CONFIDENTIAL. *Refer to the accompanying redacted copy and FOIL Statement of Necessity.*

SUBMIT EVALLOC6.AVENIR.LOCALBUSINESS

A description of plans for contracting with local business owners for provision of goods and services to the Gaming Facility, including developing plans designed to assist businesses in the State in identifying the needs for goAods and services to the Gaming Facility.

CONFIDENTIAL. *Refer to the accompanying redacted copy and FOIL Statement of Necessity.*

RESPONSE

Starting before The Avenir opens and once the property is operational, The Avenir will continue to engage local businesses to ensure they have ample opportunities to provide goods and services for The Avenir. To build on the Project Team's track record of working with local businesses, we will partner with the New York City Department of Small Business Services and the NYC Economic Development Corporation to ensure small businesses across New York City can participate.

We Thrive When Local Businesses Thrive

Together with these organizations, we will deploy a multi-faceted outreach and inclusion strategy both before opening day and once operations have begun. By providing targeted support at critical times throughout the planning, construction, and operational phases of the project, we will level the playing field for contractors and vendors.

For more information about our planned food retail concept where we will source shelf-stable food from the local area and around New York State, please see EvalEconCaliber5.AVENIR.RetailRecOther.

Below is the established plan utilized by Rivers Casino & Resort Schenectady. The Avenir's plan will be modeled off this plan.

Note, for MWBE and SDVOB-specific strategies, please see our responses to EvalDiv8.AVENIR.MWBEPartnerships and EvalDiv4.AVENIR.Mentorship.

The Avenir Plan for Local Business Engagement

Our plan to uphold our commitment includes the following key elements:

1. Local Business Education and Training: We will host vendor fairs and workshops to educate local businesses about our procurement needs and the strict regulatory requirements governing the casino industry. This will include specific sessions on how to qualify and compete for contracts within the casino sector.

2. Ongoing Support and Collaboration: We will offer continuous support to our vendors through mentorship programs, funding opportunities, and establishing escrow accounts to help them meet our standards and grow their businesses. This approach ensures that vendors are well-prepared and supported throughout their engagement with us.

3. Regular Monitoring and Reporting: We will regularly monitor and report on our spending with local and diverse vendors. This transparency will help us stay accountable and make necessary adjustments to our strategy.

4. Support During Development and Operation Phases: We will collaborate with local businesses during both development and operating phases to educate our vendor community on the strict regulatory requirements that govern the casino industry. We will host vendor fairs to introduce local vendors to our procurement needs and seek opportunities to match bid sizes with the capabilities of local vendors when possible.

5. Track Record and Expansion Support: We have supported our small business suppliers with funding for expansion, including establishing escrow accounts, and we will seek similar opportunities to support local New York-based suppliers. For example, at Rush Street Gaming's casino in Des Plaines, Illinois, over 70% of annual applicable spending with vendors is locally sourced to Illinois companies, equating to over $42 million per year, with $6 million originating from the City of Des Plaines.

By prioritizing diverse and New York City-based vendors and providing comprehensive support, we aim to foster a vibrant local economy and create meaningful opportunities for diverse businesses. This approach will ensure that our operations contribute positively to the community while maintaining high standards of service and quality.

Project Team Track Record - Rush Street Gaming

Rush Street Gaming has a proven track record of working with and mentoring local businesses to foster growth and strengthen community ties. In Schenectady, Rivers Casino & Resort Schenectady partnered with a local restaurateur, entering into a long-term agreement to expand their business with outlets in Rivers Schenectady. The property has two restaurant outlets in the Marketplace food court licensed by the Mallozzi Group - Villa Italia Bakery and Johnny's Italian restaurant. The Mallozzi family has operated bakeries, restaurants, and catering establishments in Schenectady for over 60 years, and the Villa Italia and Johnny's locations are two well-established local favorites. This collaboration led to the creation of an off-site commissary to meet increased production demands, significantly boosting the restaurateur's operations.

Moreover, Rivers Casino & Resort Schenectady worked with the Gaming Commission to establish an annual revenue threshold vendor-exemption, below which certain vendors are exempt from the costly and burdensome casino vendor licensure process, meaning local small businesses and vendors (farm produce, craft specialties, niche product vendors) can now provide goods and services to the Casino without having to navigate the complex and often cost-prohibitive vendor licensing process.

At Rivers Casino Portsmouth, the team regularly assists local companies in navigating the Virginia Lottery licensing process, ensuring small businesses thrive within the community. Examples of businesses mentored through this process include Total Business Solutions and Specialty Events Entertainment, Inc., both of which have successfully grown alongside the introduction of gaming to the region. Additionally, the Purchasing Department at Rivers Casino Portsmouth actively mentors and supports local vendors, attending resource fairs and guiding businesses through the steps needed to become licensed casino vendors. These efforts highlight Rush Street Gaming's dedication to building successful, compliant relationships with local businesses, ultimately contributing to the growth and vitality of the local economy.

Project Team Track Record - Silverstein Properties

Silverstein Properties is widely known for its civic leadership following the terrorist attacks of September 11, 2001, when the company worked with dozens of elected officials and public agencies to rebuild the World Trade Center site and revitalize Lower Manhattan. Their commitment to growing New York City's economy cannot be understated.

Silverstein has been a longtime supporter of local artists and businesses in Lower Manhattan through the Silver Arts Program. Since the program's inception, several artists' profiles have been significantly raised and have been featured in gallery exhibitions across the country. The program has provided artists with studio space on empty floors at the rebuilt World Trade Center towers and commissioned them for public arts work around development sites during construction.

We look forward to working with New York City-based vendors and providing comprehensive support. This approach will ensure that our operations contribute positively to the community while maintaining high standards of service and quality.