor Vehicle Excise Taxes and Permit Fees

LEOMINSTER COMMUNITY FOUNDATION - \$50,000 annually beginning at the commencement of construction

PPE has also committed to pay for utility infrastructure costs, public safety costs and traffic improvement costs resulting from the casino's operation.

List of Attachments:

5-03-01 <u>Host Agreement</u>	5-03-11 _____
5-03-02 _____	5-03-12 _____
5-03-03 _____	5-03-13 _____
5-03-04 _____	5-03-14 _____
5-03-05 _____	5-03-15 _____
5-03-06 _____	5-03-16 _____
5-03-07 _____	5-03-17 _____
5-03-08 _____	5-03-18 _____
5-03-09 _____	5-03-19 _____
5-03-10 _____	5-03-20 _____

Check this box if you have additional attachments:

Host Community Agreement

5-6 Mitigation

Describe how the applicant proposes to address host community impact and mitigation issues as set forth in the host community agreement during both the construction and operation of the proposed gaming establishment.

Please attach a detailed, written response to this question as attachment 5-06-01 and provide a brief overview of your response in this box. The response provided in this box will be released to the public.

The Host Agreement identifies the following specific areas of potential mitigation:

Utilities – initial reviews indicate that with the extension of an existing sewer line, completed at PPE's expense, to the casino parcel that the City's utilities are sufficient to accommodate the development of the proposed project.

Public Safety – PPE has agreed to place a police substation in the casino. Since the structure is similar in size and layout to adjacent big box retail stores (Walmart), no additional fire equipment was deemed necessary to accommodate the casino. Our experience in other venues is the casino will not generate significant calls to police, fire or EMS. However, if that does occur, the Host Community Agreement provides a procedure for the City to demand PPE to address excess calls.

Transportation Improvements – PPE has recommended certain mitigation to existing interchanges and other steps to mitigate any traffic impacts. PPE has committed to making necessary mitigation to address traffic issues.

Responsible Gaming – PPE agreed to implement a Responsible Gaming Plan; educate its employees to identify problem gamblers; promote public awareness of responsible gaming; and to participate in the Massachusetts Partnership on Responsible Gaming as described in more detail in other sections of this application.

List of Attachments:

5-06-01 <u>Host Agreement Mitigation</u>	5-06-11 _____
5-06-02 _____	5-06-12 _____
5-06-03 _____	5-06-13 _____
5-06-04 _____	5-06-14 _____
5-06-05 _____	5-06-15 _____
5-06-06 _____	5-06-16 _____
5-06-07 _____	5-06-17 _____
5-06-08 _____	5-06-18 _____
5-06-09 _____	5-06-19 _____
5-06-10 _____	5-06-20 _____

Check this box if you have additional attachments:

Host Community Agreement

5-7 Election Related Advertising

Attach a copy of all M22 forms filed in accordance with G.L c.55, §22 relative to expenditures made by the applicant with intent to influence the outcome of the host community ballot question and/or the M101 BQ and M102 forms filed relative to the forming and funding by the applicant of a host community related ballot question committee as prescribed by the [Office of Campaign and Political Finance](#). Please provide these items as attachments 5-07-01 *et seq.*

State the total amount of money the applicant spent on advertising or organizing for a favorable election outcome.

Money Spent: \$288,627.26 as of 9-27-13. Another filing will be timely made.

5-8 Negative Advertising

Since November 22, 2011, has the applicant, any person or entity with a financial interest in the applicant, anyone acting at the direction or request of the applicant or anyone acting at the direction or request of a person or entity with a financial interest in the applicant made any monetary or in-kind contribution, directly or through an intermediary, to any entity, group or person who was urging voters to cast a negative vote in any election governed by G.L. c. 23K, §15(13)?

Yes No

If yes, please use attachment “5-08-01 Contributions” to state the name of the donor, the date of the monetary or in-kind contribution, the amount or nature of the contribution and the name and address of the recipient of the contribution.

Host Community Agreement

5-9 Contributions

Attach a copy of all Form M119 prescribed by the [Office of Campaign and Political Finance](#) that have been filed by the applicant in accordance with G.L. c.23K, §47. Further, in accordance with 205 CMR 108.02, disclose all political contributions, community contributions, or contributions in kind made by an applicant or qualifier to a municipality or a municipal employee of the host community from January 15, 2013 through the date of submission of this application. Please provide these items as attachments 5-09-01 *et seq.*

5-10 Requests for Contribution

Subject to the exemptions identified in 205 CMR 108.03(4), identify all requests of which the applicant is aware for any thing of substantial value, as defined by 205 CMR 108.03(1), made to an agent or employee of the applicant or any qualifier by persons or persons listed in 205 CMR 108.01(1) from January 15, 2013 through the date this application is filed. Each request identified shall include the name of the person who made the request, the date the request was made, and the nature of the request. (Note- the Commission is only interested in requests that are related in some fashion to the Massachusetts project, be it the nature of the request or the individual making the request. The Commission is not seeking disclosure of requests solely related to the applicant’s business in other states or internationally. For example, a request received by the applicant to sponsor a youth sports team in Massachusetts should be disclosed. However, a similar request by an individual unconnected to Massachusetts to sponsor a youth sports team in Nevada need not be disclosed.)

List of Attachments:

5-10-01 <u>none</u>	5-10-03 _____
5-10-02 _____	5-10-04 _____

Check this box if you have additional attachments:

Host Community Agreement

5-11 Public Outreach

Provide a description and documentation for all public outreach efforts that the applicant has made to local communities.

Please attach a detailed, written response to this question as attachment 5-11-01 and provide a brief overview of your response in this box. The response provided in this box will be released to the public.

Public outreach included:

Public Hearings –PPE made a series of presentations in public forums. More than five hours of detailed review before City Council and the Zoning Board of Appeals of the proposed project was held and was subject to local input.

Meetings – PPE representatives had dozens of meetings with key business groups such as the North Central Massachusetts Chamber of Commerce, including a subgroup of local restaurant and lodging businesses, individual business leaders; civic and community groups, educational institutions and the adjacent Liberty Commons Condominium Association.

Grass Roots marketing – PPE created a ballot question committee with an office near the main shopping mall open to the public; canvassers spoke to individual homeowners; campaign representative presented at dozens of local community meetings.

Radio and print interviews were supplied by PPE principals

Newspaper and online advertising – PPE placed various advertisements with local print publications, broadcast stations, as well as sent direct mail to residents homes.

Social Media – PPE utilized Facebook page and other social media outlets for purposes of heightening awareness of the Project; including providing a detailed project website www.livecasinomass.com

List of Attachments:

5-11-01 <u>none</u>	5-11-11 _____
5-11-02 _____	5-11-12 _____
5-11-03 _____	5-11-13 _____
5-11-04 _____	5-11-14 _____
5-11-05 _____	5-11-15 _____
5-11-06 _____	5-11-16 _____
5-11-07 _____	5-11-17 _____
5-11-08 _____	5-11-18 _____
5-11-09 _____	5-11-19 _____
5-11-10 _____	5-11-20 _____

Check this box if you have additional attachments:

Host Community Agreement

5-12 Public Support

Describe in detail the public support for the project the applicant has obtained in the host and surrounding communities in addition to that reflected by the host community vote, including the names and affiliations of all individuals, including elected officials, organizations and groups that have given public support to the project, and describe any agreement relationships with local organizations.

Please attach a detailed, written response to this question as attachment 5-12-01 and provide a brief overview of your response in this box. The response provided in this box will be released to the public.

PPE and Massachusetts Live! have received significant public support, including endorsements by homeowners' groups, trade unions, public safety unions, Chambers of Commerce, regional stakeholders and public officials including Mayor Dean Mazarrella, Senator Jennifer Flanagan and Representative Dennis Rosa.

List of Attachments:

5-12-01 <u>Leominster Patrolmen's Union Letter of Endorsement</u>	5-12-10 <u>Central Massachusetts Chamber of Commerce MOU</u>
5-12-02 <u>MassCop Local 282 Letter of Endorsement</u>	5-12-11 <u>Beacon of Hope MOU</u>
5-12-03 <u>Leominster Fire Fighters Union of Endorsement</u>	5-12-12 <u>Spanish American Center MOU</u>
5-12-04 <u>Telegram & Gazette: Article: "Leominster Makes Sense of Slots"</u>	5-12-13 <u>International Union of North America Endorsement</u>
5-12-05 <u>North Central Massachusetts Chamber of Commerce Endorsement</u>	5-12-14 <u>Buckingham Bus Company MOU</u>
5-12-06 <u>MCCCCTI MOU</u>	5-12-15 <u>SMG MOU</u>
5-12-07 <u>Fitchburg MOU</u>	5-12-16 <u>Liberty Commons Agreement CONFIDENTIAL</u>
5-12-08 <u>Arc MOU</u>	5-12-17 <u>Johnny Appleseed MOU</u>
5-12-09 <u>Nashoba MOU</u>	5-12-18 <u>North Central Massachusetts Development Corp. MOU</u>

Check this box if you have additional attachments:

Host Community Agreement

5-13 Non Profit and Community Partnerships

Describe and provide evidence of partnerships with or other support for non-profit and community groups in the host community.

Please attach a detailed, written response to this question as attachment 5-13-01 and provide a brief overview of your response in this box. The response provided in this box will be released to the public.

PPE has forged a number of partnerships and alliances with several non-profit and community groups on subjects ranging from educational/training relationships to cooperative agreements regarding marketing initiatives on both the local and North Central Massachusetts regions, as well programs to foster business development. The attachment provides copies of agreements completed thus far by PPE.

List of Attachments:

5-13-01 <u>MCCCCTI MOU</u>	5-13-11 <u>M3 D3 (U Mass- Cordish program)</u>
5-13-02 <u>Fitchburg MOU</u>	5-13-12 _____
5-13-03 <u>Arc MOU</u>	5-13-13 _____
5-13-04 <u>Nashoba MOU</u>	5-13-14 _____
5-13-05 <u>North Central Massachusetts Development Corp. MOU</u>	5-13-15 _____
5-13-06 <u>Beacon of Hope MOU</u>	5-13-16 _____
5-13-07 <u>Spanish American Center MOU</u>	5-13-17 _____
5-13-08 <u>SMG MOU</u>	5-13-18 _____
5-13-09 <u>Johnny Appleseed MOU</u>	5-13-19 _____
5-13-10 <u>North Central Mass. Chamber MOU</u>	5-13-20 _____

Check this box if you have additional attachments:

Surrounding Community Agreements

5-14 Executed Surrounding Community Agreements

Provide a copy of all executed surrounding community agreements as described in 205 CMR 125.01(1)(b).

List of Attachments:

- 5-14-01 None at present
- 5-14-02 _____
- 5-14-03 _____
- 5-14-04 _____
- 5-14-05 _____
- 5-14-06 _____
- 5-14-07 _____
- 5-14-08 _____
- 5-14-09 _____
- 5-14-10 _____
- 5-14-11 _____
- 5-14-12 _____
- 5-14-13 _____
- 5-14-14 _____
- 5-14-15 _____
- 5-14-16 _____
- 5-14-17 _____
- 5-14-18 _____
- 5-14-19 _____
- 5-14-20 _____

Check this box if you have additional attachments:

Surrounding Community Agreements

5-15 Designation of Surrounding Community w/o Executed Agreement

List all municipalities that the applicant wishes to designate as a surrounding community in accordance with 205 CMR 125.01(1)(a) with which no surrounding community agreement has been executed as of the time of the filing of this application. Please briefly describe the nature of the discussions with any identified community. Please attach the notice of such designation that was provided to the chief executive officer of the community in accordance with 205 CMR 125.01(1)(a).

None

Attached notices of designation:

5-15-01	_____
5-15-02	_____
5-15-03	_____
5-15-04	_____
5-15-05	_____
5-15-06	_____
5-15-07	_____
5-15-08	_____
5-15-09	_____
Check this box if you have additional attachments:	<input type="checkbox"/>

Surrounding Community Agreements

5-16 Declined Communities

Identify any community that requested a surrounding community agreement or sought to discuss its status as a prospective surrounding community, which the applicant declined. Please explain the reasons for declining and describe the nature of the discussions or negotiations the applicant had with the community.

List of Communities:	Explanations
1. _____	5-16-01 Written Response
2. _____	5-16-02 _____
3. _____	5-16-03 _____
4. _____	5-16-04 _____
5. _____	5-16-05 _____
6. _____	5-16-06 _____
7. _____	5-16-07 _____
8. _____	5-16-08 _____
9. _____	5-16-09 _____
10. _____	5-16-10 _____

Check this box if you have additional attachments:

Surrounding Community Agreements

5-17 Mitigation

Describe how the applicant proposes to address surrounding community impact and mitigation issues as set forth in the surrounding community agreements during both the construction and operation of the proposed gaming establishment.

Please attach a detailed, written response to this question as attachment 5-17-01 and provide a brief overview of your response in this box. The response provided in this box will be released to the public.

PPE is in active discussions with neighboring communities to discuss areas of mutual interest and cooperation related to the development of the Project. PPE has deferred action in designating or opposing communities as “surrounding communities” pending the outcome of its current discussions.

List of Attachments:

5-17-01 <u>none</u>	5-17-11 _____
5-17-02 _____	5-17-12 _____
5-17-03 _____	5-17-13 _____
5-17-04 _____	5-17-14 _____
5-17-05 _____	5-17-15 _____
5-17-06 _____	5-17-16 _____
5-17-07 _____	5-17-17 _____
5-17-08 _____	5-17-18 _____
5-17-09 _____	5-17-19 _____
5-17-10 _____	5-17-20 _____

Check this box if you have additional attachments:

Impacted Live Entertainment Venue Agreements

5-18 Executed Impacted Live Entertainment Venue Agreements

Provide a copy of all impacted live entertainment venue agreements executed in accordance with 205 CMR 126.01(1)(a).

List of Attachments:

5-18-01	<u>none</u>
5-18-02	<u></u>
5-18-03	<u></u>
5-18-04	<u></u>
5-18-05	<u></u>
5-18-06	<u></u>
5-18-07	<u></u>
5-18-08	<u></u>
5-18-09	<u></u>
5-18-10	<u></u>

Impacted Live Entertainment Venue Agreements

5-19 Declined ILEV Agreements

Identify any venue that requested an impacted live entertainment venue agreement or sought to discuss its status as a prospective impacted live entertainment venue, which the applicant declined. Please explain the reasons for declining and describe the nature of the discussions or negotiations the applicant had with the venue.

List of Attachments:

5-19-01	<u>none</u>
5-19-02	<u></u>
5-19-03	<u></u>
5-19-04	<u></u>
5-19-05	<u></u>
5-19-06	<u></u>
5-19-07	<u></u>
5-19-08	<u></u>
5-19-09	<u></u>
5-19-10	<u></u>

Impacted Live Entertainment Venue Agreements

5-20 Cross Marketing Agreements

List all cross-marketing agreements with impacted live entertainment venues the applicant has entered. If more space is needed, please use an attachment.

List of Cross-Marketing Agreements:

1. Fitchburg State University
2. SMG – DCU CENTER
3. _____
4. _____
5. _____
6. _____
7. _____
8. _____
9. _____
10. _____
11. _____
12. _____
13. _____
14. _____
15. _____
16. _____
17. _____
18. _____
19. _____
20. _____

List of Attachments:

5-20-01 <u>Fitchburg MOU</u>	5-20-03 _____
5-20-02 <u>SMG - DCU MOU</u>	5-20-04 _____

Check this box if you have additional attachments:

Impacted Live Entertainment Venue Agreements

5-21 Exclusivity with Entertainers

Provide a statement as to whether the applicant intends to incorporate a geographic exclusivity clause into agreements with its entertainers engaged to perform at a venue within its proposed Massachusetts gaming establishment. If so, please explain the nature of the agreements.

Please attach a detailed, written response to this question as attachment 5-21-01 and provide a brief overview of your response in this box. The response provided in this box will be released to the public.

Massachusetts Live!'s entertainment venue will provide nightly live entertainment featuring varied music genres. The predominance of our acts will be the best local and regional bands in the area. We do not implement a mileage and time restriction on local/regional bands as part of our booking process. PPE will however, book national headliners from time-to-time, and generally does impose a 90-days, 90-mile restriction on any national headliner.

List of Attachments:

5-21-01 _____	5-21-11 _____
5-21-02 _____	5-21-12 _____
5-21-03 _____	5-21-13 _____
5-21-04 _____	5-21-14 _____
5-21-05 _____	5-21-15 _____
5-21-06 _____	5-21-16 _____
5-21-07 _____	5-21-17 _____
5-21-08 _____	5-21-18 _____
5-21-09 _____	5-21-19 _____
5-21-10 _____	5-21-20 _____

Check this box if you have additional attachments:

Protect and Enhance Lottery

5-22 State Lottery

Describe the plans, measures and steps the applicant intends to take to avoid any negative impact on the revenues currently generated by the Massachusetts State Lottery, including cross-marketing strategies with the lottery and increasing ticket sales to out-of-state residents. Further, provide a written plan demonstrating the manner in which the lottery and keno games shall be made readily accessible to the guests of the gaming establishment including the designation of any lottery outlet retail floor space. (See associated agreement in section [B. Signature Forms](#)).

Please attach a detailed, written response to this question as attachment 5-22-01 and provide a brief overview of your response in this box. The response provided in this box will be released to the public.

PPE recognizes the need to assist the State in preserving Lottery sales. While to a large extent, the characteristics of the Lottery player differ somewhat from the frequent slots player, there is some degree of overlap in the two types of customers. PPE would welcome the opportunity to cross market with the State Lottery. For example, to the extent feasible, there exists the potential of utilizing themes of certain slot machines as a theme for Lottery promotions and games. Theoretically, the reverse might also be possible in that certain casino promotions could be based upon a Lottery theme and could include Lottery tickets in the form of awards. PPE is willing to explore these and other potential cross marketing opportunities to assist in supporting the Lottery.

Additionally, PPE intends to become a Lottery sales agent, and will designate a Lottery retail outlet within its facility. Given PPE's regional approach to marketing and its potential partnering with other hospitality, entertainment and attractions in the area, there exists the opportunity to attract guests to the PPE facility from areas outside of Massachusetts, and thereby expose them to the potential of purchasing Lottery tickets. PPE has not yet executed an agreement to be a lottery agent.

List of Attachments:

5-22-01 _____	5-22-10 _____
5-22-02 _____	5-22-11 _____
5-22-03 _____	5-22-12 _____
5-22-04 _____	5-22-13 _____
5-22-05 _____	5-22-14 _____
5-22-06 _____	5-22-15 _____
5-22-07 _____	5-22-16 _____
5-22-08 _____	5-22-17 _____
5-22-09 _____	5-22-18 _____

Check this box if you have additional attachments:

Implement Measures to Address Problem Gambling

5-23 On Site Resources for Problem Gambling

Describe the on-site resources that will be accessible to those affected by gambling-related problems. (See associated agreement in section [B. Signature Forms](#))

Please attach a detailed, written response to this question as attachment 5-23-01 and provide a brief overview of your response in this box. The response provided in this box will be released to the public.

PPE Casino Resorts Massachusetts is committed to providing the highest standard of customer care and a responsible gaming venue. The PPE Casino Resorts Massachusetts, LLC Responsible Gambling Plan will provide the framework through which the facility ensures its practices are consistent with the community’s expectations and that our operation will be conducted in a responsible manner.

PPE Casino Resorts LLC will prominently post on signage throughout the facility, on every slot machine, all video monitors and all advertisements, a gambling assistance message to include a toll free telephone number and website address which a patron may wish to utilize if they believe they have a gambling or substance abuse problem. Additionally, PPE Casino Resorts makes available to its patrons brochures which help explain problem gambling issues to its patrons and Team Members. These brochures also provide information on places that can provide assistance in problem gambling related issues.

Attached to this response is a Responsible Gambling Plan which governs the responsible gaming policies of another PPE Casino Resorts facility which would serve as a model for the Massachusetts facility. Any PPE Responsible Gambling Plan would be consistent with all regulations promulgated by the Massachusetts Gaming Commission.

List of Attachments:

5-23-01 <u>Maryland Live! Casino Responsible Gaming Plan</u>	5-23-11 _____
5-23-02 _____	5-23-12 _____
5-23-03 _____	5-23-13 _____
5-23-04 _____	5-23-14 _____
5-23-05 _____	5-23-15 _____
5-23-06 _____	5-23-16 _____
5-23-07 _____	5-23-17 _____
5-23-08 _____	5-23-18 _____
5-23-09 _____	5-23-19 _____
5-23-10 _____	5-23-20 _____

Check this box if you have additional attachments:

Implement Measures to Address Problem Gambling

5-24 Problem Gambling Signage

Describe the signs, alerts and other information that will be available in the gaming establishment complex to identify the on-site resources available for those affected by gambling-related problems. (See associated agreement in section [B. Signature Forms](#))

Please attach a detailed, written response to this question as attachment 5-24-01 and provide a brief overview of your response in this box. The response provided in this box will be released to the public.

PPE will post signs prominently displaying a gambling assistance message at each customer entrance and exit to the gaming floor. A gambling assistance message will be included on all advertisement encouraging slot play at the PPE facility, including on all billboards, television, print, radio and video advertisements. PPE will also provide a gambler assistance message in print on the back of the Players' Club Card and slot ticket vouchers. PPE will model its response to problem gambling after the Plan for Responsible Gaming developed by the Company's Maryland Live! Casino and will comply with all rules and regulations promulgated by the Massachusetts Gaming Commission.

List of Attachments:

5-24-01 <u>Maryland Live! Casino Responsible Gaming Plan</u>	5-24-11 _____
5-24-02 _____	5-24-12 _____
5-24-03 _____	5-24-13 _____
5-24-04 _____	5-24-14 _____
5-24-05 _____	5-24-15 _____
5-24-06 _____	5-24-16 _____
5-24-07 _____	5-24-17 _____
5-24-08 _____	5-24-18 _____
5-24-09 _____	5-24-19 _____
5-24-10 _____	5-24-20 _____

Check this box if you have additional attachments:

Implement Measures to Address Problem Gambling

5-25 Self Exclusion Policies

Describe the exclusion policies that will be available for gaming establishment patrons and employees, including the process that will be utilized to notify individuals of the availability of self-exclusion and the steps that will be taken to assist those who request exclusion. (See associated agreement in section [B. Signature Forms](#))

Please attach a detailed, written response to this question as attachment 5-25-01 and provide a brief overview of your response in this box. The response provided in this box will be released to the public.

PPE is committed to providing the highest standard of customer care and a responsible gaming venue. While gambling is enjoyed by the majority of individuals responsibly, PPE acknowledges that problem gambling and substance abuse are serious community issues. The PPE Responsible Gambling Plan will provide the framework through which the facility ensures its practices are consistent with the community's expectations and that our operation will be conducted in a responsible manner.

PPE will implement state and/or property initiated voluntary exclusion programs designed to exclude from the facility those persons who have identified themselves as persons who believe they have a problem gambling issue. The self-exclusion program will allow a person to join the program for a specified period of time during which they agree to not access the facility. The facility agrees to implement procedures by which to identify the presence of self-excluded persons in the casino and will notify the appropriate authorities for legal action should a person enrolled in the self-exclusion program be found inside the facility.

Attached to this response is a Responsible Gambling Plan, which governs the responsible gaming policies of The Company's Maryland Live! Casino, which would serve as a model for the Massachusetts facility. The program described in the attached Responsible Gambling Program is a state run model. Any PPE Responsible Gambling Plan would be consistent with all regulations promulgated by the Massachusetts Gaming Commission.

List of Attachments:

5-25-01 <u>Maryland Live! Casino Responsible Gaming Plan</u>	5-25-11 _____
5-25-02 _____	5-25-12 _____
5-25-03 _____	5-25-13 _____
5-25-04 _____	5-25-14 _____
5-25-05 _____	5-25-15 _____
5-25-06 _____	5-25-16 _____
5-25-07 _____	5-25-17 _____
5-25-08 _____	5-25-18 _____
5-25-09 _____	5-25-19 _____
5-25-10 _____	5-25-20 _____

Check this box if you have additional attachments:

Implement Measures to Address Problem Gambling

5-26 Identification of Problem Gambling

Describe the initial and ongoing training that will be used to help gaming establishment employees identify those who may have gambling-related problems, or self-identify, and assist them to obtain help for those problems.

Please attach a detailed, written response to this question as attachment 5-26-01 and provide a brief overview of your response in this box. The response provided in this box will be released to the public.

PPE will train its team members on Responsible Gaming and Responsible Alcohol Service at a Team Member’s initial orientation. At this initial training, each Team Member will be trained in all aspects of the PPE Responsible Gambling Plan. Additionally, each employee will receive annual refresher training on these same topics. By educating our Team Members through training, we will enhance their understanding of the impact of problem gambling. Attached to this response is a Responsible Gambling Plan, which governs the responsible gaming policies of The Company’s Maryland Live! Casino, which would serve as a model for the Massachusetts facility. Additionally, attached to this response is an example of the Problem Gambling Training material which will be offered by PPE. Any PPE Responsible Gambling Plan would be consistent with all regulations promulgated by the Massachusetts Gaming Commission.

List of Attachments:

5-26-01 <u>Maryland Live! Casino Responsible Gaming Plan</u>	5-26-11 _____
5-26-02 <u>Maryland Live! Casino & Responsible Gaming Online Training Course</u>	5-26-12 _____
5-26-03 _____	5-26-13 _____
5-26-04 _____	5-26-14 _____
5-26-05 _____	5-26-15 _____
5-26-06 _____	5-26-16 _____
5-26-07 _____	5-26-17 _____
5-26-08 _____	5-26-18 _____
5-26-09 _____	5-26-19 _____
5-26-10 _____	5-26-20 _____

Check this box if you have additional attachments:

Implement Measures to Address Problem Gambling

5-27 Credit Extension Abuse

Describe the policies the applicant will use to ensure that credit extensions are not being abused by those with gambling-related problems.

Please attach a detailed, written response to this question as attachment 5-27-01 and provide a brief overview of your response in this box. The response provided in this box will be released to the public.

PPE is committed to providing the highest standard of customer care and a responsible gaming venue. Our Responsible Gambling Plan is not limited to only responsible gaming, but also to the responsible service of alcoholic beverages. While gambling is enjoyed by the majority of individuals responsibly, PPE acknowledges that problem gambling and substance abuse are serious community issues.

The PPE Responsible Gambling Plan will provide the framework through which the facility ensures its practices are consistent with the community's expectations and that our operation will be conducted in a responsible manner.

PPE will offer financial restriction programs for those patrons who do not want to be voluntarily excluded from the facility, but still want some restrictions placed on their personal ability to access casino credit, check cashing and credit card advances, as well as casino marketing mail. The program will allow individuals to exclude oneself from the availability of casino credit and to restrict marketing mail; forms for this program will be available at the Players Club Desk, the Cage and on the PPE website. Additionally, those persons who have been enrolled in the program by virtue of restricting themselves are entered into the casino accounting systems which will disallow them from accessing any type of credit at the facility beyond their stated limit.

Attached to this response is a Responsible Gambling Plan, which governs the responsible gaming policies of The Company's Maryland Live! Casino, which would serve as a model for the Massachusetts facility and describe the credit and mail restrictions in operation at that facility. Any PPE Responsible Gambling Plan would be consistent with all regulations promulgated by the Massachusetts Gaming Commission.

List of Attachments:

5-27-01 <u>Maryland Live! Casino Responsible Gaming Plan</u>	5-27-11 _____
5-27-02 _____	5-27-12 _____
5-27-03 _____	5-27-13 _____
5-27-04 _____	5-27-14 _____
5-27-05 _____	5-27-15 _____
5-27-06 _____	5-27-16 _____
5-27-07 _____	5-27-17 _____
5-27-08 _____	5-27-18 _____
5-27-09 _____	5-27-19 _____
5-27-10 _____	5-27-20 _____

Check this box if you have additional attachments:

Implement Measures to Address Problem Gambling

5-28 Code of Ethics

Provide a copy of the code of ethics employees, including senior managers, are required to follow and the process by which the code is promulgated.

Please attach a detailed, written response to this question as attachment 5-28-01 and provide a brief overview of your response in this box. The response provided in this box will be released to the public.

The Company takes seriously the ethics with which it does business and fulfills its corporate and social responsibilities. The Company is aware of its role as a member of the communities in which it operates. Further, the Company has adopted a business Code of Ethics to guide its Team Members both on the job and in their extra-employment activity. A copy of the Code of Ethics for Massachusetts Live! is attached as an Exhibit.

List of Attachments:

5-28-01 <u>Code of ethics</u>	5-28-11 _____
5-28-02 _____	5-28-12 _____
5-28-03 _____	5-28-13 _____
5-28-04 _____	5-28-14 _____
5-28-05 _____	5-28-15 _____
5-28-06 _____	5-28-16 _____
5-28-07 _____	5-28-17 _____
5-28-08 _____	5-28-18 _____
5-28-09 _____	5-28-19 _____
5-28-10 _____	5-28-20 _____

Check this box if you have additional attachments:

Implement Measures to Address Problem Gambling

5-29 Metrics for Problem Gambling

Describe the metrics the applicant will use to measure whether it is succeeding in its efforts to reduce gambling at its gaming establishment by those with gambling-related problems and the use to which those metrics will be put and provide the data those metrics have generated for each of the last five years at each of the applicant's facilities. Further, please describe how the applicant proposes to cooperate and support the Commission in the development of an annual research agenda as provided in G.L. c. 23K, §71.

Please attach a detailed, written response to this question as attachment 5-29-01 and provide a brief overview of your response in this box. The response provided in this box will be released to the public.

The Company’s sister property Maryland Live! Casino, has a program designed to capture problem gaming data on the numbers of individuals who avail themselves of the self-exclusion program. Broader statistical data is not collected by the State or operators. The Company is actively involved in the Maryland Alliance for Responsible Gaming, which is a body comprised of representatives of the industry, the State legislature, the Department of Health and Mental Hygiene, academia and regulatory officials that explore ways of combatting problem gambling and related issues. The Company has testified before legislative bodies in support of responsible gaming efforts. The Company recognizes the problems associated with problem gaming and has stood in support of efforts to address this social issue.

PPE Casino Resorts Massachusetts, LLC will be a committed partner with the state of Massachusetts in combatting the issues related to problem gambling. PPE Casino Resorts Massachusetts will be an active participant in organizations in the state of Massachusetts, like M.A.R.G., and will cooperate and support the Commission in the development of an annual research agenda as provided in G.L. c. 23K, § 71.

List of Attachments:

5-29-01 <u>none</u>	5-29-10 _____
5-29-02 _____	5-29-11 _____
5-29-03 _____	5-29-12 _____
5-29-04 _____	5-29-13 _____
5-29-05 _____	5-29-14 _____
5-29-06 _____	5-29-15 _____
5-29-07 _____	5-29-16 _____
5-29-08 _____	5-29-17 _____
5-29-09 _____	5-29-18 _____

Check this box if you have additional attachments:

Implement Measures to Address Problem Gambling

5-30 Advertising Responsible Gambling

Describe the extent to which responsible gambling messages will be part of the applicant's advertising.

Please attach a detailed, written response to this question as attachment 5-30-01 and provide a brief overview of your response in this box. The response provided in this box will be released to the public.

PPE is committed to providing the highest standard of customer care and a responsible gaming venue. The PPE Responsible Gambling Plan will provide the framework through which the facility ensures its practices are consistent with the community's expectations and that its operation will be conducted in a responsible manner. A signage program will be an element of that Plan.

PPE will prominently post on signage throughout the facility, on every slot machine, and all video monitors and in all advertisements, a gambling assistance message to include a toll free telephone number and website address which a patron may wish to utilize if they believe they have a gambling or substance abuse problem. Additionally, PPE will make available to its patrons brochures which help explain problem gambling issues to its patrons and Team Members. These brochures also provide information on locations that can provide assistance in problem gambling related issues.

The PPE Responsible Gambling Plan will be modeled after the program established by the Company's Maryland Live! Casino, a copy of which is attached as an Exhibit. The PPE Responsible Gambling Plan would be consistent with all rules and regulations promulgated by the Massachusetts Gaming Commission.

List of Attachments:

5-30-01 <u>Maryland Live! Casino Responsible Gaming Plan</u>	5-30-11 _____
5-30-02 _____	5-30-12 _____
5-30-03 _____	5-30-13 _____
5-30-04 _____	5-30-14 _____
5-30-05 _____	5-30-15 _____
5-30-06 _____	5-30-16 _____
5-30-07 _____	5-30-17 _____
5-30-08 _____	5-30-18 _____
5-30-09 _____	5-30-19 _____
5-30-10 _____	5-30-20 _____

Check this box if you have additional attachments:

Implement Measures to Address Problem Gambling

5-31 Treatment and Prevention

Describe the plans the applicant has to coordinate with local providers to facilitate assistance and treatment for those with gambling-related problems and plans to develop prevention programs targeted toward vulnerable populations as the term is defined by 205 CMR 102.02.

Please attach a detailed, written response to this question as attachment 5-31-01 and provide a brief overview of your response in this box. The response provided in this box will be released to the public.

PPE is committed to providing the highest standard of customer care and a responsible gaming venue. The PPE Responsible Gambling Plan will provide the framework through which the facility ensures its practices are consistent with the community’s expectations and that our operation will be conducted in a responsible manner. An element of such a Plan is information on locations that can provide assistance to individuals seeking treatment.

PPE will prominently post on signage throughout the facility, on every slot machine, and all video monitors, and in all advertisements, a gambling assistance message to include a toll free telephone number and website address, which a patron may wish to utilize if they believe they have a gambling or substance abuse problem. Additionally, PPE will make available to its patrons brochures which help explain problem gambling issues to its patrons and Team Members. These brochures also provide information on locations that can provide assistance in problem gambling related issues. The Company’s Maryland Live! Casino participates in organizations, such as the Maryland Alliance for Responsible Gaming, which analyzes Problem Gambling issues along with members of regulatory agencies, the legislature, academia and the Department of Health and Mental Hygiene to develop programs and measures to combat problem gambling. PPE will follow this example. PPE will be an active participant in public and private partnerships which seek to address the issues of problem gambling in the state of Massachusetts and to develop treatment and prevention programs/solutions.

List of Attachments:

5-31-01 <u>none</u>	5-31-11 _____
5-31-02 _____	5-31-12 _____
5-31-03 _____	5-31-13 _____
5-31-04 _____	5-31-14 _____
5-31-05 _____	5-31-15 _____
5-31-06 _____	5-31-16 _____
5-31-07 _____	5-31-17 _____
5-31-08 _____	5-31-18 _____
5-31-09 _____	5-31-19 _____
5-31-10 _____	5-31-20 _____

Check this box if you have additional attachments:

Implement Measures to Address Problem Gambling

5-32 Historical Efforts Against Problem Gambling

Describe the processes the applicant uses to address problem gambling at the other facilities it owns or controls, the effectiveness of those processes, and the metrics the applicant uses to determine the effects.

Please attach a detailed, written response to this question as attachment 5-32-01 and provide a brief overview of your response in this box. The response provided in this box will be released to the public.

The Company’s Maryland Live! Casino has in place a Responsible Gaming Plan designed to help patrons identify gambling problems and provide directions for them to seek assistance. Maryland Live! is an active participant in the Maryland Alliance for Responsible Gaming (M.A.R.G.) which is a body made up of representatives from the industry, state legislature, Department of Health and Mental Hygiene, academia and regulatory officials that examines responsible gaming issues and explores ways in which to combat the issue and render assistance to those with problem gambling related issues. Additionally, the Company has testified before legislative bodies in support of Responsible Gaming efforts.

The Maryland Live! Responsible Gambling Plan is attached as an Exhibit. This Plan will serve as a model for the PPE Plan for the Massachusetts facility. The PPE Responsible Gambling Plan would be consistent with all rules and regulations promulgated by the Massachusetts Gaming Commission.

List of Attachments:

5-32-01 <u>Maryland Live! Casino Responsible Gaming Plan</u>	5-32-11 _____
5-32-02 _____	5-32-12 _____
5-32-03 _____	5-32-13 _____
5-32-04 _____	5-32-14 _____
5-32-05 _____	5-32-15 _____
5-32-06 _____	5-32-16 _____
5-32-07 _____	5-32-17 _____
5-32-08 _____	5-32-18 _____
5-32-09 _____	5-32-19 _____
5-32-10 _____	5-32-20 _____

Check this box if you have additional attachments:

Traffic

5-33 Traffic Control Measures

Describe the plans for traffic control measures the applicant proposes for the gaming establishment complex and the surrounding areas, the expected total vehicle traffic generated by the site, and plans for mitigating vehicle trips to and from the site both during construction and operation of the facilities. Further, describe efforts to encourage public transportation options to access the site, and pedestrian access and amenities of the site and surrounding area.

Please attach a detailed, written response to this question as attachment 5-33-01 and provide a brief overview of your response in this box. The response provided in this box will be released to the public.

The roadway system serving the Project site has sufficient capacity to accommodate the anticipated 8,130 daily vehicle trips expected to be generated by the proposed development. Route 117 was recently widened and traffic signals were installed to serve expected traffic demands associated with a large retail development located immediately north of the proposed slots facility site. That improvement anticipated background traffic growth, as well. Those significant traffic growth expectations were never realized and the roadway system now has more than adequate capacity to serve the needs of the proposed facility. Notwithstanding these findings, PPE will improve signage on Route 117 and install a new traffic signal on Jungle Road to better control site access. Jungle Road will also be widened from its existing two-lane cross section to create a boulevard and adding sidewalks and bike lanes to safely accommodate all travel modes. An extension of the existing bus route serving the site is proposed, as well as shuttle bus connections to downtown Leominster and Leominster’s commuter rail station. A construction management plan will be developed with state and local officials: to minimize construction traffic generation during peak traffic hours; to limit truck traffic to approved, designated routes; and, to ensure that construction workers park only on the site and/or in designated remote parking facilities.

List of Attachments:

5-33-01 <u>Written response</u>	5-33-10 _____
5-33-02 <u>Traffic Impact Study</u>	5-33-11 _____
5-33-03 <u>Construction Mitigation Package</u>	5-33-12 _____
5-33-04 _____	5-33-13 _____
5-33-05 _____	5-33-14 _____
5-33-06 _____	5-33-15 _____
5-33-07 _____	5-33-16 _____
5-33-08 _____	5-33-17 _____
5-33-09 _____	5-33-18 _____

Check this box if you have additional attachments:

Traffic

5-34 Traffic for Special Events

Describe the applicant’s plans for accommodating special events and the traffic those events may generate.

Please attach a detailed, written response to this question as attachment 5-34-01 and provide a brief overview of your response in this box. The response provided in this box will be released to the public.

The proposed facility does not include significant space to accommodate special events. A performance venue with seating for approximately 400 people is included in the program, however spectators for performances in this venue are expected to be drawn primarily from existing slot facility patrons. Additionally, performances are typically offered during the evening hours when traffic volume levels on the area roadway system are at relatively low levels. Should special performances be offered with separate, paid admission to these performances, then traffic management measures may be employed. These may include, but not be limited to: providing police details at driveway entrances; providing additional valet parking; and requiring employee parking at an off-site location.

List of Attachments:

5-34-01 <u>none</u>	5-34-11 _____
5-34-02 _____	5-34-12 _____
5-34-03 _____	5-34-13 _____
5-34-04 _____	5-34-14 _____
5-34-05 _____	5-34-15 _____
5-34-06 _____	5-34-16 _____
5-34-07 _____	5-34-17 _____
5-34-08 _____	5-34-18 _____
5-34-09 _____	5-34-19 _____
5-34-10 _____	5-34-20 _____

Check this box if you have additional attachments:

Traffic

5-35 Snow Removal

Describe the applicant's snow-removal plans.

Please attach a detailed, written response to this question as attachment 5-35-01 and provide a brief overview of your response in this box. The response provided in this box will be released to the public.

PPE is committed to providing the highest quality service to customers including the provision of adequate on-site visitor parking at all times. Accordingly, parking areas will be cleared as soon as practical after snowstorms. Snow will be stored on-site in remote corners of the parking lots.

List of Attachments:

5-35-01 <u>none</u>	5-35-11 _____
5-35-02 _____	5-35-12 _____
5-35-03 _____	5-35-13 _____
5-35-04 _____	5-35-14 _____
5-35-05 _____	5-35-15 _____
5-35-06 _____	5-35-16 _____
5-35-07 _____	5-35-17 _____
5-35-08 _____	5-35-18 _____
5-35-09 _____	5-35-19 _____
5-35-10 _____	5-35-20 _____

Check this box if you have additional attachments:

Other

5-36 Housing

Provide an assessment of the likely impact on the housing stock in the host and surrounding communities resulting from the new jobs the gaming establishment provides, and the steps the applicant plans to take to remedy any negative impacts.

Please attach a detailed, written response to this question as attachment 5-36-01 and provide a brief overview of your response in this box. The response provided in this box will be released to the public.

The Impact Assessment prepared by B&S Consulting for the City of Leominster states: “Future impacts on housing in the Leominster market due to the slot parlor cannot be expected to be significant due to the small size of the facility, the availability of housing at affordable prices (around \$200,000) and the larger relative population of Leominster...” A key to the Assessment’s conclusion is the finding that with the elevated unemployment rate in North Central Massachusetts most casino jobs can be filled by residents in Leominster and the surrounding communities. Additionally, even if casino employees created a new housing demand, that demand could be filled from existing vacant housing stock.

The Company’s casino developments have had positive impacts on housing values as a result of the high quality of the Company’s developments. For instance, in the areas around the Company’s Hard Rock Florida developments and Maryland Live! in the Baltimore-Washington D.C. corridor, home values saw increases in value above state averages.

List of Attachments:

5-36-01 <u>Impact Assessment</u>	5-36-11 _____
5-36-02 _____	5-36-12 _____
5-36-03 _____	5-36-13 _____
5-36-04 _____	5-36-14 _____
5-36-05 _____	5-36-15 _____
5-36-06 _____	5-36-16 _____
5-36-07 _____	5-36-17 _____
5-36-08 _____	5-36-18 _____
5-36-09 _____	5-36-19 _____
5-36-10 _____	5-36-20 _____

Check this box if you have additional attachments:

Other

5-37 School Population

Provide an assessment of the likely impact on school populations in the host and surrounding communities resulting from new jobs the gaming establishment provides, and the steps the applicant plans to take to remedy any negative impacts. Also, please describe the proximity and potential impact of the gaming establishment to local schools, religious institutions and facilities, and public fields and parks, including any plans designed to avoid interference with school buses, student drop-offs, local athletic events, and other education related activities, especially during peak student transportation hours.

Please attach a detailed, written response to this question as attachment 5-37-01 and provide a brief overview of your response in this box. The response provided in this box will be released to the public.

The B&S Consulting Impact Assessment prepared for the City of Leominster states, “an increased demand on school services, or new teachers is not to be expected to result from the employee pool as those with children are likely to be in large part already in the community.” The consultant’s statement is based on their conclusion, with which we concur, the vast majority of Massachusetts Live! employees will be filled by people already living in Leominster or the surrounding North Central areas.

The proposed casino location is in a commercial/industrial zoned area of the City of Leominster. There are no schools, churches playing fields or parks within one mile of the proposed casino.

List of Attachments:

5-37-01 <u>none</u>	5-37-09 _____
5-37-02 _____	5-37-10 _____
5-37-03 _____	5-37-11 _____
5-37-04 _____	5-37-12 _____
5-37-05 _____	5-37-13 _____
5-37-06 _____	5-37-14 _____
5-37-07 _____	5-37-15 _____
5-37-08 _____	5-37-16 _____

Check this box if you have additional attachments:

Other

5-38 Emergency Services Available

Provide an analysis of available police, fire and emergency medical services available to the gaming establishment complex, the adequacy of those resources, the steps the applicant plans to take to remedy any deficiencies, and the agreements the applicant has made with the service providers to ensure that the appropriate levels of protection are available.

Please attach a detailed, written response to this question as attachment 5-38-01 and provide a brief overview of your response in this box. The response provided in this box will be released to the public.

PPE has already established a good working relationship with local police, fire and Emergency Management Services. The local firehouse and emergency medical first responders are sufficiently staffed and equipped. The firehouse is located less than one mile from the proposed facility which assures a rapid response in case of an emergency. The local police department deploys between five and twelve officers per shift and anticipates a response time of between three to five minutes for calls for service. A police substation will be located within the proposed facility. This staffing level and response time is a more than adequate to meet the needs of the proposed facility. In addition to the availability of the aforementioned emergency services, PPE will maintain a staff of security officers trained in Cardiopulmonary Respiration (CPR), the use of automated external defibrillators (AED) and basic first aid.

List of Attachments:

5-38-01 <u>none</u>	5-38-11 _____
5-38-02 _____	5-38-12 _____
5-38-03 _____	5-38-13 _____
5-38-04 _____	5-38-14 _____
5-38-05 _____	5-38-15 _____
5-38-06 _____	5-38-16 _____
5-38-07 _____	5-38-17 _____
5-38-08 _____	5-38-18 _____
5-38-09 _____	5-38-19 _____
5-38-10 _____	5-38-20 _____

Check this box if you have additional attachments:

B. SIGNATURE FORMS

CAPITAL INVESTMENT

In accordance with the design plans submitted in accordance with sections 4-4 and 4-5 of the RFA-2 application the applicant must agree to invest not less than \$500,000,000 into a Category 1 gaming establishment or \$125,000,000 into a Category 2 gaming establishment. Further, unless granted leave by the Commission, the applicant must agree to expend at least the amount identified as the capital investment in accordance with section 2-27 of the RFA-2 application.

Please insert the applicant’s name and sign below:

PPE Casino Resorts MA, LLC

hereby commits, at a minimum, to make the capital investments identified in the RFA-2 application in the event that it is awarded a license unless granted leave by the Commission.

Joseph S. Weinberg

Name of Authorized Individual

Signature of authorized individual

Managing Partner

Position with applicant

10-03-13

Date

AFFIRMATIVE ACTION PROGRAM OF EQUAL OPPORTUNITY

The applicant must agree to abide by an affirmative action program of equal opportunity, as referenced in question 3-7, whereby the applicant establishes specific goals for the utilization of minorities, women and veterans on construction jobs; provided, however, that such goals shall be equal to or greater than the goals contained in the executive office for administration and finance Administration Bulletin Number 14. **Please insert the applicant’s name and sign below:**

PPE Casino Resorts MA, LLC *hereby commits to abide by the affirmative action program of equal opportunity submitted in response to question 3-7 of this Application (and subject to Commission approval).*

Joseph S. Weinberg

Name of Authorized Individual

Managing Partner

Position with applicant

Signature of authorized individual

10-03-13

Date

MARKETING TO MINORITY, WOMEN, AND VETERAN BUSINESSES

The applicant must agree to abide by a marketing program, as referenced in question 3-20, for utilization of: (i) minority business enterprises, women business enterprises and veteran business enterprises to participate as contractors in the design of the gaming establishment; (ii) minority business enterprises, women business enterprises and veteran business enterprises to participate as contractors in the construction of the gaming establishment; and (iii) minority business enterprises, women business enterprises and veteran business enterprises to participate as vendors in the provision of goods and services procured by the gaming establishment and any businesses operated as part of the gaming establishment.

PPE Casino Resorts MA, LLC *hereby commits to abide by the marketing program submitted in response to question 3-20 of this Application.*

Joseph S. Weinberg

Name of Authorized Individual

Signature of authorized individual

Managing Partner

10-03-13

Position with applicant

Date

PUBLIC HEALTH MITIGATION

*In the event that it is awarded a gaming license, PPE Casino Resorts MA, LLC hereby agrees, in accordance with G.L. c.23K, §9(a)(8), to mitigate the potential negative public health consequences associated with gambling and the operation of a gaming establishment, including: (i) maintaining a smoke-free environment within the gaming establishment under G.L. c.270, §22; (ii) providing complimentary on-site space for an independent substance abuse and mental health counseling service to be selected by the Commission; (iii) prominently displaying information on the signs of problem gambling and how to access assistance; (iv) describing a process for individuals to exclude their names and contact information from a gaming licensee’s database or any other list held by the gaming licensee for use in marketing or promotional communications; and (v) instituting other public health strategies as determined by the commission. **Please insert the applicant’s name and sign below.***

Joseph S. Weinberg

Name of Authorized Individual

Managing Partner

Position with applicant

Signature of authorized individual

10-03-13

Date

STATE LOTTERY SALES AGENT

The applicant is required to agree to be a licensed state lottery sales agent under G.L. c.10 to sell or operate lottery, multi-jurisdictional and keno games; demonstrate that the lottery and keno games shall be readily accessible to the guests of the gaming establishment and agree that, as a condition of its license to operate a gaming establishment, it will not create, promote, operate or sell games that are similar to or in direct competition, as determined by the commission, with games offered by the state lottery commission, including the lottery instant games or its lotto style games such as keno or its multi-jurisdictional games. **Please insert the applicant's name and sign below:**

In the event that it is awarded a license, PPE Casino Resorts MA, LLC hereby agrees to be a licensed lottery sales agent under G.L. c.10, to sell or operate lottery, multi-jurisdictional and keno games, and that it will not create, promote, operate or sell games that are similar to or in direct competition, as determined by the Massachusetts Gaming Commission, with games offered by the Massachusetts State Lottery Commission, including the lottery instant games or its lotto style games such as keno or its multi-jurisdictional games.

Joseph S. Weinberg

Name of Authorized Individual

Managing Partner

Position with applicant

Signature of authorized individual

10-03-13

Date

COMMITMENT TO COMMUNITY MITIGATION

The applicant is required to commit to supporting its community mitigation plan under 205 CMR 119.01(6) and (11). **Please insert the applicant's name and sign below:**

If awarded a license, PPE Casino Resorts MA, LLC hereby agrees to commit to the community mitigation plans it entered into as part of the host community agreement(s) and surrounding community agreements relative to the construction and operation of a gaming establishment.

Joseph S. Weinberg

Name of Authorized Individual

Managing Partner

Position with applicant

Signature of authorized individual

10-03-13

Date

VERIFICATION AND AUTHENTICATION

The applicant, PPE Casino Resorts MA, LLC, hereby authorizes the Commission, the Executive Director of the Commission, the Investigations and Enforcement Bureau, and/or their respective designees to take all necessary and reasonable steps to verify and authenticate any information or materials submitted in conjunction with this application and agrees to fully cooperate in such an inquiry. Further, the applicant is aware that if any of the responses to any question in this application are determined to be false, or if they are misleading, the application may be denied. The applicant acknowledges its continuing duty to provide updated information and/or promptly notify the Commission of any changes to the information or materials, of which it becomes aware or should be aware, that were provided in response to any question in this application.

Joseph S. Weinberg

Name of Authorized Individual

Managing Partner

Position with applicant

Signature of authorized individual

10-03-13

Date

ATTESTATION

I, Joseph S. Weinberg, on behalf of PPE Casino Resorts MA, LLC hereby swear or affirm under the pains and penalties of perjury that the information contained in this RFA-2 Application form and all materials accompanying said form are true and accurate to the best of my knowledge and understanding; that I have reviewed the information contained in the RFA-2 Application form for accuracy; that I read and understand the questions and responses on the RFA-2 Application form; that any document accompanying this RFA-2 application that is not an original document is a true copy of the original document; that I have read and understood all applicable provisions of 205 CMR and G.L. c.23K; that the applicant agrees to all terms, conditions, and obligations made applicable to all applicants for a gaming license; that in the event that the applicant is awarded a gaming license it agrees to all obligations, terms, and conditions imposed upon a successful applicant; and that I am authorized to submit this application on behalf of the applicant.

Joseph S. Weinberg

Name of Authorized Individual

Managing Partner

Position with applicant

Signature of authorized individual

10-03-13

Date

WAIVER OF LIABILITY

PPE Casino Resorts MA, LLC hereby holds the Commonwealth of Massachusetts and its instrumentalities and agents, including but not limited to the Massachusetts Gaming Commission and its agents, representatives and employees harmless, both individually and collectively, from any and all claims of liability for damages of whatever kind, resulting at any time from any disclosure or publication of information acquired during the application process or the use of any information provided in furtherance of this application.

Joseph S. Weinberg

Name of Authorized Individual

Managing Partner

Position with applicant

Signature of authorized individual

10-03-13

Date

C. PUBLIC RECORDS

The Public Records Law in Massachusetts provides that “[e]very person having custody of any public record, [] shall, at reasonable times and without unreasonable delay, permit it, or any segregable portion of a record which is an independent public record, to be inspected and examined by any person.” See [G.L. c.66, §10\(a\)](#). Further, the Gaming Act included specific language relative to gaming applications. The applicable law states that “[a]pplications for licenses shall be public records under section 10 of chapter 66; provided however, that trade secrets, competitively-sensitive or other proprietary information provided in the course of an application for a gaming license under this chapter, the disclosure of which would place the applicant at a competitive disadvantage, may be withheld from disclosure under chapter 66.” See [G.L. c.23K, §9\(b\)](#). Additionally, there are [20 statutory exemptions](#) from the [definition](#) of the term *public record*. Given the breadth of this application and the volume of attached materials, in an effort to provide clarity to the applicants and the public as to which materials the Commission anticipates withholding from public disclosure in response to any request for public records, this guidance is provided.

As articulated in the [Instructions section](#) of this application, the Commission intends to release the entire completed Application Form itself to the public in response to a request for public records. Some of the attachments, however, will be withheld from public release by the Commission on the grounds that they meet an exemption to the definition of the term *public record*. The most commonly asserted exemption as it applies to the public release of this RFA-2 application will be the statutory exemption: G.L. c.4, §7(26)(a). In this case, the so called statutory exemption relates to the aforementioned exemption included in G.L. c.23K, §9(b) for “trade secrets, competitively-sensitive or other proprietary information provided in the course of an application for a gaming license [], the disclosure of which would place the applicant at a competitive disadvantage” To that end, the Commission has determined that the attachments provided by an applicant in response to the questions articulated below will presumptively contain information triggering the statutory exemption and accordingly will be withheld if the applicant so elects by checking the corresponding ‘YES’ box on the chart below, and electronically labels the document ‘CONFIDENTIAL’ in accordance with the [Electronic Application Format](#) instructions. To the extent that the applicant does not believe that the exemption applies, or otherwise does not seek the assertion of the exemption, it may assent to the release of the materials by checking the corresponding ‘NO’ box on the chart below. This chart, along with these instructions, shall serve as the specimen form referenced in 205 CMR 103.09.

In accordance with 205 CMR 103.09, all information submitted by an applicant in the RFA-2 application, other than that identified in the chart below, shall be presumed to be available for public disclosure on request unless an applicant demonstrates or the Commission otherwise finds that a separable portion of the information is exempt from disclosure pursuant to 205 CMR 103.02(1) through (5). Applicants shall make such a demonstration in accordance with the provisions of 205 CMR 103.10 through 103.12.

Unless indicated otherwise, the Commission has determined that the attachments to each of the questions identified below presumptively contain trade secrets, competitively-sensitive or other proprietary information that will be provided in the course of an application for a gaming license, the disclosure of which would place the applicant at a competitive disadvantage. Please check 'YES' if the applicant agrees with that assessment as it pertains to the attachments or 'NO' if the applicant assents to the public release of the attachments accompanying the subject question. If the applicant assents to the release of some, but not all, of the attachments to a particular question, those documents which the applicant would like to release should be noted in the 'OTHER' column and should not be marked 'CONFIDENTIAL' in accordance with [Electronic Application Format](#) instructions. If the applicant is of the belief that a different exemption applies, that exemption should be cited in the 'OTHER' column. Any request for exempt status for any document not already identified in this chart may be included in the spaces provided at the end of the chart with all information required in accordance with 205 CMR 103.10 attached including a citation to the exemption the applicant believes to be applicable. If additional pages are required to specify why something should be confidential, please use attachment "C-01-01 Confidentiality Request".

QUESTION #	QUESTION TITLE	YES	NO	OTHER
A-14	Table of Organization	<input type="checkbox"/>	<input checked="" type="checkbox"/>	
1-4	Competitive Environment	<input type="checkbox"/>	<input checked="" type="checkbox"/>	
1-6	Collaborative Marketing	<input type="checkbox"/>	<input checked="" type="checkbox"/>	
2-5	Audited Financial Statements	<input checked="" type="checkbox"/>	<input type="checkbox"/>	
2-6	Unaudited Financials and SEC Filings (note- exemption applies to unaudited financials only)	<input checked="" type="checkbox"/>	<input type="checkbox"/>	
2-7	Financing Structure	<input checked="" type="checkbox"/>	<input type="checkbox"/>	
2-8	Budget	<input checked="" type="checkbox"/>	<input type="checkbox"/>	
2-9	Significant Economic Downturn	<input checked="" type="checkbox"/>	<input type="checkbox"/>	
2-10	Timeline for Construction	<input checked="" type="checkbox"/>	<input type="checkbox"/>	
2-11	Pro-forma Cash Flow	<input checked="" type="checkbox"/>	<input type="checkbox"/>	

QUESTION #	QUESTION TITLE	YES	NO	OTHER
2-12	Credit Arrangements and Financial Commitments	<input checked="" type="checkbox"/>	<input type="checkbox"/>	
2-17	Supplemental Documentation of Financial Suitability and Responsibility	<input type="checkbox"/>	<input checked="" type="checkbox"/>	
2-18	Revenue Generation	<input checked="" type="checkbox"/>	<input type="checkbox"/>	
2-19	Projected Gaming Revenue	<input checked="" type="checkbox"/>	<input type="checkbox"/>	
2-20	Projected Non-Gaming Revenue	<input checked="" type="checkbox"/>	<input type="checkbox"/>	
2-21	Projected Tax Revenue to the Commonwealth	<input checked="" type="checkbox"/>	<input type="checkbox"/>	
2-22	Internal Controls	<input checked="" type="checkbox"/>	<input type="checkbox"/>	
2-23	Maximizing In-State Revenue	<input type="checkbox"/>	<input checked="" type="checkbox"/>	
2-24	Customer Cross-Marketing	<input checked="" type="checkbox"/>	<input type="checkbox"/>	
2-25	History of Revenue	<input checked="" type="checkbox"/>	<input type="checkbox"/>	
2-26	Market Analysis	<input checked="" type="checkbox"/>	<input type="checkbox"/>	
2-27	Capital Investment	<input checked="" type="checkbox"/>	<input type="checkbox"/>	
2-30	Construction Plan	<input checked="" type="checkbox"/>	<input type="checkbox"/>	
2-31	Business Plan	<input checked="" type="checkbox"/>	<input type="checkbox"/>	
2-33	Competition from Internet Gaming	<input type="checkbox"/>	<input checked="" type="checkbox"/>	
2-34	Marketing Plan	<input checked="" type="checkbox"/>	<input type="checkbox"/>	
2-36	Marketing to Out of State Visitors and Use of Junkets	<input checked="" type="checkbox"/>	<input type="checkbox"/>	
2-37	Marketing to In-State Visitors	<input checked="" type="checkbox"/>	<input type="checkbox"/>	

QUESTION #	QUESTION TITLE	YES	NO	OTHER
2-38	Secure a Robust Gaming Market	<input type="checkbox"/>	<input checked="" type="checkbox"/>	
3-8	Workforce Development	<input type="checkbox"/>	<input checked="" type="checkbox"/>	
3-12	Employee Retention Record	<input checked="" type="checkbox"/>	<input type="checkbox"/>	
3-25	Cross Marketing	<input type="checkbox"/>	<input checked="" type="checkbox"/>	
3-26	Collaboration with Tourism and Other Industries	<input type="checkbox"/>	<input checked="" type="checkbox"/>	
3-27	International Marketing Efforts	<input type="checkbox"/>	<input checked="" type="checkbox"/>	
3-29	Unique Business and Marketing Strategies	<input checked="" type="checkbox"/>	<input type="checkbox"/>	
4-10	Gaming (only with regard to special high limit or VIP areas)	<input type="checkbox"/>	<input checked="" type="checkbox"/>	
4-59	Grid Failure (additional exemption- G.L. c.4, §7(26)(n))	<input type="checkbox"/>	<input checked="" type="checkbox"/>	
4-60	Surveillance (additional exemption- G.L. c.4, §7(26)(n))	<input checked="" type="checkbox"/>	<input type="checkbox"/>	
4-62	Emergency Response	<input checked="" type="checkbox"/>	<input type="checkbox"/>	
4-64	Remote Regulatory Surveillance (additional exemption- G.L. c.4, §7(26)(n))	<input checked="" type="checkbox"/>	<input type="checkbox"/>	
4-65	Excluding Minors (additional exemption- G.L. c.4, §7(26)(n))	<input checked="" type="checkbox"/>	<input type="checkbox"/>	
4-66	Security of Premises (additional exemption- G.L. c.4, §7(26)(n))	<input checked="" type="checkbox"/>	<input type="checkbox"/>	
4-67	History of Security (additional exemption- G.L. c.4, §7(26)(n))	<input type="checkbox"/>	<input checked="" type="checkbox"/>	
4-68	Computerized Accounting and Auditing	<input checked="" type="checkbox"/>	<input type="checkbox"/>	

QUESTION #	QUESTION TITLE	YES	NO	OTHER
5-21	Exclusivity with Entertainers	<input type="checkbox"/>	<input checked="" type="checkbox"/>	
5-29	Metrics for Problem Gambling	<input type="checkbox"/>	<input checked="" type="checkbox"/>	
5-32	Historical Efforts Against Problem Gambling	<input type="checkbox"/>	<input checked="" type="checkbox"/>	
2-04	Land	<input checked="" type="checkbox"/>	<input type="checkbox"/>	2-04-02 to 2-04-05 only confidential [competitively sensitive information pursuant to 205 CMR 103]
2-32	Maximum Facility Use	<input checked="" type="checkbox"/>	<input type="checkbox"/>	2-32-01 only confidential [competitively sensitive information pursuant to 205 CMR 103]
2-35	New Revenue	<input checked="" type="checkbox"/>	<input type="checkbox"/>	2-35-01, 2-35-07 only confidential [competitively sensitive information, proprietary information and trade secrets pursuant to 205 CMR 103]
3-01	Studies and Reports	<input checked="" type="checkbox"/>	<input type="checkbox"/>	3-01-06 only confidential (competitively sensitive information and trade secrets pursuant to 205 CMR 103)
4-27	Adjacent Land	<input checked="" type="checkbox"/>	<input type="checkbox"/>	4-27-02 to 4-27-05 only confidential [competitively sensitive information pursuant to 205 CMR 103]
5-12	Public Support	<input checked="" type="checkbox"/>	<input type="checkbox"/>	5-12-16 only confidential [competitively sensitive information pursuant to 205 CMR 103]
3-21	Projected Benefit for Regional Business	<input checked="" type="checkbox"/>	<input type="checkbox"/>	competitively sensitive information pursuant to 205 CMR 103
4-64	Remote Regulatory Surveillance	<input checked="" type="checkbox"/>	<input type="checkbox"/>	competitively sensitive information and trade secrets pursuant to 205 CMR 103
		<input type="checkbox"/>	<input type="checkbox"/>	
		<input type="checkbox"/>	<input type="checkbox"/>	
		<input type="checkbox"/>	<input type="checkbox"/>	
		<input type="checkbox"/>	<input type="checkbox"/>	
		<input type="checkbox"/>	<input type="checkbox"/>	
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		<input type="checkbox"/>	<input type="checkbox"/>	
		<input type="checkbox"/>	<input type="checkbox"/>	