



Wynn MA, LLC ("Wynn") Response to Host Community Hearing Questions

Jobs

1. Given that according to the US Census, 38.8% of persons in Everett are Foreign born (compared to 14.8%) and that 49.8% speak languages other than English at home (compared to 21.7% in MA), please describe and quantify, to the extent possible at this stage, the commitments (financial and otherwise) you are planning to make for pre-training, basic skills training, ESL and related programs during the project start-up and in the initial years of operation.

Wynn Response: We value the unique attributes that employees from different countries bring to its resorts. At Wynn Las Vegas, 60% of our employees are fluent in a language other than English and over 50 unique languages are represented. This is important from a business perspective too as a large percentage of our guests are from foreign countries. To assist our employees in excelling in their positions and to promote career advancement, Wynn has partnered with the Uceda School (www.ucedalearning.com) to offer English as a Second Language courses on property at Wynn Las Vegas. Wynn pays all costs related to this course for employees who complete the course. In addition, Wynn offers on-property citizenship classes for employees preparing for the U.S. citizenship test and, again, pays all costs related to this course for employees who complete the entire course. Wynn would implement a similar program at the Wynn Resort in Everett for those employees seeking assistance with English or who desire to apply for citizenship. Wynn will commit the resources necessary for the implementation of these two programs that are specifically targeted to assist employees that foreign-born and/or speak a language other than English as their primary language.

2. Your Host Community agreement specifies preferences for hiring locally to fulfill both construction and permanent jobs, although without establishing any specific targets.

Wynn Response: Wynn is committed to utilizing the existing labor force in the region.

In our host and surrounding community agreements, we have agreed to provide residents of the cities of Everett, Malden, Medford, Cambridge, Somerville, and Chelsea with a preference for construction and permanent jobs. We anticipate providing the same preference to residents of the City of Boston. Our consultants have collected and analyzed baseline statistics on employment conditions in the City of Everett and its surrounding communities and have determined that there are sufficient unemployed and/or underemployed persons in the region to meet its hiring needs. We will utilize good faith efforts to hire at least 75% of employees from within a thirty (30) minute radius.



3. Neither your Application nor the Host Community Agreement addresses MBE/WBE/VBE goals during construction or any goals for permanent employment:

a. Do you have a target for engaging with MBE/WBE/VBE entities during construction? How will you work with your general contractor to ensure these targets are met?

b. Do you have a target for hiring minority and/or women during operations?

Wynn Response: We have been working diligently with our consultants and pre-construction manager, Gilbane, to develop a strategy to implement the Commonwealth's commitment to diversity. On February 26, 2014, Wynn and Gilbane hosted an open house to explain the bidding procedures and construction process for minority and women owned businesses. A copy of the presentation is attached hereto as [Attachment A](#). The purpose of the open house was to provide sufficient time for minority and women owned businesses to pre-qualify with Gilbane, to obtain SDO certification, to develop relationships and to enable interested parties to participate in the Gilbane Contractor Training Program and other Gilbane projects prior to the bidding process for the Wynn Resort in Everett. At this meeting, Wynn announced workforce goals of 15.3% minority participation and 6.9% women participation, and an overall participation goal of 17.9% combined minority/women-owned businesses for design contracts and 10.4% minority/women-owned businesses for construction contracts. These goals will result in over \$100 million of spend with minority/women-owned businesses. While the goals may seem modest, we have extensively studied the available resources. Additionally, we will work with the Massachusetts Gaming Commission's Director of Workforce, Supplier, and Diversity Development to maximize participation.

In addition, we have developed an initial draft of a written diversity strategy for approval by the Massachusetts Gaming Commission. A copy of this draft is included as [Attachment B](#).

4. How do you plan to identify, train and hire unemployed/underemployed individuals for casino operations positions?

Wynn Response: Wynn intends to target employment recruitment to the under-served wherever possible. In the past, Wynn has held job fairs everywhere from local schools and community centers to churches. The goal is to develop beneficial relationships with community leaders and organizations to help connect Wynn with people looking for jobs.

As set forth in Attachment 3-08-01 Answer CONFIDENTIAL, we have entered into a Memorandum of Understanding with Bunker Hill Community College, the lead college representing the Massachusetts Careers Training Institute, a collaboration between the Workforce Investment Boards/Regional Employment Boards (WIB/REB) and the Casino Careers Training Institute.

We have also met with BEST Corp., Local 26 Hotel Training Center for hospitality related training opportunities.



External Business

1. Your application emphasizes high end and likely retail agreements you may have with existing Wynn resort retailers and its discussion of cross-marketing arrangements stresses that partnering organizations should be consistent with the luxury image. How does this strategy converge with your focus on creating partnerships with local business to serve the resort and your expected patrons?

Wynn Response: At the Wynn Resort in Everett, we will offer the guest experiences that Wynn is known for and which make Wynn resorts a destination resort for both national and international travelers. Those experiences must be so unique, so special or so luxurious that guests are willing to travel a great distance and at sometimes significant travel cost.

Yet, to be clear, the greater Boston area already contains a collection of such experiences. Many are world-famous and have been here for hundreds of years. Others are regionally well-known, such as the North End and the shopping on Newbury Street. And still others -- restaurants, boutiques, artists, craftspeople -- are not-yet famous but are worthy of attention and recognition. They may not be fancy and prestigious, but they are jewels of local culture and people.

Each of these three categories of business or institutions are important. In the same way that a local person wants to share with visiting friends what makes their town so amazing and special; essentially communicating to them why they chose to live here, so does Wynn want to share all of these experiences with our guests.

Partnerships with such institutions, which compliment and enhance the Wynn experience, will be vital to increasing the visitation of national and international travelers.

2. The Host Community Agreement states that Wynn will use "reasonable efforts" to utilize women- and minority-owned vendors to supply the Casino. Have any targets been established in this regard?

Wynn Response: As set forth in Wynn draft diversity strategy (please see Attachment B), we are committed to seeking out and including minority/women/veteran-owned businesses for its procurement opportunities. We intend to accomplish this as follows: (i) through partnerships with local organizations including the Greater New England Supplier Diversity Council, Minority Business Development Agency, Veterans Business Owners Initiative, and the Hispanic-American Chamber of Commerce, (ii) designating a position within Wynn's procurement team to encourage and facilitate the use of minority/women/veteran-owned businesses, (iii) holding formal events to inform potential vendors regarding procurement needs and Wynn's standards, (iv) use of paid advertising to inform minority/women/veteran-owned businesses regarding procurement opportunities, and (v) providing priority consideration to minority/women/veteran-owned businesses during the bidding



process. Additionally, we will work with the Massachusetts Gaming Commission's Director of Workforce, Supplier, and Diversity Development to maximize participation.

Tourism

1. What international markets does Wynn Massachusetts attempt to target for increased business and visitation and how will you successfully meet those objectives?

Wynn Response: Wynn Las Vegas received visitors from 170 countries in 2013, with the majority of the visits coming from Asia followed by Latin America and Europe. These customers generated 65% of Wynn Las Vegas' gaming revenue and 20% of Wynn Las Vegas' hotel room nights and had an average length of stay of 3.6 nights in 2013. Wynn plans to market the Wynn Resort in Everett to all of its existing international customers, with a particular emphasis on the Asian markets.

The Wynn Resorts international marketing team is comprised of approximately 275 employees globally. Seventy-seven of the international marketing team's employees are employees of Wynn Las Vegas, all of whom and are tasked with driving international visitation to Wynn's domestic operations. Of these employees, approximately 29 are located in eight global branch offices (China, Hong Kong, Macau, Singapore, Taiwan, Japan, Canada, and California). The remaining 48 employees are based at Wynn Las Vegas and have geographic responsibilities for international players in Asia, Latin America, and Europe.

As detailed in Wynn's business plan (please see Attachment 2-31-01 Answer to Wynn's response to the RFA-2), Wynn plans to leverage its industry-leading international marketing organization to market the Wynn Resort in Everett as part of a "US leisure trip" to its international customers, especially its Asian customers, who tend to make Las Vegas only a small part of their US itineraries. Mainland China is the fastest growing source of outbound tourism globally, and the Wynn brand is uniquely positioned to capitalize on this trend. With a globally competitive integrated-casino-resort product and an internationally recognized brand name, especially in Asia, will help enhance Boston and Massachusetts' appeal to the international consumer. Most of Wynn's Asian gaming customers travel to the United States with their extended families so positioning the Wynn Resort in Everett as a gaming destination in the diverse, culturally rich Boston and Massachusetts markets (historical sites, museums, fine dining, outdoors activities) will be a key strategy, and consistent with the Greater Boston Convention and Visitors Bureau ("CVB")'s key focus area for development. As a new member of the CVB, Wynn will partner with the CVB to support the CVB's efforts in attracting and catering to Chinese visitors.



Wynn’s Special Events team will plan and host a wide variety of parties and gaming tournaments designed to stimulate international visitation to Wynn Resort in Everett. Similar to Las Vegas, where Wynn’s international events such as its Chinese New Year’s and American New Year’s parties attract 1,000-2,000 guests, Wynn Resort in Everett will offer “integrated” international events complete with personalized invitations, complimentary hotel rooms, authentic dining options, and prize drawings. Below is a sample of some of the international artists who have performed at Wynn Las Vegas events:

Sample Wynn Las Vegas Entertainment

Performer	Country of Origin	Year
Garth Brooks	US	2009-13
Beyonce	US	2009
Aaron Kwok	Hong Kong	2010
Coco Lee	Hong Kong	2010
Liu, Qian (magician)	China	2011
Stephanie Sun	Singapore	2011
Tiger Huang & Phil Chang	Taiwan	2011
Patrick Bruel	France	2011
Pauline Lan	Taiwan	2012
Zeca Pacodinho	Brazil	2013
Tiger Huang & Ricky Hsiao	Taiwan	2013

We plan to enter into a significant number of partnerships with local businesses to promote the integrated resort to its international customers.



2. Your application noted that 60% of Wynn’s Las Vegas resort’s overall revenues come from non-gaming sources.
 - a. How will this compare to the Everett project and how will Wynn mobilize its “highly acclaimed concierge services” to promote local cultural, dining and entertainment attractions?

As detailed in Attachment 2-20-01 Answer to Wynn’s response to the RFA-2, Wynn expects to generate approximately 15% of its total revenues from non-gaming sources at the Wynn Resort in Everett. Including revenues from leased restaurants and retail outlets, approximately 20% of the Wynn Resort in Everett’s revenues will come from non-gaming. This percentage is approximately double the percentage generated by the average United States casino outside of Las Vegas.

Notwithstanding the commitment to generate non-gaming revenue, the Wynn Resort in Everett differs from Wynn Resorts’ other properties in Las Vegas and Macau. Rather than developing a Las Vegas-style “destination resort,” Mr. Wynn’s vision of “Urban Wynn” adapts the concept of a “destination resort” to recognize and complement the unique aspects of its urban environment. The result would be that an “Urban Wynn” project attracts visitors, both domestic and international, to the area by complementing and enhancing the unique offerings that the area provides. To facilitate this vision, the Wynn Resort in Everett is intentionally underbuilt with insufficient hotel rooms and retail and restaurant offerings to meet the needs of all of its guests. With the vast entertainment and cultural options available in the Commonwealth, Wynn’s preference was to develop collaborative relationships and be “outward” facing. In order to develop these relationships, Wynn has developed a “Concierge Program” to drive its customers to the other attractions, hotels and restaurants throughout the region. The Concierge Program will allow guests to access (via traditional concierge services or guests’ electronic devices) a complete “Wynn guide” to local attractions and restaurants. Guests will be able to secure reservations, arrange transportation and/or purchase tours through this proprietary system. In addition, Wynn will drive business to local businesses and attractions through the purchase of gift vouchers to these businesses, which would be distributed to employees and guests.

- b. How will your intention to partner with local entertainment venues as opposed to providing a large onsite entertainment/sports venue affect this rationale. Please provide more detail on the types and numbers of events you project for your onsite entertainment/multi-purpose space (e.g., nightclub, convention/meeting space) versus the types and numbers of events you project for your local entertainment venue partners (e.g. TD Centre).

Wynn Response: Wynn intends to use its on-site meeting and ballroom space for special events, conventions, corporate meetings, small trade shows, charity events and a significant local catering business. We anticipate that the ballroom will be used approximately 200 to 225 days per year. Wynn will also work with the existing convention facilities in the region to support larger city-wide and regional trade shows, expositions and conventions. While the nightclub will be utilized as a nightclub on Thursday through Sunday evenings, the space will also be available for meeting,



entertainment and banquet functions during the day. At its resorts in Las Vegas, Wynn regularly utilizes its nightclubs for corporate buy-out luncheons and other special events.

Wynn has entered into cross-promotional agreements with TD Garden and the Boston Symphony Orchestra. Pursuant to the terms of these agreements, Wynn and the venues will participate in cross-promotional events. Wynn intends to purchase tickets from these venues for use by its patrons and employees. Notwithstanding, these agreements do not permit Wynn to participate in the programming for these venues as are independently-owned and managed. In addition, Wynn has entered into an Impacted Live Entertainment Venue Agreement with the Massachusetts Performing Arts Coalition, which represents the interest of certain non-profit and municipally owned theaters in the Commonwealth including Symphony Hall, Springfield, The Hanover Theatre, Worcester, Lowell Memorial Auditorium, Cape Cod Melody Tent, Hyannis, South Shore Music Circus, Cohasset, Lynn Auditorium, and Zeiterion Theatre, New Bedford. This agreement contemplates cross-promotional efforts and collaborative marketing. Finally, pursuant to the terms of its surrounding community agreement with the City of Medford, Wynn has agreed to support the Chevalier Theater located in Medford.

3. Will the organizations with cross-marketing agreements with Wynn (as cited in your answer to RFA question 3-25) have access to the “database of high-end travelers” (as cited in your answer to RFA question 3-24)? If not, what will the partnership entail?

Wynn Response: Yes, primary cross-marketing partners will have access to the Wynn database via inclusion in emails, direct mail and social media. These partners will primarily be major cultural institutions, iconic and historical tourist attractions, tourist associations and transportation services. Wynn’s approach to including these groups within its database communication, versus turning over its database to them, is based on two principles. First, Wynn guests are more likely to consider visiting another location if the offer comes with the imprimatur from a brand they already trust, versus a cold mailing from an institution they do not have a relationship with. Second, Wynn pledges to its guests that it will not sell or give their information to any third party. Thus, including offers and information in Wynn mailings increases both the effectiveness of the offer and allows Wynn to maintain its privacy pledge to its guests.

Secondary partnerships, such as nearby services, will be promoted online and through the printed materials of Wynn’s Red Card program.

All of the above partnerships as well as shopping, dining and entertainment will be promoted through Wynn’s widely recognized Concierge Program. This will be the significant referral program at the Wynn Resort in Everett and a main driver of visitation to external businesses. The Wynn Concierge team will visit and review dining and shopping partners to ensure that the Wynn team has a local’s knowledge of what is available. It will also ensure the team is referring guests to businesses that are iconic to the area, unique and welcoming. Wynn firmly believes there are nearly an unlimited number of local businesses that meet that criteria.



4. In your answer to RFA questions 3-26 and 3-27, you have identified your intention to cross-market and support the programs of the Greater Boston CVB. What does Wynn plan to do to engage with the CVB and related marketing entities?

Wynn Response: Wynn is a new member of the CVB, and part of the newly created Casino category of businesses. The CVB has identified Chinese marketing and enhancing member ability to cater to Chinese visitors as key focus areas for development. Wynn has eight years of experience operating integrated resorts in China, and over forty years of experience catering to Chinese clientele in Las Vegas. Wynn intends to use its significant expertise to support the CVB's efforts in attracting and catering to Chinese visitors as more specifically set forth below:

GENERAL SUPPORT AND ENGAGEMENT

- Coordinate with CVB to host member meetings 1-2 times per year (these are monthly meetings hosted at locations around Boston).
 - Wynn will have ballroom space appropriate for hosting such events.
- Implement cross marketing efforts between the CVB, the Wynn Resort in Everett, Wynn/Encore Las Vegas, Wynn Macau, and Wynn's international sales offices across the globe to attract visitors to the greater Boston area.
 - Include CVB marketing materials at Wynn's resorts and international sales offices, promoting the greater Boston region to Wynn's global customers.
- Incorporate CVB marketing materials into the Wynn Concierge Program.
- Coordinate with the CVB to serve meeting, incentive, corporate and exposition customers.
- Coordinate participation of the Everett sales team with the CVB team at trade shows and events promoting the greater Boston region as a tourism destination.

CHINESE TOURISM

- Work with the specially designated CVB Chinese Tourism Committee.
 - If appropriate, serve as a formal committee member or advisor.
- Work cooperatively with Massport to promote the current international destinations serviced by Logan and use Wynn's extensive network to work towards expansion of a direct service network to destinations in China.
- Utilize the expertise of Wynn's Asian marketing team to support the development of a CVB Chinese marketing strategy targeting FIT and group travelers.
- Support and advise CVB creation of resources to help local members become "China Ready." Areas of Wynn expertise that could be leveraged include:
 - Sign and menu Chinese translation.
 - Hosting Chinese holiday celebrations (i.e. Chinese New Year and Golden Week) in Boston.
 - Catering to Chinese cultural tastes.
- Participate alongside the CVB at the U.S. China tourism leadership summit.



Mitigation

1. In the five and a half months since the submittal of your RFA-2 Application, have you entered into any additional partnerships or supporting agreements with non-profit organizations and/or community groups in the host community?

Wynn Response: Since submitting its response to the RFA-2, Wynn has continued its efforts to engage and build relationships with community organizations in Everett and the surrounding areas. Wynn has met with 29 new community groups (as detailed below). Wynn has also continued to meet and build relationships with the organizations included in its application.

MEETINGS – New Community Groups

1. Action for Regional Equity
2. BEST Corp (Local 26 Hotel Training Center)
3. Boston Career Link
4. Cambridge Health Alliance
5. Cambridge Chamber of Commerce
6. Cambridge Office of Tourism
7. Cambridge Local First
8. Cape Cod Melody Tent, Hyannis
9. Charlestown Little League
10. Charlestown Townie Association
11. CHAD: Charlestown Against Drugs
12. Massachusetts Department of Veterans Services
13. Employer Partnership Office – United States Army Reserve
14. Employer Support of the Guard and Reserve
15. Friends of the Malden River
16. Goodwill Industries
17. Greater Boston Convention and Visitors Bureau
18. Greater New England Minority Supplier Development Council
19. Hanover Theatre
20. Hero 2 Hired
21. Kiwanis Club of Malden
22. La Comunidad
23. Lowell Memorial Auditorium
24. Lynn Auditorium
25. Malden Chamber of Commerce
26. Massachusetts Building Trades
27. Medford Chamber of Commerce
28. Minority Business Development Agency



29. Museum of Fine Arts
30. Mystic River Watershed Association
31. New England Casino Dealer Academy
32. North Shore Community College
33. Rutherford Corridor Improvement Coalition
34. South Shore Music Circus
35. Symphony Hall, Springfield
36. Tufts University
37. Veterans Inc.
38. Zeiterion Theater, New Bedford

2. What is the current status of your discussions with the Massachusetts State Lottery? Have you executed an agreement with them regarding protection of Lottery revenues?

Wynn Response: Wynn has submitted a proposed Lottery Sales Agent Agreement to the Massachusetts State Lottery for review and has a meeting scheduled at the end of June to discuss. Wynn anticipates concluding the Lottery Sales Agent Agreement shortly thereafter.

Building and Site Design

1. What is your schedule for completing the MEPA process?

Wynn Response: Wynn has made significant progress with the MEPA review process. The Final Environmental Impact Report ("FEIR") is scheduled to be submitted to the EOEEA by June 30, 2014, with a Final Decision issued by the EOEEA on August 15, 2014. Wynn does not anticipate a further MEPA review following August 15, 2014.

2. Do you plan any dredging of river sediments beyond that proposed in the Draft EIR and your Application?

Wynn Response: Soon after the award of a gaming license and in compliance with the Massachusetts Contingency Plan (MCP, 310 CMR 40.0000), Wynn will complete assessment of releases of oil and hazardous materials in the water portion of the Project Site as part of a supplemental Phase II Comprehensive Site Assessment for the Disposal Site which includes the Project Site. This assessment will include additional sampling and characterization of sediments, laboratory analyses, an assessment of sediment toxicity, and an assessment of local conditions. The sampling and characterization will focus on identifying the nature and extent of sediment contamination, within both the embayment and the Mystic River, resulting from past industrial practices at the Project Site. Sediment samples will be analyzed for disposal site contaminants previously identified, as well as contaminants typically seen during previous investigations within the Mystic River.



Wynn will use results of this additional assessment to prepare and file a supplemental Phase III evaluation of remedial alternatives, which will evaluate the feasibility of achieving a permanent solution for the water portion of the disposal site. If applicable, based on the results of the additional evaluation, sediment remediation will be undertaken which could potentially involve the removal of the upper portion (up to two feet) of contaminated sediment from all or a select area of the waterside portion of the disposal site, followed by replacement of this material with a layer of clean fill. Any such remediation would be integrated into the final design and construction of Project waterfront improvements and cannot be precisely quantified until the testing is complete.

3. Do you anticipate needing to comply with the National Environmental Policy Act (NEPA) regulations and if so, how?

Wynn Response: Since the issuance of the Certificate on the Draft Environmental Impact Report, Wynn has consulted with the US Army Corps of Engineers (USACE) and Federal Highway Administration (FHWA) regarding the requirements to address potential impacts under the National Environmental Policy Act (NEPA). USACE will coordinate NEPA review, likely with the preparation of an Environmental Assessment, as the project permitting progresses. Route 16 and Route 99 are both National Highway System (NHS) roadways, which require that MassDOT evaluate, approve, and document any design exceptions. The proposed transportation improvements for these locations are not anticipated to require design exceptions but, if necessary, Wynn will prepare a Categorical Exclusion (CE) checklist for each location. Wynn has prepared a Project Framework Document (PFD) for review by MassDOT prior to submittal to Federal Highway Administration (FHWA). Based on the information in that document, Wynn does not anticipate the need for an Environmental Assessment (EA) or Environmental Impact Statement (EIS) document relating to the Federal Highway Administration. No other NEPA actions are anticipated.

4. Your proposed design for Everett closely resembles your 2013 proposal for a casino in Philadelphia. Could you comment on how you see the similarity in these designs as reflecting the notion of a “Massachusetts brand”, per application question 1-1?

Wynn Response: Wynn is a brand and part of the expression of the brand is a distinct architecture that is unique to the company and is recognizable to our clientele on a worldwide basis, even though each project is unique in many ways. The common language such as the use of bronze glass and beige banding and trim is a trademark for our towers, some curved, some faceted, some more vertical in profile and some with a swept top. There are always subtle differences in planning for specific markets as each project is unique and custom designed for the locale in which it is planned. For instance, Philadelphia was more of a regional drive in market with less public transportation so it had a much larger parking component. Everett and the Boston metropolitan area is a more international appealing city and is designed to respond to a larger international clientele but yet still be comfortable and appealing to the local community with amenity offerings. The Massachusetts brand is not limited to building design, but perhaps more importantly, includes what is inside the building. To be clear, we do not intend to recreate Massachusetts or Boston icons within our



building. That would dissuade people from exploring the rich culture and history that exists just across the Mystic River. The Wynn reputation for innovation, especially in service delivery; in creating one-of-a-kind guest experiences; our financial leadership; and our commitment to community are all broader reflections of the Wynn brand expressed in Massachusetts.

5. Is there any significant progress to report related to your plans for solar photo-voltaics, including size and location of the proposed systems?

Wynn Response: We have not advanced the design plans any further at this time but have identified general areas where photo-voltaics can be located. The technology is constantly evolving with great technological advances and without a specific time line for gaining approvals to proceed, the Wynn Resort in Everett will benefit from incorporating the latest technology when the project development proceeds.

Transportation

1. Are there any significant changes in your traffic mitigation package since submission of your Application?

Wynn Response: More detailed plans have been developed for all major areas of offsite roadways improvements. For Wellington Circle in Medford and Sullivan Square in Boston, the conceptual plans from the DEIR have evolved to detailed proposals for lane configurations and signal improvements. The proposed improvement plan for Santilli Circle in Everett has been modified and improved in response to questions from state agencies requesting that we study alternatives at this location. The new Santilli plan includes details of a new flyover ramp and pedestrian route configuration. The proposals for transportation improvements on Lower Broadway (Route 99) and Sweetser Circle in Everett are largely unchanged, but have evolved with added detail.

2. Are there any significant changes in your parking plans on and off-site and for patrons and employees since submission of your Application?

Wynn Response: As part of a comprehensive multi-modal transportation plan, onsite parking is provided for patron and offsite parking is provided for employees. We have increased the number of on-site parking spaces for patrons from approximately 2,900 to 3,700 to eliminate offsite valet parking at peak times, accommodate occasional special events, and provide flexibility in the garage for inefficient parking and circulation in a completely full garage. Employees will still park in three off-site locations and be shuttled to the site, and the location of those sites in Malden, Medford, and Everett have been refined as a result of additional planning and negotiations with landowners. Discussions have also been held with Massport about the potential of partnering on the use of several existing Logan Express sites for Remote Park and Ride for patrons and employees.



3. What is the current status of discussions with the MBTA with respect to site access and/or easements for your primary and secondary access drives?

Wynn Response: We have held constructive, direct discussions with the MBTA since January of 2013. These conversations have centered on two issues – the purchase of several small pieces of land from the MBTA to facilitate Wynn’s preferred access to the Wynn Resort in Everett, and overall system operational uses of the nearby rail and bus system as it relates to the proposed Project. On the first issue, we have crafted a structure for how the land could be acquired by Wynn and are working with the MBTA on a timeline to implement a tender process. As part of those discussions, we also are discussing any impacts on the operations of the MBTA property, such as the entrance location. The transit system discussions have been helpful and are reflected in our upcoming FEIR filing

4. At times when the on-site parking is over capacity, have plans been developed to address the excess parking demand?

Wynn Response: In response to this issue raised during the DEIR process, the amount of proposed on-site parking for patrons has been increased. With that increase, we do not anticipate a shortage of parking spaces or any overflow parking needs. In the event that a shortage were to occur, we have the ability to park more vehicles in the garage through our valet parking system.

5. Have any agreements been reached to support the planned water transportation services?

Wynn Response: We have had discussions with water shuttle operators, the Boston Harbor Association (BHA), the City of Boston, and various entities located on the waterfront that have shown an interest in stops by the Wynn water shuttle. Many of the existing shuttle docks in the harbor are required to provide access to various types of crafts so we do not anticipate problems with gaining access to docks. We are working with the BHA and City to identify specific dock locations, after which we will enter into agreements necessary to facilitate docking. Discussions with shuttle operators have been constructive and we have several who are very interested in operating our shuttle system when it opens in three years.

6. Have there been any discussions with MassDOT or DCR regarding the proposed grade-separated interchange at Santilli Circle?

Wynn Response: We have had constructive meetings with both MassDOT and DCR, as well as the City of Everett, on Santilli Circle, and we continue to coordinate with both agencies. The proposed improvement plan at Santilli Circle has changed from a completely grade-separated interchange to a flyover ramp with some widening and signal timing changes. Those changes were made based on comments from MassDOT and DCR asking that we study other alternatives since the Commonwealth is removing similar viaduct structures on the Casey Arborway and Grounding McGrath projects. This new plan provides more direct access to Everett and the proposed Wynn



Resort in Everett, improves traffic flows on Route 16, improves pedestrian safety, and reduces impacts on the adjacent wetlands.

Finance

1. In your recent SEC 10-k annual filing, one of the primary risks cited in the filing was as follows: *“The ability to maintain our competitive position is dependent to a large degree on the efforts, skills and reputation of Stephen A. Wynn, the Chairman of the Board, Chief Executive Officer and one of the principal stockholders of Wynn Resorts. Mr. Wynn’s employment agreement expires in October 2020. However, we cannot assure you that Mr. Wynn will remain with Wynn Resorts, Limited. If we lose the services of Mr. Wynn, or if he is unable to devote sufficient attention to our operations for any other reason, our business may be significantly impaired.”*

Please discuss succession planning and other efforts being made to protect Wynn Resorts competitive position with this identified risk.

Wynn Response: Wynn Resorts has a succession plan that is reviewed and approved by the Board of Directors of Wynn Resorts, Limited on an annual basis.