

New York Gaming Facility Location Board
Response to Request for Applications to Develop and Operate a
Gaming Facility in New York State

TIOGA DOWNS RACETRACK, LLC

Exhibit VIII.B.9.a.

Target Market Segments:

The new resort property, Tioga Downs Casino Resort (TDCR) will allow Tioga Downs to change its story.....Changing from a local Racino to a regional entertainment destination, changing the way we think about ourselves, the way we talk about ourselves, and most importantly, the audiences that we talk to.

Our world will become bigger as we'll be able to create a relevant and enticing brand positioning to both the gaming and non-gaming sectors, from Canada down throughout the Northeast and Mid-Atlantic States.



Who are we?

An established and successful operator of gaming and entertainment with roots firmly planted in New York's Southern Tier.

Who can we become?

The premier entertainment destination in the Southern Tier.

What can we own?

Fun! However you like to spend your leisure time, you can find something fun to do at TDCR.

How we will benefit our customers, our employees, and our community?

To be the best gaming entertainment company. . . to consistently deliver pleasurable and fairly priced leisure activities to its customers, to provide a safe and motivating workplace for its employees, and to support the economic and social good of its community in all ways possible.

Why will customers come again and again?

Because we will deliver a customer experience and superior level of guest service that personifies FUN for every patron on every visit.

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Exhibit VIII.B.9.a (cont.)

FIND YOUR FUN

Find Your Fun!

After a fun-packed day when you've had your fill, stay at our all new hotel

Nothing lifts the spirits like a vigorous swim in our new pool. Or just lounge

Indulge every sense and completely be taken away at our our new sporty spa

Dine oh so fine in one of our many new restaurants where you meet the chef and get a free snack

How well do you know your wines? Enjoy a new Cabernet at Finger Lakes wine tasting

Have you heard about our new Farmers Market? It doesn't get any fresher anywhere

Play your favorite table game like Poker or Roulette then enjoy one of our exciting slots

Catch the game and enjoy a cold one with friends at our famous Coasters Sports Bar. Go team!

Join our Holiday Festival and get into the spirit with caroling and crafts for all young at hearts

Meet you at the Club! Enjoy a challenging round of golf at Tioga Country Club

Experience our Farm to Market Program where you get healthy food from local farms

Get VIP Parking at our New Parking Garage. Feel safe and secure any time of day

Get VIP Parking at our New Parking Garage. Feel safe and secure any time of day

TIOGA DOWNS CASINO RESORT
Find Your Fun!

CASINO

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Exhibit VIII.B.9.a (cont.)

What's on your fun list?

| | | | |
|------------------------|---|---|---------------------------|
| Meeting new people |  |  | Love the track |
| A good steak | | | Competing with each other |
| And what if? | | | Incredible buffet |
| Big-name Entertainment |  |  | Swimming |
| The wine tours | | | The thrill of poker |
| Thursday nights | | | Cherry Slushes |
| Me and the spa |  |  | Golfing |
| Water slide | | | Zam snacks |
| Bloody Marys | | | Sex in the City Game |

It's all here! It's all new!

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**TIOGA
DOWNS
CASINO
RESORT**
Find Your Fun!

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Find Your Fun!

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Exhibit VIII.B.9.a (cont.)

Target Markets:

In this industry, we aren't just looking for customers; we're looking for the right customers. We'll use cutting-edge lead generation and database marketing techniques, social media data mining, and a host of other new media tools at our disposal to target the right consumer profiles to advertise and market our facility and the greater Southern Tier region. By analyzing our current database against a multitude of variables, we can effectively target and "score" prospective customers' propensity to spend their leisure time at TDCR. Additionally, we can share our knowledge and insights with our regional tourism partners to help drive awareness and visitation throughout the Southern Tier.

We define our top target audiences as:

1. Casino Games, Harness Racing and Poker Enthusiasts
2. Resort Consumers
3. Entertainment and Events Seekers
4. Family Fun Consumers
5. Motor Coach Tour Operators
6. NYS Tourism
7. Business Travel and Events
8. Personal Celebrations

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Exhibit VIII.B.9.a (cont.)

1. Casino Games, Harness Racing and Poker Enthusiasts

TDCR will grow current market share of gaming patrons by:

- Increasing visitation from current Tioga Downs patrons by offering a more comprehensive line-up of games and entertainment options.
- Repatriating entertainment dollars within our market place that are currently flowing to more competitive casino resort properties in Pennsylvania, New Jersey and Connecticut
- Attracting new casino games consumers, particularly a younger age demographic (Generation Y, age 32-54) that is attracted to table and poker games, not just slots. Additional opportunity exists to cross marketing horse racing with table games and poker, quite possibly exposing the younger demographic to harness racing for the very first time
- Gaining trial from customers outside our immediate thumbprint (50-200 mile radius) that have affinity to casino gaming but are currently loyal to another casino property

The strategies will emphasize generating excitement around the opening of the new property, the introduction of table games, update of the slot floor with the newer games customers have been asking for, an enhanced customer loyalty club and leveraging the new amenities.

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Exhibit VIII.B.9.a (cont.)



Table Games, Poker and Class 3 Slots Introduction

One of the most critical aspects of the resort license to foster future growth of our facility will be the ability to offer our current and prospective gaming patrons the games they like most, rather than to continue forfeiting the business to competing properties, namely PA casinos.

The new games will keep the experience fresh and new for our patrons, allowing them more choices, more ways to win, and more FUN! Furthermore, table games inject excitement and energy on the casino floor for all patrons, whether they are playing the games or not.

The introduction of table games will include two components:

1) Gaming instruction:

During the first few months of operation and periodically after, we will run instructional seminars off-casino floor for any customer who is interested in learning the ins and outs of table games and poker

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Exhibit VIII.B.9.a (cont.)

2) Game-Specific Promotions:

To help dislodge loyalties to competitive properties where our customers have gone to play tables, we will feature “add-on” promotions as we introduce the games. Examples of such promotions are:

- Black Jack Tournaments for low value cash and prizes
- Prizes for each time a patron hits a natural Black Jack (i.e., gas cards)
- Match play incentives (if allowed)
- Weekly Poker Tournaments for cash and merchandise prizes
- Texas Hold'em Tournaments
- Table games Triathlon (Teams compete in BJ, Roulette and Craps)



The introduction of Class 3 slots:

Our patrons will recognize and appreciate that TDCR now has the new and exciting slot product that they are seeing and/or playing at competitive properties. We can proudly announce “We have your game!”

New slot product will be announced via direct mail to loyal customers.

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Exhibit VIII.B.9.a (cont.)

Resort Consumers

The TDCR will offer a menu of services and activities that will serve the needs and wants of each leisure resort consumer profile; day-trippers, overnight get-aways, tour operators, family outings, vacationers, and business travelers.

Based on research study done by Young Strategies, Inc (Tioga County 2013 Visitor Research), TDCR would be uniquely suited to create a significant lift in visitation to Tioga County. As this study points out, the demographic profile of a Tioga County visitor is consistent with the demographic profile of Tioga Downs customers; female, age 54-71, retired, and living in NY or PA.

Furthermore, the second strongest age demo in the visitation study, Generation Y (age 32-53) has greatest up side for future growth, an audience to which TDCR represents the county's strongest opportunity to strengthen its draw with the following attractions:

- 136 room hotel
- 3 meeting rooms
- 5 restaurants
- 2 lounges
- Indoor and outdoor pools
- Waterslide
- Fitness center
- 18-hole golf course
- Full service Ageless Brand DaySpa
- Chartered off-site excursions to area tourist attractions
- With a Phase 2 construction plan to enhance family fun with the addition of batting cages, rock climbing and mini-golf



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Exhibit VIII.B.9.a (cont.)

The Young Strategies study also points out that Tioga County should focus on:

- Overnight Visits
- More Entertainment/Festivals
- More Dining Options
- Pulling in traffic from RT. 17/86
- Attracting weddings and groups

ALL FOUND AT TDCR!



3. Entertainment and Event Seekers

The marketing strategy will emphasize the frequency and variety of entertainment options to attract new customers who are looking for a more diverse entertainment experience than gaming alone.

While the strategy will remain flexible to adjust to the market's response to specific entertainment genres and formats, the schedule will primarily feature a mix of:

- Live headliner performances
- Novelty acts
- Festivals and special interest shows (Car Shows, Oktoberfest, etc.)
- Horseracing events
- Competitions (Music, talent, comedic featuring local talent)

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Exhibit VIII.B.9.a (cont.)

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- Review and Holiday Shows
- Sports: Closed circuit boxing , Pro and College Football events, NASCAR events, Golf events, Hunting and Fishing events, Lake activities
- Retail Live Events: Game Shows, Outdoor Equipment Shows, Lifestyle Shows, Recreational Vehicle Shows, National Day of events (i.e., National Fried Chicken Day), Customer Competitions (i.e., BBQ cook-offs), Celebrity Appearances



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Exhibit VIII.B.9.a (cont.)

In addition to the rotating schedule of contracted entertainment events, Tioga Downs currently hosts community events in support of local economic growth.

Examples of these events are Antiques Markets, Flea Markets and Farmer's Markets. These activities are well received by the public with attendance growing.

TDCR will look to build upon these community-based markets and festivals with the ability to host year-round events using the indoor multi-purpose space.

A major emphasis of this initiative is to support New York's agricultural heritage and community. Building on connections Tioga Downs has established, TDCR will look to strengthen these bonds into long lasting and productive relationships. TDCR will build upon its success with farmer's markets by offering annual agriculturally focused festivals and events, such as:

- Berry Festivals
- Apple Festivals
- Wine Festivals
- Dairy Carnivals
- Farm Day: Petting Zoo, Equipment show, etc.
- Direct from farm Beef and Poultry purchasing events
- Pig roasts featuring all locally produced pork-based products
- Pumpkin Fests (featuring hay rides)
- Cooking shows using locally produced ingredients



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Exhibit VIII.B.9.a (cont.)

4. Family Fun Consumers

Families will find plenty to entertain their children while having fun themselves at TDCR. At the resort, families will enjoy the swimming pools, waterslide, batting cages, rock climbing wall, and mini-golf, stable tours and many family oriented special events.

In addition to activities at the resort, special family excursions will be offered to area attractions such as:

- Ski packages to New York State ski areas
- Hiking and Waterfall packages (Finger Lakes, Southern Region waterfalls, PA Grand Canyon, and Pocono Mountain Regions)
- Ithaca, NY family friendly museums including: Science Center and the Museum of the Earth
- Corning Museum of Glass
- Fishing and boating on the region's many lakes and rivers



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Exhibit VIII.B.9.a (cont.)

5. Motor Coach and Tour Operators

Tioga Downs currently is a member of ABA (American Bus Association) and has contractual agreements with several motor coach operators.

To date, line runs have been short stays, usually 3-4 hours. Offering hotel accommodations and new restaurants in addition to table games, poker and competitive slot product will significantly increase TDCR ability to attract and negotiate increases in motor coach business to the property.

While Tioga Downs at present also is actively involved with regional tourism destinations and local hotel/motel operators to offer bus packages to motor coach groups, the expanded TDCR will be a more attractive draw. In particular, the Endless Spa, a seamless relationship with Tioga Country Club (golf), and addition of table games will open up new consumer segments that today are not considering our region for their leisure travel. (Please see Exhibits IX.B.1., IX.B.3. and IX.B.4. for additional information.)



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Exhibit VIII.B.9.a (cont.)

6. NYS Tourism

Since Tioga Downs opened in 2007, it has been an active supporter and enthusiastic partner of tourism in upstate NY. TDCR will seek to expand on its numerous alliances and established partnerships with regional tourism entities in a variety of ways:

- Increasing involvement in event sponsorships and membership support
- Creation of tourism packages that feature TDCR hotel accommodations, food/gaming offers and chartered transportation to area attractions
- Promotion of tourism activities and events to TDCR's customer base through direct mail, social media, web marketing and other targeted marketing efforts
- Making financial and resource contributions to regional tourism marketing and advertising campaigns
- Marketing and sales of regional products on the resort property (featured wines, micro brews, Corning Glass Displays, etc)
- Hosting health, investment and special interest seminars with tie-in activities at tourism attractions



Please refer to Exhibits IX.B.1, IX.B.3 and IX.B.4. for a full account of Tioga Downs' support of, joint ventures with and outreach to regional tourism.

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Exhibit VIII.B.9.a (cont.)

7. Business Travel and Events

TDCR will seek to become the region's premier facility and service provider to business travelers and events.

Tioga Downs' established staff of seasoned professionals promoting group sales will be expanded to offer unparalleled service and program management for individual business travel, group business meetings, incentive travel, and special events.

Target markets will include:

- Regional professional meetings and conferences
- Trade shows
- Corporate functions
- Awards dinners
- Regional businesses, offering special hotel rates to their out-of-town colleagues
- Customized leisure time resort packages that businesses can offer to their employees as incentives and performance rewards
- Special interest groups and exhibits



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Exhibit VIII.B.9.a (cont.)

8. Personal Celebrations

The multi-purpose rooms in the hotel will be marketed to the surrounding communities as a banquet hall facility in which to hold weddings and other personal celebrations.

Special consideration will be taken to assist military veterans groups and LGBT groups.

