RESORTS DEVELOPMENT

Wynn.

August 19, 2014

Massachusetts Gaming Commission
84 State Street, Suite 720
Boston, MA 02109

Dear Members of the Commission:

We have reviewed the document titled *Building Design Comments on Revere and Everett Casino Designs* from the AIA Massachusetts dated June 27, 2014. We are extremely disappointed by the conclusions set forth in the letter and process that produced it. While we recognize that building design is extremely subjective, the highly negative statements regarding the design for the Wynn Resort in Everett are based on limited information, misinterpretations, and a general lack of knowledge and appreciation for the design of successful gaming resorts. In addition, the panel ignored or misapplied industry standards for evaluating design in an objective manner.

Mr. Wynn and his design company, Wynn Design and Development (WDD), have been designing and developing the finest and most successful resorts in the world for more than thirty years. Many of the key members of this long standing design team are directly responsible for the design of the Wynn Resort in Everett. The proven track record of that team in designing resort properties is legendary: The Mirage, Bellagio, Wynn and Encore Las Vegas, and Wynn and Encore Macau. These resort properties are widely regarded as among the most well-designed resorts in the world and for good reason: resorts created by the WDD team have garnered more than 30 HOSPY awards for excellence in resort architecture and design. As a result, of the exceptional and functional design honed over 30 years of experience, we have earned more Forbes Travel Five Stars than any independent hotel company in the world. Moreover, retailers, such as Louis Vuitton, Rolex, Piaget, and Vertu located in WDD-designed resorts are the highest grossing retail stores per square foot in the world. In 2007, the American Institute of Architects (AIA) named the Bellagio Hotel and Resort to their list of *Americas Best Works of Architecture* along with the White House, the US Capital, and Washington Monument. No other resort design team has such a proven ability to deliver.

In addition to our in-house WDD design team, we are in the final stages of partnering with a local Boston architectural firm to ensure excellence in all site and region-specific issues. This combination of WDD worldwide resort experience with top quality Boston based designers will produce yet another world class Wynn property.

With respect to process, the review panel spent very little time on the review (one day with the materials and one review session as a group), was provided very little information to review, and seems to have no experience with casino design. In a dramatic departure from normal design review protocols, the review was conducted without any engagement with the design team.

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This failure to engage eliminated an opportunity to provide an explanation, additional information and clarification. These factors likely contributed to what appears to be a woefully uninformed comment letter.

While we are not interested in arguing with the panel, we feel it necessary to provide certain corrections to the most egregious misunderstandings and inappropriate statements contained in the AIA letter.

1. Comment: *...Everett design seem stale, has very poor massing and program, and fails to aggressively take advantage of the waterfront location...massing and building composition is very poor, with a huge, single, and uninteresting tower that massively overpowers the site and the skyline, on top of a low casino. The program (hotel, entertainment, casino) seem too separate.*

Response: The massing is a direct response to the functionality of the building. The high-rise is a tall, slender structure designed to provide maximum efficiency for the both employees and guests. For example, it minimizes walking distance from the elevators to guest rooms and allows for the provision of more efficient guest service (housekeeping and room service) access. In contrast, a shorter, wider hotel results in longer walks for guests and inefficient delivery of services.

The casino is mandated as a separate facility and provides all guests, whether hotel guests, meeting or convention attendees, or those seeking a special dining or retail experience, with full and direct access to all of the amenities without having to ever traverse or enter the gaming areas. Great care has been taken in the adjacencies, connections, and locations of all program elements. The various functions of the facility actually benefit from the massing design to allow waterfront to be waterfront, gaming to be gaming, and hotel to be hotel with maximum convenience and accessibility for each use.

The single high-rise is designed to provide a significant visual impact and bold statement on the Everett skyline. It will be visible from most surrounding areas, including Boston. The parking is below grade for ultimate customer convenience providing guests with covered indoor parking and short walks to multiple access points. Much of the podium is built along the waterfront as a one story retail facility with outdoor patios and dining outlets to take advantage of the Mystic River views and proximity to the Harbor Walk. Unlike the prevailing design characteristic in the gaming industry, our facilities are the only ones that take full advantage of interior spaces utilizing natural light and a very close integration of indoor and outdoor spaces.

We are recognized for our industry-leading innovation in all aspects of our facilities and have spurred a general upgrade of neighboring facilities. The Wynn Resort in Everett design will take full advantage of our rich history of project development.

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2. Comment: *The presentation lacks sufficient detail and site-specific elements; most images were from other casinos...submission as "woefully inadequate."*

Response: While we are not aware of exactly which design materials were provided to the review panel, our submissions to the Gaming Commission and MEPA include a very detailed proposal for a realistic and buildable design. Our submissions include plans, elevations and very detailed renderings that express the character of the project and a workable building based upon a proven design sense for an international architectural appeal.

3. Comment: *..not a good design…very inward looking, and appears insolated unto itself within the overall context of Everett….does not produce a "destination" feel or a draw for the public or tourism….flat and uninspiring …atrocious."*

Response: The Wynn Resort in Everett project welcomes visitors by creating bicycle/pedestrian connections to the adjacent parkland, retail neighbor, and local community that currently do not exist. The Harbor Walk along the site and to Gateway Park is a 20' wide, universally accessible paved multiuse trail with site furnishings and lighting. It connects the end of Gateway Park with the Wynn Resort in Everett by going beneath the MBTA Orange line bridge, taking advantage of the views of the Mystic River and dam, and a new overlook that looks downriver. The project restores the landscape along the water's edge, creates a habitat, cleans up a brownfield site and creates a new pedestrian and bicycle park connection. The Harbor Walk and open space welcomes visitors along the site's entire water's edge that will rapidly become a destination public space. Gratuitous insults such as characterizing the building as "atrocious" severely undermine the professionalism and credibility of the report.

4. Comment: *…fails to take advantage of the waterfront*

Response: The facility takes full advantage of the waterfront proximity. Most of the dining venues are glazed with full height windows, have outdoor patios that face the waterfront and some are deliberately raised to have more of an overview of the park setting along the waterfront. The project has provided for the Harbor Walk to connect to the river walk at the Gateway Park and potentially to expand along the water to the south. The walkway and bike path connect to Broadway to encourage local residents to enter the site. The arriving guests enter through a raised porte cochere on the waterfront and through the glazed façade of the sky lit atrium garden, which is surrounded by hotel check-in, lobby bar, an atrium café and retail outlets. The retail mall is a series of spaces designed for local merchants and entrepreneurs to participate in the business opportunity and they are all linked with a common sky-lit promenade, leading from the entry atrium all the way to the indoor special events facility, which is also connected to the outdoor special events area. This outdoor area will be made available for local public gatherings, all at the waterfront edge.

5. Comment: *Photos of Las Vegas and Macau interiors were not particularly helpful.*

Response: The photos are the most effective way to demonstrate the very high standards evident in all of our properties and that we would utilize for the Wynn Resort in Everett. They provide much more information than what would normally be available in artists' conceptual renderings. As demonstrated during the Commission's visit to Las Vegas, our design process is exhaustive and involves continuous review to ensure maximum functionality and design excellence. We are well-known for exceeding all expectations with respect to our beautiful spaces and for utilizing top quality finishes and products. Anyone can commission renderings, but delivery of the final product is what sets us apart in this industry. The best indicator of what we will deliver is what we have previously produced and photos provide the most accurate visualization of what to expect.

6. Comment: *...the panel had great doubts that the exterior of the complex would be handled with as much care. The submission raised a serious concern about a lack of appreciation and/or an unwillingness on the developers part to provide a quality exterior design, which by definition should be site-specific and sensitive to its immediate surroundings and to the nearby urban fabric and appropriately; thoughtful in the facility's massing, layout, program, and circulation*

Response: The project presents itself effectively to the waterfront with outdoor patio dining and the main public arrival to take advantage of views of the Mystic River and the Boston skyline beyond. In terms of relating to the surrounding community, this portion of Everett is an urban commercial/industrial area that has been in decline for many years and this project will invigorate that area by revitalizing existing businesses and attracting new businesses. The project is in keeping with the Everett master plan which also includes upgrading Broadway with an urban planning design of pedestrian friendly tree lined sidewalks. The project will create a park-like setting along its public frontage that will tie into the urban master plan. It is built on the Monsanto chemical manufacturing facility site and adjacencies include the MBTA bus services facility, the BWSC (Water and Sewer Authority), the MWRA (Water Resources Authority) and the Excelon power generation facility across Broadway. By introducing a "public" project on this site, we strongly believe new public related uses will evolve and grow nearby as an outcrop of this development and upgrade the overall vicinity as "places for people."

Mr. Wynn has created a recognizable, iconic brand with the design of his resorts - the type of brand that will draw thousands of visitors to the Wynn Resort in Everett - including use of certain materials, colors, and massing. While by no means one standard design, each resort takes advantage of that brand identity with the use of key design aspects, as has been done with the Wynn Resort in Everett.

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7. Comment: *The Everett building materials were uniformly of lower quality than Revere's. ...the panel expressed concerns that because of this, the facility is likely to look sad and tired in just a few years.*

Response: The Wynn Resort in Everett will take advantage of the company's experience of developing fanciful and tasteful projects with appropriate materials for appropriate uses. For example, the use of natural stone of the highest quality conveys an image of strength and durability. We will also utilize materials that support sustainability goals. EIFS does have a place in modern construction and is an appropriate material in certain uses and is extensively used in climates and locales even more harsh than New England. Final materials and finishes have not yet been selected but, for example, other Wynn]properties are built utilizing responsive and durable materials commensurate with the environment. Most important, our properties are impeccably maintained, inside and out. As you know, we were singular in the industry in continuing to invest in our properties throughout the economic downturn that started in 2008.

8. Comment: *On transportation design, the Everett proposal failed to present a good circulation plan and there was no clear promotion of public transportation or pedestrian access. The panel felt the design was unlikely to draw bicyclers*

Response: The project has a robust plan for public transportation and access including a water shuttle system serving downtown Boston; connections to the subway, commuter train, and public buses; and direct links to the river walk and parkland along the river. The project has taken maximum advantage of its connection to the Gateway river walk, along the Mystic River to the south for pedestrians and bicycles and provides parking facilities for park access without going through the casino. Wynn Everett will also be provided priority parking for electric and alternate fuel vehicles and bike racks to encourage bicycle transportation. Without the cooperation of the City of Boston throughout this process, our opportunities were limited on the Boston side of the project site. We are hopeful that, should our project proceed, discussions with the City can become more productive, further improving connectivity.

As you can see from these corrections, the Commission can be assured that the Wynn Resort in Everett will be of stunningly high quality in all aspects of design, construction, and operations.

Sincerely,

Bob DeSalvio/jk

Bob DeSalvio
Senior Vice President

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