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## Exhibit VIII.A.15.a. Proof of Advancing Objectives

As previously highlighted, Traditions Resort and Casino (as the Applicant) has assembled a skilled, experienced and complementary team that it believes will maximize its ability to operate a thriving and successful Gaming Facility within Region 5.

### The Applicant

Traditions at the Glen was the homestead of IBM in its heyday. Employees of IBM had the privilege of using any of the facilities amenities: golf, bowling alley, multiple pools, large gymnasium, cafeteria, fitness center and event venue. The “mansion” building as it was known was the founder, Thomas Watson’s place of residence when in the area. Watson saw the potential in the property as it sits above the entire valley with gorgeous views of what was a very prosperous Broome County. The property was the last piece of real estate IBM owned in the area.

Acquired in 2004, the Walsh Family saw the potential in the 650 acres in the middle of the county. After donating 200 acres of a natural glen to a local conservatory, the property was transformed into a resort destination. After being mothballed for 10 years, the Walsh family invested approximately \$12,500,000 transforming the mansion into a full service resort. Instead of overbuilding from the start, the Walsh family renovated the resort in multiple phases as the demand required. Traditions at the Glen currently consists of 41 beautifully appointed hotel rooms, numerous banquet/event facilities inside and outside, tavern, restaurant, 18 hole championship golf course and a full service spa, including the only Halotherapy Cave of its kind in the United States. What is now host to over 65 weddings a year and an equal amount of golf tournaments, Traditions is the premier resort destination in the Southern Tier. With all the amenities of a resort destination, guests continue to visit to escape from their everyday reality.

The Walsh Family has extensive experience in developing properties. Typically the end use of these properties are commercial uses. Even though the Walsh Family had little experience in operating a hospitality business, they sourced the right consultant and management team to bring this development to an entirely new level. The same concept was utilized for the Salt Sanctuary. The Walsh’s brought in Hungarian builders to construct the Salt Cave in order to create the only halotherapy cave of its kind in the United States. Even though the Walsh family had little experience in hospitality, they positioned themselves with a powerful team to fully enhance their development. The Walsh family feels the partnership with Gaming & Leisure Advisors is another example of bringing a powerhouse team to assist in the design, development and operation of Traditions Resort & Casino. After interviewing over a dozen potential operators, there were no competitors that even came close to the Gaming & Leisure Advisors team.

Traditions at the Glen has been a very successful operation and continue to win accolades for its outstanding service. Trip Advisor has recognized Traditions with the Certificate of Excellence on an annual basis and Wedding Wire has selected Traditions as the “Brides Choice Award”. Traditions continues to grow each year as it becomes more widely known as the premier resort

for the region. Over the past three years, Traditions has grossed \$13,500,000 in revenue through all of its operations.

### **The Manager**

The management team Traditions has engaged draws upon a significant record of success developing and operating gaming destinations in Upstate New York and beyond. As noted previously in this Application, to manage the Traditions Resort and Casino, the Applicant has entered into a Management Services Agreement with Gaming & Leisure Advisors, LLC, or GALA, an affiliate of Seneca Gaming Corporation (SGC), which is headquartered in Western New York. We elected to team with Seneca Gaming for many reasons including, in particular, its record of success and experience operating in upstate New York, the strength of its management team, and synergistic marketing opportunities. Its record of success in Western New York is clear, and extends beyond mere gaming performance. Recent accolades include:

- ***Seneca Buffalo Creek Casino Name “Best New Construction”***

In June 2014, Buffalo Business First, a leading weekly business news publication in Western New York, selected Seneca Gaming Corporation’s new Seneca Buffalo Creek Casino for top honors as “Best New Construction” in the region.

- ***Seneca Gaming Corporation Lauded as Western New York’s ‘Healthiest Employer’***

Earlier this year, Seneca Gaming Corporation was also selected by Buffalo Business First for top honors as the Western New York region’s “Healthiest Employer” for 2014 in the Jumbo category for organizations with 1,500 or more employees. Among its health initiatives are corporate wellness programs, maintenance of a free 24-hour fitness center for employees, operation of a health and wellness center for employees with services provided free of charge, and diabetes prevention and smoking cessation programs.

- ***Seneca Gaming Corporation Chosen As One of the Region’s ‘Most Admired Companies’ for 2013***

Seneca Gaming Corporation was also chosen as one of the region’s most admired companies for 2013 based upon criteria that included growth, success, diversity and contributions to the local community.

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These recent examples build upon numerous other awards and accolades, including obtaining and maintaining AAA *Four Diamond* ratings for its hotels in Niagara Falls and Salamanca, NY since 2006 and 2009, respectively.

### **Properties Under Management.**

SGC currently operates three Class III gaming facilities in Western New York—Seneca Niagara Casino and Hotel, which is located in Niagara Falls, New York and operated by Seneca Niagara Falls Gaming Corporation, or SNFGC; Seneca Allegany Casino and Hotel, which is located in Salamanca, New York and operated by Seneca Territory Gaming Corporation, or STGC; and Seneca Buffalo Creek Casino, which is located in the inner harbor district of Buffalo, New York and operated by Seneca Erie Gaming Corporation, or SEGC.

***Seneca Niagara Casino and Hotel.*** Seneca Niagara Casino and Hotel (<http://www.senecaniagaracasino.com>) represents an approximately \$550 million aggregate investment, located on an approximately 50 acre site in Niagara Falls, New York, which includes:

- approximately 147,000 square feet of gaming space with approximately 3,658 slot machines, approximately 92 table games, including blackjack, craps, and roulette; and keno;
- 604 luxury hotel rooms, comprised of 486 standard rooms, 22 individually themed center suites, 86 corner suites and 10 penthouse suites;
- a full-service luxury spa, salon and fitness center;
- food and beverage amenities, including three full-service themed fine dining restaurants, a 500-seat international buffet, two casual dining restaurants, a combination Tim Horton's Café and Bake Shop and Cold Stone Creamery, a walk-up delicatessen, and four bars and lounges, including the "Stir" feature bar, a circular bar with a 40-foot by 20-foot high definition video wall, stage and audio-video system that can be seen from any vantage point within the casino;
- five retail stores and four retail kiosks;
- a multi-purpose entertainment and special event facility with approximately 24,000 square-feet, which can seat up to 2,400 for concerts and can also be used for meetings, banquets and conventions;
- a 468-seat entertainment showroom;
- approximately 9,000 square feet of conference and banquet space; and
- a parking garage for approximately 2,130 vehicles, surface parking for approximately 1,500 vehicles which includes employee parking and a bus

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transportation center.

Total net gaming and non-gaming revenues at Seneca Niagara Casino & Hotel over the past three years were as follows:

	2013	2012	2011
Gaming Revenues	██████████	██████████	██████████
Non-Gaming Revenues	██████████	██████████	██████████

Seneca Niagara has approximately 1,700 full time employees.

***Seneca Allegany Casino and Hotel.*** Seneca Allegany Casino and Hotel (<http://www.senecaalleganycasino.com>) represents an approximately \$325 million investment located on approximately 20 acres, and includes:

- approximately 63,500 square feet of gaming space with approximately 1,997 slot machines and 33 table games, including, but not limited to, blackjack, craps and roulette;
- 413 luxury hotel rooms, including 46 suites of various sizes;
- a full-service luxury spa, salon, and fitness center; food and beverage amenities, including two full-service themed fine dining restaurants, a 200-seat international buffet, a 24-hour casual dining restaurant, a walk-up delicatessen, a snack bar, and two bars and lounges;
- retail outlets including a multi-faceted retail store, including logo merchandise and sundries and a discount store where all items are priced at \$10;
- a multi-purpose entertainment and special event facility with approximately 22,000-square-feet, which can seat up to 2,200 for concerts, and can also be used for meetings, banquets and conventions; and
- a parking garage for approximately 1,840 vehicles and surface parking for approximately 1,050 vehicles.

Total net gaming and non-gaming revenues at Seneca Allegany Casino & Hotel over the past three years were as follows:

	2013	2012	2011
Gaming Revenues	██████████	██████████	██████████
Non-Gaming	██████████	██████████	██████████

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### Revenues

- Seneca Allegany has approximately 800 full time employees.

**Seneca Buffalo Creek Casino.** Seneca Buffalo Creek Casino (<http://www.senecabuffalocreekcasino.com>) represents an approximately \$150 million investment located on nine acres, and includes:

- approximately 42,000 square feet of gaming space with 806 slot machines and 20 table games, including blackjack, craps and roulette;
- a casual dining restaurant and a walk-up delicatessen, a feature center bar; and
- a parking garage for approximately 700 vehicles, with additional surface parking for approximately 350 vehicles.

Total net gaming and non-gaming revenues at Seneca Buffalo Creek Casino over the past three years were as follows:

	2013	2012	2011
Gaming Revenues	██████████	██████████	██████████
Non-Gaming Revenues	██████████	██████████	██████████

The foregoing figures reflect performance from a former temporary facility. In August 2013, SGC formally opened a new permanent Buffalo Creek Casino, with the amenities outlined above. Construction of the Seneca Buffalo Creek Porte Cochere, the Chairman's and Valet surface lots and a signature Seneca Walk landscape feature, all of which sit in the footprint of the former temporary casino, were completed during the spring of 2014.

Seneca Buffalo Creek has approximately 400 full time employees.

**Seneca Hickory Stick Golf Course.** Additionally, SGC operates Seneca Hickory Stick Golf Course (<http://www.senecahickorystick.com>) through Lewiston Golf Course Corporation, or LGCC (the immediate corporate parent of GALA), which it constructed at a cost of approximately \$25 million. Seneca Hickory Stick Golf Course is a championship level golf course, in Lewiston, New York, which opened for public play on July 2, 2010. The golf course was designed by world-renowned golf architect Robert Trent Jones II on approximately 250 acres, and features a scenic, 18-hole par

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72, PGA-style layout with a clubhouse featuring approximately 4,300 square feet, including a pro shop, bar and casual dining for 40 patrons.

No gaming is conducted at the golf course property. Accordingly, all revenues are “non-gaming”. Total non-gaming revenues at Seneca Hickory Stick Golf Course over the past three years were as follows:

	2013	2012	2011
Non-Gaming Revenues	██████████	██████████	██████████

Seneca Hickory Stick Golf Course utilizes approximately 35 full-time employees on a seasonal basis, and is managed on SGC’s behalf by Kemper Sports.

Awards for Hickory Stick include:

- #6 Best New Course in America – *Golf Magazine*
- #11 Public Course in New York State – *Golf Magazine*
- #25 Casino Course in America – *Golfweek Magazine*

### **Gaming & Leisure Advisors, LLC (GALA) Management Team**

A key consideration in the Applicant’s selection of GALA to serve as Manager is the experience of the management team that will be brought to bear. In addition to significant operating experience, we believe that GALA and its affiliates are large enough to attract and retain a deep and sophisticated pool of gaming professionals, while being small enough to ensure that the Traditions Resort and Casino is given an appropriate degree of prominence, focus and attention within the overall business operations of the SGC corporate family.

Leading GALA’s team will be **Elizabeth Cartlidge**, who has been with the Seneca team since 2011 as its Vice President of Business Operations & Strategy Execution. She has also acted as Seneca Gaming Corporation’s interim chief financial officer. Liza Cartlidge brought more than 30 years of gaming industry experience to the Seneca Gaming Corporation management team when she joined the company in 2011. As Vice President of Business Operations and Strategy Execution, she has played a leading role in creating a strategic plan for the corporation in helping to strengthen its internal processes, prioritize high impact capital investments and realize substantial cost savings. Ms. Cartlidge served on the Buffalo Creek Community Development Fund Advisory Committee, which provided grants totaling \$1 million for infrastructure, beautification and community improvement

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projects in the neighborhood surrounding Seneca Buffalo Creek Casino. She has built a distinguished casino management career, serving in executive positions at both the property and corporate levels for multiple gaming properties in both New Jersey and Nevada, including Harrah's Reno Casino Hotel, Harrah's Atlantic City Casino Hotel, Showboat Atlantic City, Harrah's Las Vegas, Harrah's Entertainment Nevada Division, Harrah's Atlantic City and Caesars Atlantic City.

Beyond the leadership of Ms. Cartlidge, GALA's efforts will be aided by the ongoing contributions of a deep management team, which includes:

**Catherine A. Walker, President and CEO:** Cathy Walker joined Seneca Gaming Corporation in 2008 as Chief Operating Officer and was named president and CEO in 2010. Under her leadership, the company has achieved a standard of outstanding operational performance, which has become the hallmark of the company's operational philosophy. Among the company's many notable achievements of the past few years is the completion of more than \$220 million in construction projects across its portfolio of properties. Seneca Gaming Corporation is today widely viewed across the gaming industry as a model of operational efficiency, responsible management and practical investment. A respected leader, she has become an active member of the Western New York business and philanthropic community, and serves on a number of boards and committees, including the Community Foundation of Greater Buffalo, the Niagara Area Foundation, and the Buffalo Niagara Partnership, the region's largest business organization. Since starting her casino operations career nearly 20 years ago, Ms. Walker has held executive positions with Trump Entertainment Resorts, Harrah's Entertainment, and Players Hotel Casino. She has led successful gaming properties in New York, New Jersey, Indiana, and Louisiana. Prior to her operations career, Ms. Walker served 13 years as Assistant General Counsel for the New Jersey Casino Control Commission. She is a graduate of Rutgers University and Rutgers Law School.

**Audrey Oswell, Chief Operating Officer:** Audrey Oswell was named Chief Operating Officer at Seneca Gaming Corporation in 2013. She works closely with the senior management team and the corporation's Board of Directors in managing the business and operational aspects of Seneca Niagara Casino & Hotel, Seneca Allegany Casino & Hotel and the new Seneca Buffalo Creek Casino. Ms. Oswell has more than 30 years' experience in the gaming industry and has served in top executive leadership positions, including President, Chief Executive Officer and Chief Operating Officer at several gaming properties across the country. Prior to joining Seneca Gaming Corporation, she was the Chief Gaming Officer at the Atlantis resort in the Bahamas. Her impressive career has also included senior management roles at Resorts International and Caesars in Atlantic City and the Cosmopolitan and Fontainebleu Resort in Las Vegas. Throughout her career, Ms. Oswell has

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participated in raising more than \$1.4 billion for property acquisition and expansion plans, and has achieved a successful record of driving revenue through an integrated approach to operations. She has earned degrees from Temple University and Drexel University.

**David Sheridan, Chief Financial Officer:** David Sheridan has served as the company's Chief Financial Officer since 2008. Throughout that time, he has helped the company cultivate an exceptional reputation with the financial community, which it maintains to this day. The company's exceptional performance during the depths of the economic recession and its ability to successfully refinance \$500 million in bonds in 2010 underscore the regard in which Seneca Gaming Corporation is held. Mr. Sheridan provides oversight and direction for an organization with assets totaling more than \$1 billion with annual revenues of more than \$600 million, and departments responsible for more than \$300 million in annual purchases, and payroll in excess of \$110 million annually. A Certified Public Accountant, Mr. Sheridan formerly served as Chief Financial Officer for the Oneida Indian Nation of New York and its enterprises, including Turning Stone Resort and Casino. Throughout his career, he has provided key leadership in the negotiation and issuance of more than \$1.6 billion in the high yield markets, tax exempt markets and through bank syndications. The Native American Finance Officers' Association honored Mr. Sheridan with its Chief Financial Officer of the Year award in 2011. Prior to his work in the gaming industry, he spent seven years with PricewaterhouseCoopers, one of the nation's leading financial consulting services companies, providing assurance and advisory services to commercial gaming. He is a graduate of LeMoyne College in Syracuse, New York.

**Kirstin Lowry Sommers, General Counsel:** Kirstin Lowry Sommers was named General Counsel at Seneca Gaming Corporation in 2012. She oversees all legal processes, policies and actions on behalf of the corporation's Board of Directors, the company and its three casino operations, including contracts, risk management, compliance, and regulatory oversight. Ms. Lowry Sommers has a background in complex commercial contracts, Native American legal issues, civil litigation, among other matters. In addition, she has experience in development and sustainable initiatives. Ms. Lowry Sommers was among the first of relatively few attorneys in the region to have earned the prestigious LEED® Accredited Professional qualification. In addition to her work with Seneca Gaming Corporation and in maintaining her own private practice, she previously worked in an Of Counsel capacity with the Buffalo law firm of Hurwitz & Fine and as a litigation associate with Nixon Peabody. A recognized leader in the field, Ms. Lowry Sommers has counseled numerous clients in the areas of American Indian law and policy. An enrolled member of the Seneca Nation of Indians, she is a graduate of the State University of New York at Fredonia and the State University of New York at Buffalo School of Law.



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**Robert Chamberlain, Sr. Vice President of Design and Construction:** Rob Chamberlain has played a leading role in engineering and construction projects around the world for the past 35 years. His work with Seneca Gaming Corporation began in 2005 with the construction of the 26-story hotel tower at Seneca Niagara Casino, and he has helped the Seneca Nation of Indians leave an indelible stamp on the landscape of Western New York. Through his leadership, Seneca Gaming Corporation has been able to complete development projects totaling hundreds of millions of dollars, often completing the work ahead of schedule and under budget. These projects have included the construction of the permanent Seneca Allegany Casino & Hotel property, as well as a second hotel tower at that property, construction of the new Seneca Buffalo Creek Casino, major renovations of the main gaming floor, hotel rooms and buffet at Seneca Niagara Casino & Hotel, and the development of the award-winning Seneca Hickory Stick Golf Club. Mr. Chamberlain is a registered Professional Engineer, whose world-wide resume includes projects across the United States, Europe, Asia and the Middle East. In addition to his work with Seneca Gaming Corporation, his gaming industry experience includes over seven years managing multiple casino, hotel, hospitality and infrastructure projects at Foxwoods Resort Casino. Mr. Chamberlain is a graduate of the University of Canterbury in New Zealand.

**Paul Tjounakaris, Corporate Vice President of Slot Operations:** Paul Tjounakaris is a recognized slot operations executive who joined Seneca Gaming Corporation in 2013. As Vice President of Slot Operations, he oversees the company's slot machine strategy and its robust offerings of more than 6,500 slots across its three properties. Mr. Tjounakaris began his gaming industry career in 1979, and has successfully opened and operated several slot operations at numerous casino properties, including the Seminole Gaming and Hard Rock Hotel casinos, Borgata Hotel Casino, Caesar's Hotel Casino, Dover Downs Hotel Casino and Casino Windsor. While with Seminole Gaming and Hard Rock Hotel Casinos, he was responsible for the overall gaming operations and strategic direction of seven gaming properties owned by the Seminole Tribe of Florida. A pioneer behind several significant slot machine technology developments, Mr. Tjounakaris is adept at utilizing technology, slot floor layout and game offerings to help maximize slot revenues and expand market share. In addition to his experience in the United States and Canada, he has assisted on slot development projects in Europe and Africa.

**Lou Anderson, Director of Compliance:** Since joining Seneca Gaming Corporation in 2009, Lou Anderson has served as the company's chief regulatory compliance officer at its three casino properties. He is the company's primary liaison with the Seneca Gaming Authority, the independent regulatory agency which oversees compliance and regulatory matters for all of the Seneca Nation's gaming operations. In addition, Mr. Anderson oversees issues relative to corporate governance, investigations, and the Seneca Nation's gaming compact with New York State. He is a former Vice President of Legal Affairs with

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Harrah's Entertainment, where he served as the chief legal officer for the company's land-based and riverboat casinos in New Jersey, Illinois, Indiana, Missouri, and Iowa, as well as Native American gaming facilities in Kansas and North Carolina. He also served as counsel to the Casino Association of New Jersey, which included the drafting of casino legislation and regulatory reform initiatives. Mr. Anderson also served as the Vice President and General Counsel at the Showboat Casino Hotel in Atlantic City. A practicing attorney for more than 30 years, he graduated from West Chester State College and Dickinson School of Law.

**Matthew Roob, Executive Director of Financial Planning and Analysis:** A strategic and financial analyst experienced in financial markets and management consulting, Matthew Roob has been with Seneca Gaming Corporation since 2011. He and his team analyze and evaluate the operational performance of all three Seneca Casino properties, plus Seneca Hickory Stick Golf Club. Understanding the importance of each area of the company's extensive operation, Mr. Roob also directs the budgeting team for all three casinos, 12 restaurants, two hotels and the golf course under the Seneca Gaming Corporation umbrella. In addition, he provides marketplace analysis, in order to identify competitors and potential opportunities. Mr. Roob has provided financial analysis and strategic planning services to gaming industry companies for more than 20 years. At Keystone Gaming Group and Merit Management, he initiated and implemented operational changes at a large tribal casino, resulting in higher EBITDA on lower revenue. Mr. Roob also directed market research and financial modeling for tribal casino projects, and led an operations-improvement project for a multi-property casino operation in Latin America. He also held management positions at Empress Entertainment and KPMG Consulting. Mr. Roob holds degrees from Kenyon College and the University of Chicago.

**Greg Bechkos, Vice President of Marketing:** Greg Bechkos is responsible for creating and directing the marketing vision for all Seneca Gaming properties. Mr. Bechkos and his team manage patron outreach and engagement activities to all casino patrons through advertising, direct mail, database marketing, promotions, events, entertainment, interactive marketing, and other initiatives designed to strengthen the Seneca Casinos brand and to build and maintain customer loyalty. This coordinated, multi-faceted approach has helped Seneca Gaming Corporation maintain prominence in its market at a time of increased competition for customers. Under his leadership and stewardship of the company's multi-million dollar marketing budget, Seneca Gaming Corporation has been able to increase the effectiveness of and guest response to his properties' direct marketing programs, and enhance the digital presence of its properties, while streamlining costs. An industry veteran with extensive experience in the U.S./Canada market, Mr. Bechkos spent more than ten years at Fallsview Casino Resort and Casino Niagara, most recently serving

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as Director of Marketing Services for the \$1 billion casino resort complex. He is a graduate of Niagara College.

### **Conclusion**

In all, the team we have assembled has been responsible for more than \$1 billion in successful casino-related investment in Upstate New York over the past decade, with management that has not only been very effective from an operational perspective, but forward-thinking and progressive with respect to issues ranging from collaboration with the local business community (see, e.g., EXHIBIT IX. B. 3. LOCAL BUSINESS OWNERS) to employee health and wellness.

We are confident that this impressive record of success can and will be built upon in the Binghamton, NY region.