

## **Exhibit VIII.C.20.e (Proposed Opening Date of Gaming Facility):**

*Submit as Exhibit VIII.C.20.e. a proposed date for the proposed Gaming Facility to open for gaming and indicate major risks to such proposed opening date and the range of probable delays associated with each. Describe plans to mitigate such risks. Indicate whether the proposed Gaming Facility will open in phases or all at one time. If the facility is to open in phases, provide a detailed description of what will open in each phase and the proposed opening date for each phase and/or what conditions each such opening date will be contingent upon. Provide Applicant's commitment for a proposed outside date, notwithstanding any delays, for substantial completion of the initial fully operational phase of the proposed Gaming Facility.*

The Applicant and its affiliates have a significant amount of experience in developing major casino projects, having developed and opened the four projects listed below over the last six years. Refer to [Exhibit VIII.A.15.a](#) for project descriptions, sizes and costs.

- Riverwalk Casino & Hotel, Vicksburg, MS
- Rivers Casino, Pittsburgh, PA
- Sugarhouse Casino, Philadelphia, PA
- Rivers Casino, Des Plaines, IL

While gaming facility projects are complicated, and each project had its own challenges, each of these projects opened on or ahead of schedule and on or under budget.

Our schedule anticipates proceeding with certain design and approval work after this RFA submission and before selection, this work is described in [Exhibit VIII.C.20.c](#). Commencement of Construction If selected by the Gaming Facility Location Board, the Applicant would diligently proceed with the remainder of the Design and Construction work. See [Exhibit VIII.C.3.c](#) for estimated time frames to obtain approvals. Further, see [Exhibit VIII.C.20.a](#) for an overall estimated timeline for the project.

Having an experienced development team is key to mitigating project risks. Additional things that are critical include:

- 1) Involving the operations people early in the design process.
- 2) Selecting an experienced design team and general contractor.
- 3) Understanding current market conditions with respect to long lead items (both for the base building and F&B/Casino FF&E).
- 4) Establishing early on a detailed responsibility matrix and schedule between the GC and the various owner vendors to avoid later conflicts.
- 5) Providing a strong on-site staff during both base building construction and FF&E installation so that issues can be quickly resolved.

There are no plans to phase this project; both the casino and hotel are scheduled to open together.

The plans are for the facility construction to be substantially completed in 22 months and fully opened in 23 months after the anticipated award, including our 300 room hotel.

With respect to an outside date, subject to circumstances outside of its control, the Applicant does not foresee opening the Gaming Facility more than 24 months after license award by the NYS Gaming Commission.

Reference the Project Schedule included with [Exhibit VIII.C.20.a. Attachment "A"](#).