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

SUBMIT GI9.AVENIR. PROJECTFIRMS

The names, addresses and relevant experience of the architects, engineers, contractors and designers of the proposed Gaming Facility and related proposed infrastructure improvements. Include the name, title, office address, email address, and direct phone number of the Applicant's or, if applicable, the Operator's principal contact individual at each such firm.:

STEELMAN PARTNERS

Steelman Partners

(Integrated Resort Architect, Interior Designer, Lighting Design)

3330 West Desert Inn Road, Las Vegas, Nevada 89102

(Offices located in Macau PRC, Zhuhai China, Ho Chi Minh City Vietnam, Phnom Penh, Cambodia)

Casino Architect and Designer for over 35 Years. Recent Projects include Circa Las Vegas, Resorts World Las Vegas, Galaxy Macau (Partial), Sands Macau, Four Seasons Macau, Metropolitan Casino London, Solaire Manila, Ho Tram Vietnam, Naga II Cambodia, Inspire Korea (Partial) Gila River Santan Mountain Arizona, Darling Hotel (Star) Gold Coast Australia, Imperial Pacific Saipan, Sochi Casino Resort Russia, Harrahs Northern California, Grand Casino Via Spain and many more projects located all over the world.

Founded in 1987 by Paul Steelman, Steelman Partners has positioned itself as the leading entertainment architecture firm. Steelman Partners, based in Las Vegas, Nevada, is an international firm specializing in the multi-disciplinary facets of entertainment architecture, interior design, graphic design, master planning, theater design, 3D design, and lighting. The company's corporate headquarters is in Las Vegas, with international offices in Zhuhai, Macau, Ho Chi Minh, and Phnom Penh.

Steelman Partners is a leader within the hospitality and gaming industries with a client list that includes Genting Group, MGM, Harrah's, Wynn, Venetian, Sheraton, Hyatt, Plaza/El-Ad, Crown SDJM, Melco, Caesars, plus many others. The firm is led by a team of the industry's most talented and acclaimed architects, designers, planners, and artists – resulting in world-renowned, remarkable, and memorable work.

The firm derives direction from industry forerunner Paul Steelman, who began his architectural career in 1977. While working in the public sector on the Atlantic City Master Plan, Paul realized that entertainment architecture was going to be his field of practice and expertise. He began working with Steve Wynn as an architect for approximately ten (10) years, involved with such projects as The Golden Nugget in Atlantic City and Las Vegas, as well as the Mirage.

Due to its success, Steelman Partners has won many design awards and has been featured in many reputable magazines, including Forbes's May 2006 issue properly named "Designing for Dough." Paul was also included in the movie Oceans 13 DVD extras, entitled "Opulent Illusion," which takes an in-depth look at casino design.

CETRARUDDY ARCHITECTURE DPC

CETRARUDDY

(Master Plan & Executive Architect)

1 Battery Park Plaza

New York, NY 10004

CetraRuddy Architecture is an award-winning New York-based architecture and interior firm that has successfully completed over 90 projects in New York City. Established in 1987, its studio of 100-plus team members is led by the guiding principle that architecture and design must engage with its context while enriching the human spirit. Through this ethos, the firm creates memorable, inspiring buildings and spaces based on a commitment to excellence and craft.

The firm's diverse portfolio of projects in both single- and multi-family residential, hospitality, educational, cultural, and commercial work — including the revitalization of historic structures — is all grounded in the belief that "architecture is home". CetraRuddy has a strong commitment to the idea that buildings and environments can encourage well-being, which guides all projects to be sustainable, resilient, and inclusive.

In addition to designing and successfully building complex multi-use projects, CetraRuddy has a focus on designing sensitive urban residential buildings throughout New York City. The firm is focused on creating community by designing projects that are responsive to their urban context and become assets to the neighborhoods in which they exist.

Founded by Principals John Cetra, FAIA, and Nancy J. Ruddy, the firm emphasizes a collaborative process. The firm works together with clients, and professional design consultants to apply a sophisticated understanding of programming, planning, technology, and construction that develops into responsive, technically excellent, and innovative environments.

With a range of notable ground-up projects, including One Madison, ARO, 77 Commercial, and Rose Hill, CetraRuddy has cemented its reputation for singular design. In addition, the firm has transformed several of New York's most prominent buildings into some of the city's most desirable addresses, including Walker Tower, 443 Greenwich, and The Barbizon Hotel.

In each building CetraRuddy designs, the firm embeds a unique sense of history, magic, and a story that will be shared for generations.

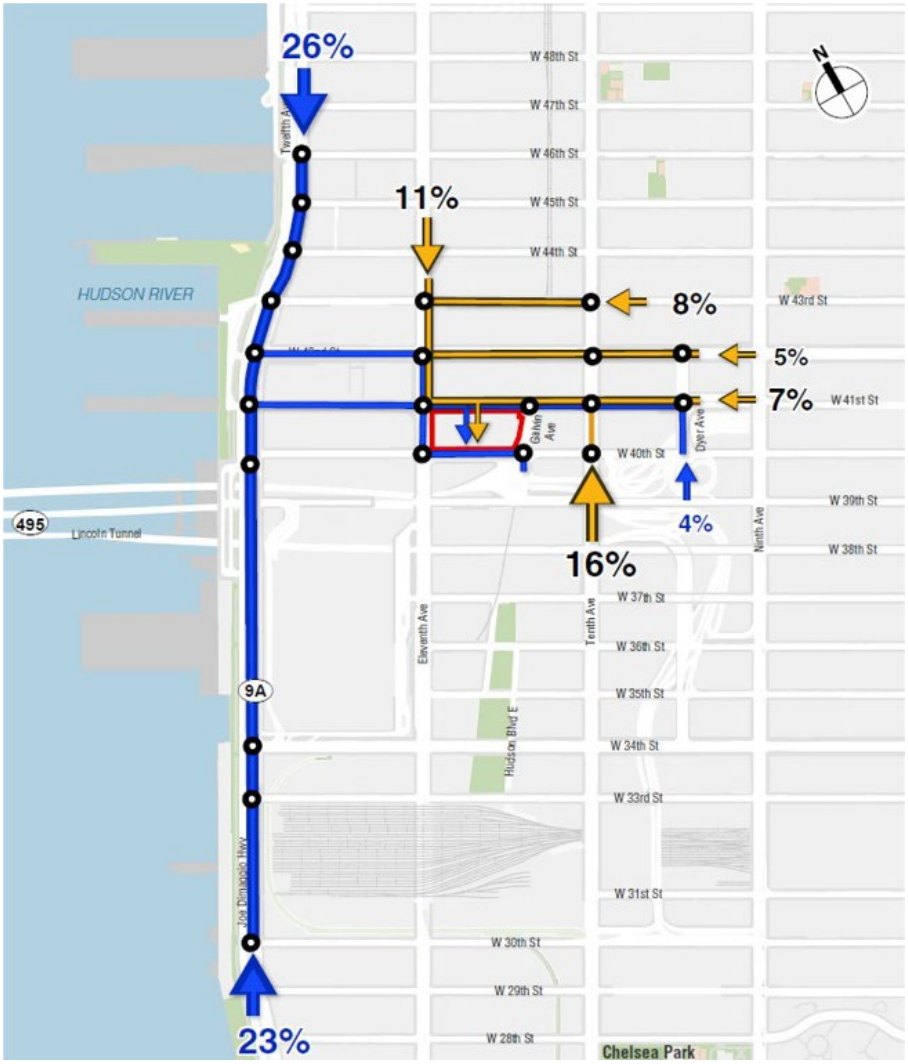
AKRF, INC.

(Area Environmental, Traffic Consultant)
440 Park Avenue South - 7th Floor
New York, NY 10016

AKRF, Inc. offers unmatched experience in providing high quality environmental consulting services and has over 40 years of experience preparing environmental review documents in New York City. With our deep understanding of and experience with the technical and regulatory issues that may arise on projects throughout the City, we are able to offer unmatched expertise on environmental regulatory processes.

AKRF is intimately familiar with the traffic and transportation data and analysis necessary to address environmental review requirements and the anticipated needs of regulatory agencies. This has allowed us to establish a successful track record for conducting site access and due diligence transportation reports to evaluate potential development sites while identifying potential improvement measures that may be needed to enhance site circulation and to accommodate future trips generated by the proposed development in a timely manner.

In addition, AKRF is familiar with the surrounding area and available data sets, having led or been involved in traffic studies for Port Authority Bus Terminal and the Pennsylvania Station Area Civic and Land Use Improvement Project.



LANGAN

LANGAN

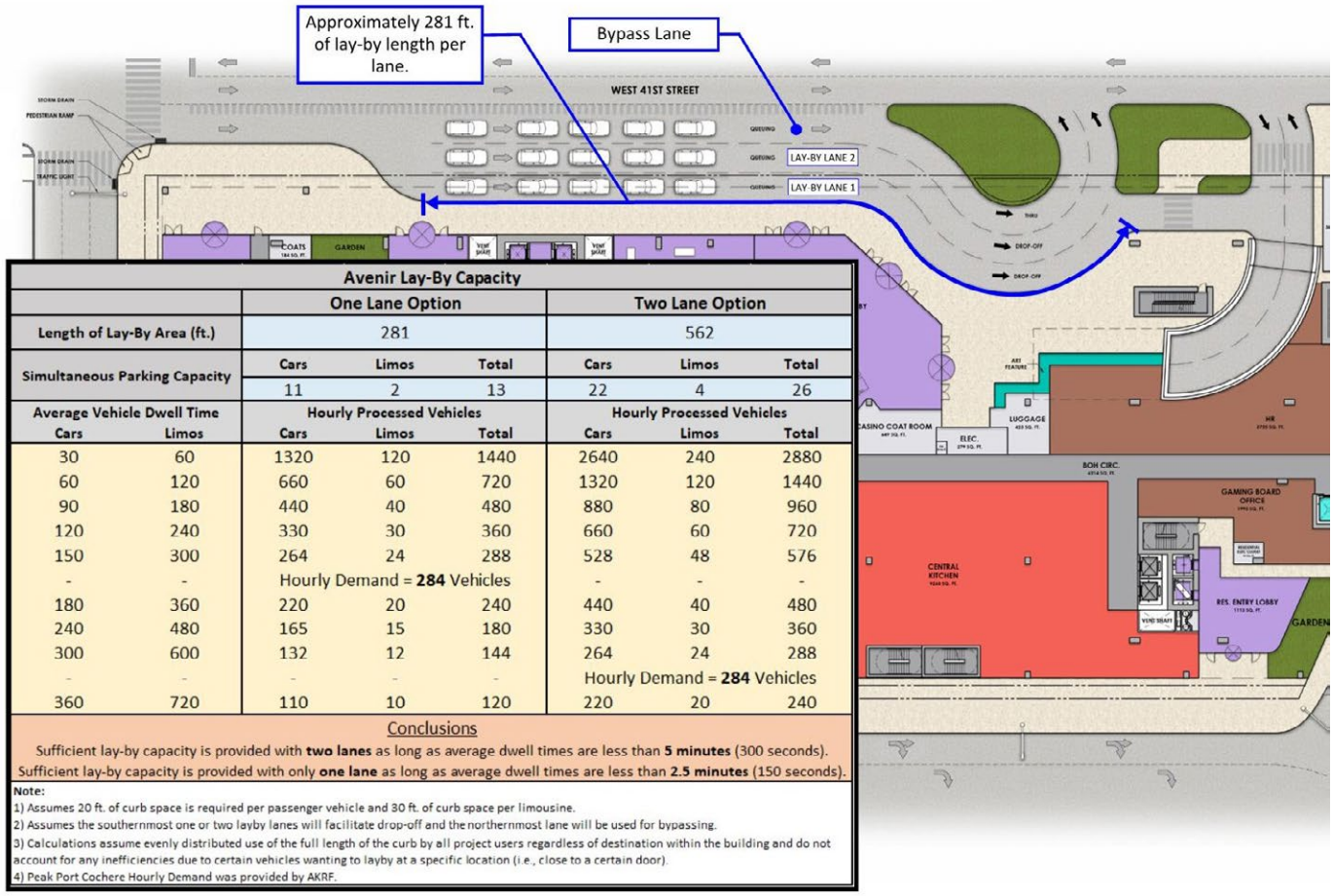
(Civil Engineer, Parking, Site Environmental)
360 West 31st Street, 8th Floor
New York, NY 10001-2727

Langan provides an integrated mix of engineering and environmental consulting services in support of land development projects, corporate real estate portfolios, and the oil and gas industry. Our clients include developers, property owners, public agencies, corporations, institutions, and energy companies around the world. Founded in 1970, Langan employs over 1,500 professionals in its Parsippany, NJ headquarters and among regional offices.

Langan's work at the Resorts World Casino at New York Aqueduct Raceway included a comprehensive geotechnical investigation that provided recommendations for foundations, seismic design, and below-grade construction. Langan assisted in the design of tie-down anchors to resist potential uplift forces associated with a transformer explosion event. A secondary investigation was conducted in association with subsequent phases of site development.

Langan surveyors conducted boundary and topographic investigations for the portion of the site where the parking garage and porte-cochere structures were constructed.

Other relevant experience noted in GI9.AVENIR.ProjectFirms.Appendix1.Langan Relevant Experience pages at the end of this section.



Avenir Lay-By Capacity

	One Lane Option			Two Lane Option		
Length of Lay-By Area (ft.)	281			562		
Simultaneous Parking Capacity	**Cars**	**Limos**	**Total**	**Cars**	**Limos**	**Total**
	11	2	13	22	4	26
Average Vehicle Dwell Time	**Hourly Processed Vehicles**			**Hourly Processed Vehicles**		
Cars	**Limos**	**Cars**	**Limos**	**Total**	**Cars**	**Limos**	**Total**
30	60	1320	120	1440	2640	240	2880
60	120	660	60	720	1320	120	1440
90	180	440	40	480	880	80	960
120	240	330	30	360	660	60	720
150	300	264	24	288	528	48	576
-	-	Hourly Demand = **284** Vehicles			-	-	-
180	360	220	20	240	440	40	480
240	480	165	15	180	330	30	360
300	600	132	12	144	264	24	288
-	-	-	-	-	Hourly Demand = **284** Vehicles		
360	720	110	10	120	220	20	240

Conclusions

Sufficient lay-by capacity is provided with **two lanes** as long as average dwell times are less than **5 minutes** (300 seconds).
Sufficient lay-by capacity is provided with only **one lane** as long as average dwell times are less than **2.5 minutes** (150 seconds).

Note:
1) Assumes 20 ft. of curb space is required per passenger vehicle and 30 ft. of curb space per limousine.
2) Assumes the southernmost one or two layby lanes will facilitate drop-off and the northernmost lane will be used for bypassing.
3) Calculations assume evenly distributed use of the full length of the curb by all project users regardless of destination within the building and do not account for any inefficiencies due to certain vehicles wanting to layby at a specific location (i.e., close to a certain door).
4) Peak Port Cochere Hourly Demand was provided by AKRF.

JAROS BAUM & BOLLES CONSULTING ENGINEERS, LLP

(Mechanical, Electrical, Plumbing & Fire Protection Engineer, Sustainability Consultant)

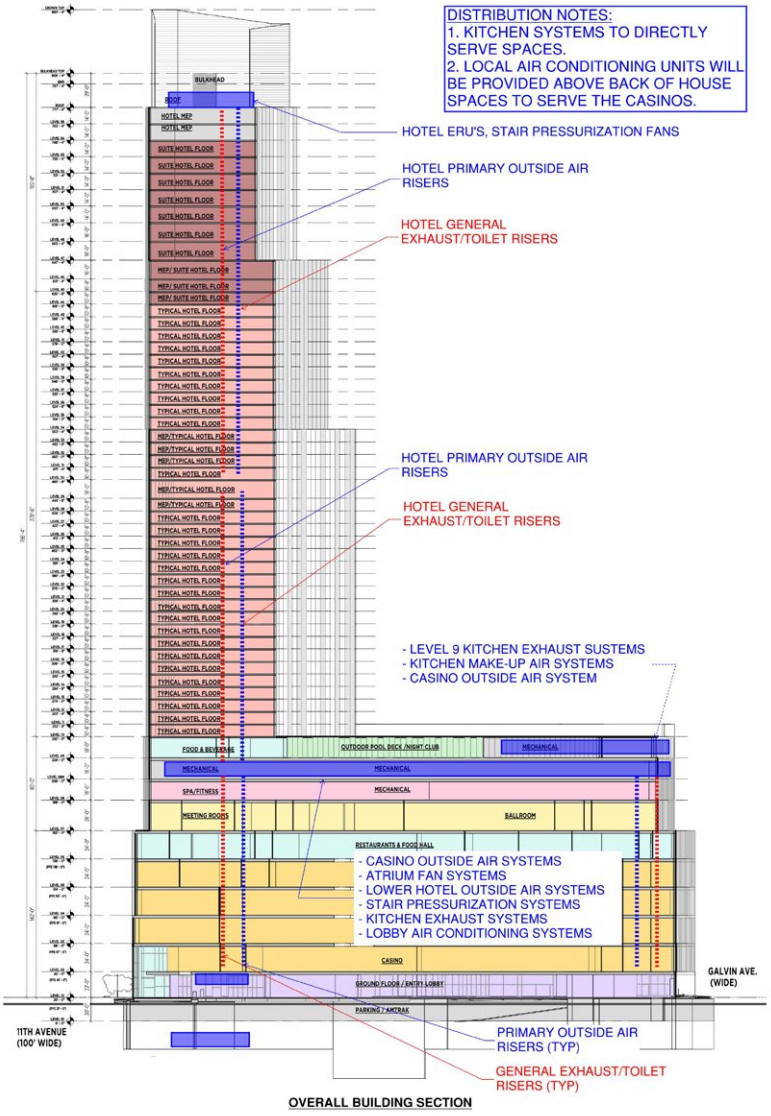
80 Pine Street

New York, NY 10005

In over 100 years of practice, JB&B has successfully completed more than 15,000 design projects in more than 50 countries and on six continents for corporate owners, institutions and real estate developers as well as city, state and federal agencies. JB&B is an engineering firm with over 350 employees and offices in New York City, Boston and Philadelphia. Our extensive experience and reputation for quality and innovative engineering solutions are assets that we bring to each project. JB&B works with cutting-edge engineering technologies to facilitate high-performance building designs for ever-improving engineering and sustainability solutions.

With its proven record of innovative design and reputation for quality, JB&B has applied its unique engineering talents to millions of square feet of hospitality projects, from resorts and casinos to hotels and restaurants, from Midtown Manhattan to the Caribbean. JB&B engineers recognize the delicate interplay of comfort and safety concerns intrinsic to hospitality projects, and apply their vast experience in system technology and energy conservation toward designs that, hospitable in their own way, are user-, client-, and environment-friendly.

Other relevant experience noted in GI9.AVENIR.ProjectFirms.Appendix2.JBB Relevant Experience pages at the end of this section.



OVERALL BUILDING SECTION

HVAC - AIR
2/26/2025

LERA CONSULTING STRUCTURAL ENGINEERS

LERA Consulting Structural Engineers

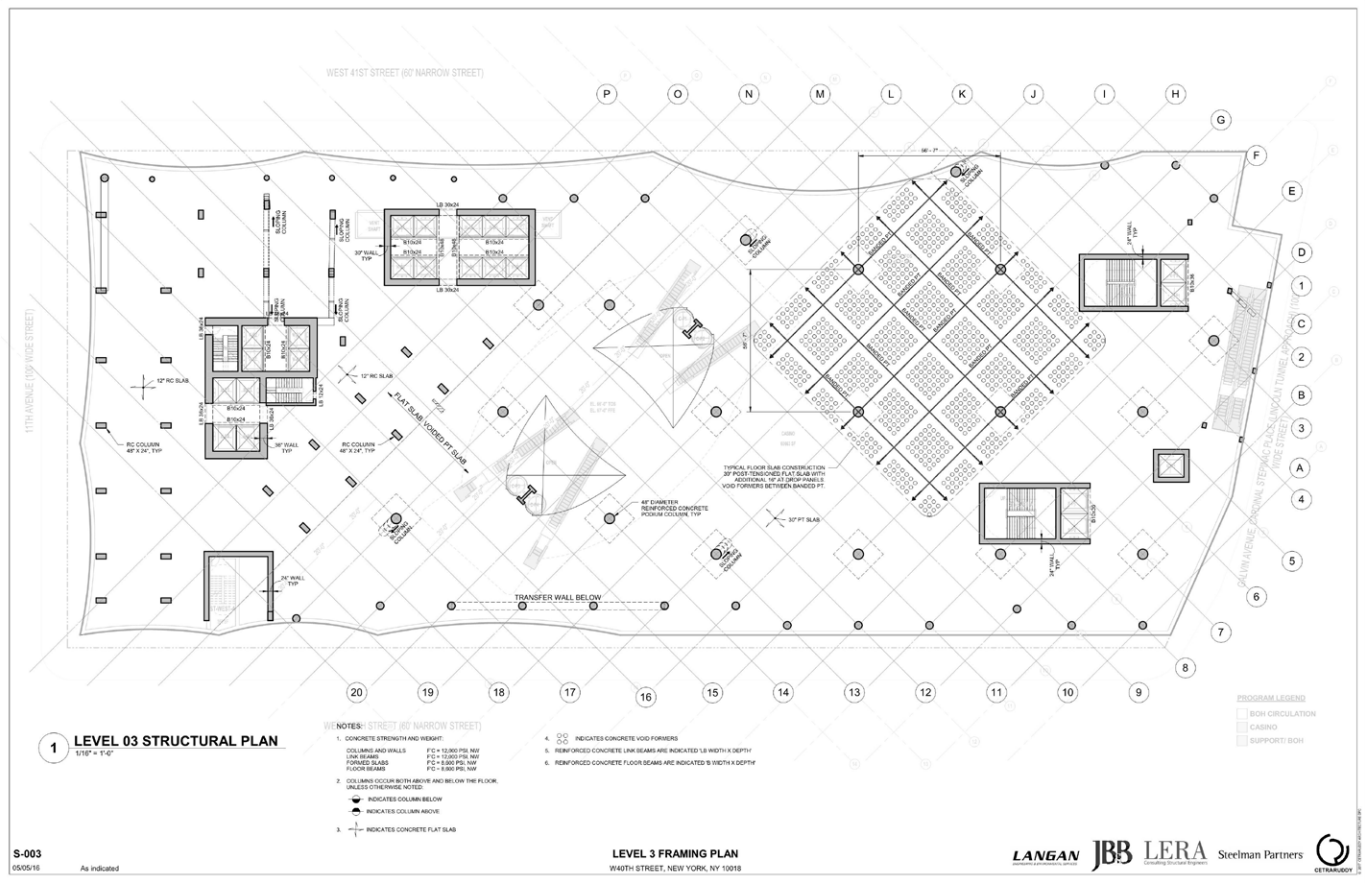
(Structural Engineer)
40 Wall Street – 23rd Floor
New York, NY 10005

LERA Consulting Structural Engineers (LERA) is an M/WBE/ SBE structural engineering firm providing services to architects, owners, contractors, and developers. Since our founding in 1923, we have designed numerous landmark projects across the world, and established a strong reputation for design and technical excellence. Today, LERA's talented professionals continue the tradition of creating innovative, yet constructible and economical structural designs.

Our portfolio includes a wide variety of building types of every size and level of complexity. We have accomplished unique and award-winning designs for new buildings as well as renovations to existing and historic structures. Our services include complete structural designs, feasibility studies, peer reviews, value engineering, computational design, blast analysis and design, forensic consulting, and special inspections.

Headquartered in New York City, LERA also operates offices in Mumbai, Shanghai, Hong Kong, and Seoul.

Other relevant experience noted in GI9.AVENIR.ProjectFirms.Appendix3.LERA Relative Experience pages at the end of this section.



PROFORMA ADVISORS LLC

(Market & Financial Advisors)
727 2nd Street, Suite 107
Hermosa Beach, CA 90254

Pro Forma Advisors is a boutique consultancy focused on market and financial feasibility assessment. We specialize in large-scale, visitor-oriented real estate projects such as integrated resorts, theme parks, casino gaming, retail/dining/entertainment (RD&E) centers, museums, and specialty/branded attractions, as well as urban mixed-use and master-planned development.

Services we offer include market analysis, concept / business model development, financial feasibility, program right-sizing, economic & fiscal impacts, valuations, and negotiation support. Our project experience spans the globe, with a roster of clients and projects that includes top worldwide entertainment brands, developers, owners, operators, investors, cultural institutions, non-profits, government entities, and sovereign Indian Tribes.

The type of analysis we offer comprises a relatively small - yet critical - part of the development process. We help ensure that each project we evaluate is conceived and scaled appropriately for the market and financial conditions in which it will operate. Also, our objective, third-party assessments are often requested by debt and/or equity investors as part of the due diligence process, prior to the commitment of full funding for development and construction.

Pro Forma Advisors LLC was founded in 2008 by a group of veteran consultants who had previously served as Principals with Economics Research Associates (ERA). Prior to its 2007 sale and subsequent dissolution. ERA was the original land use economics consulting firm, founded by Walt Disney's friend and associate, Harrison "Buzz" Price in 1958.

We offer a unique blend of global expertise and personalized service. We are also highly experienced in working within multi-disciplinary project teams, alongside allied professional service firms in the areas of design, planning, architecture/ engineering and operations.

KARP STRATEGIES

(Urban Planning Advisors)
26 Broadway, 3rd Floor
New York, NY 10004

Karp Strategies is a WBE/DBE/SBE-certified urban planning and strategy consulting firm that partners with organizations to identify their unique needs and provide tailored solutions. We strive to build strong and thriving communities, economies, and cities in which people are proud to live and work. We do this by taking analysis to action to help our cross-sector clients tackle challenges, make decisions, and advance their projects.

Our team examines every project from a holistic perspective, incorporating data, people, and place as core tenets. Working through this lens means thoughtfully considering we are not all starting from the same place, how those disparities intersect with our work, and how we move forward in our practice.

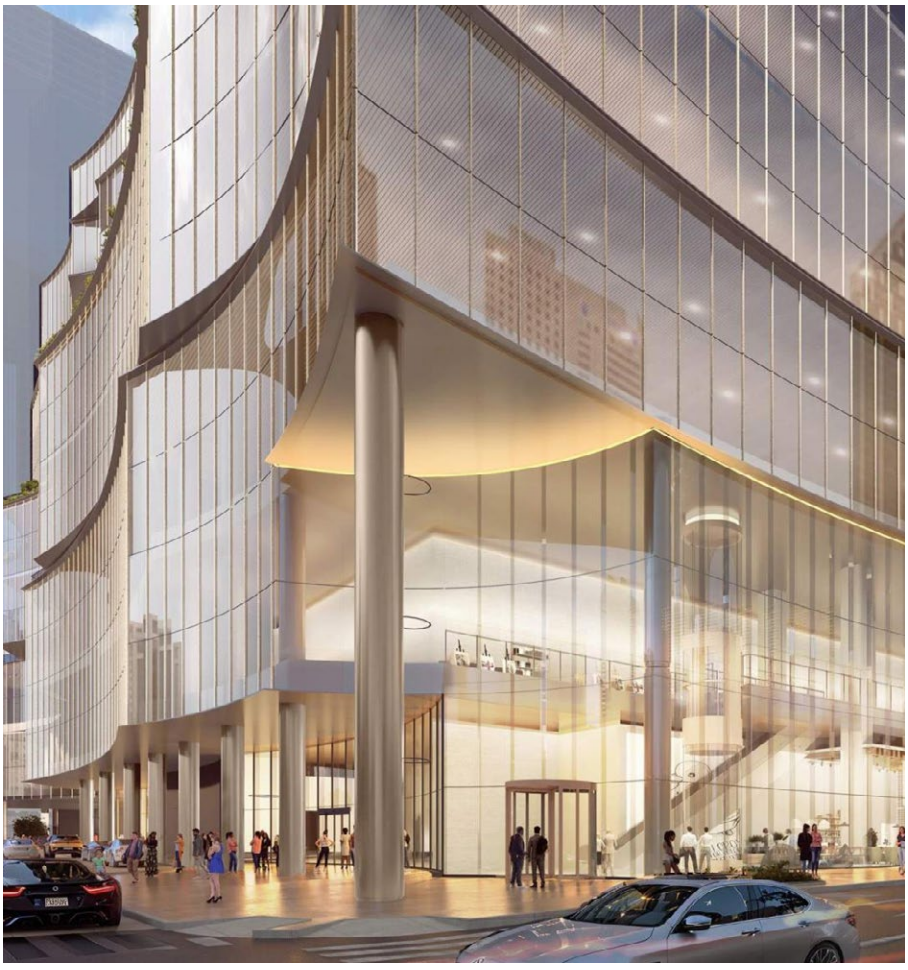
We take an analysis of data, people, and place to action so that government agencies, private companies, and non-profit organizations can make better decisions, avoid painful project delays, and create shared value while maximizing return. Our holistic approach, combining design-thinking and market analysis, helps our clients move their projects forward to build better communities and stronger cities.

Recognized by our partners and clients as more than just single problem-solvers, we are strategic partners and collaborators, working in lockstep to provide long-term systems solutions that bring value long after our work is over.

We are committed to growing stronger communities, thriving economies, and amazing public realms. In practice, we both independently lead projects and subcontract to or team with other firms to provide specific services and lead through collaboration.

Started by Rebecca Karp in 2015, Karp Strategies is comprised of a team of dynamic policy and planning leaders who actively teach, engage in, and innovate within the urban planning field.

Our team is intersectional in nature, balancing a strong foundation in community-economic development, real estate and urban planning, infrastructure/transportation, and community engagement with specialties in the industrial and manufacturing sector, workforce development strategy, public policy, and sustainability.



TISHMAN CONSTRUCTION CORPORATION

AECOM TISHMAN

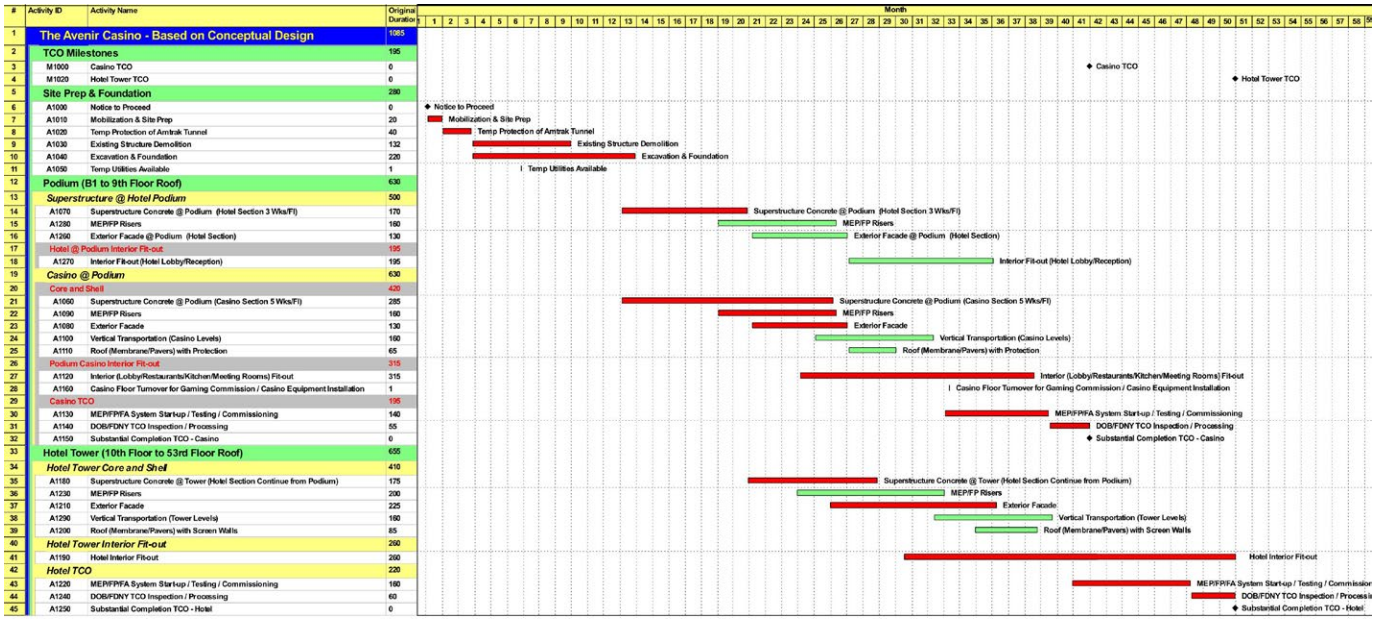
(Construction Manager)
100 Park Avenue – 5th Floor
New York, NY 10017

For over 125 years, AECOM Tishman has built the future – managing construction of some of the world's most iconic buildings and redefining skylines across the country. Since our inception in 1898, the Tishman name has been synonymous with industry excellence, setting the construction standard for innovation, safety, efficiency and inclusion. We have earned our reputation by combining in-depth local expertise, world-class leadership, and global talent to deliver consistent, flawless project execution.

Our team of experts works in partnership with owners, design teams, and community stakeholders on every project aspect. With over 900 million square feet of construction under our belts, we can manage any project – no matter its size, scope, or complexity.

The AECOM Tishman legacy is even stronger today, as we continue to foster innovation, embrace emerging technologies and push for change while constructing buildings that improve lives and elevate the built environment.

AECOM Tishman served as Construction Manager for the construction of the Borgata Hotel, Casino & Spa, a 40-story, 30-acre complex which features 2,002 guest rooms and suites, 122,000 square feet of gaming space and 6,500 parking spaces in Atlantic City, NJ. The resort also features a European-style spa, 11 retail stores, 10 restaurants, and modern banquet and special event facilities.



#	Activity ID	Activity Name	Original Duration
1		The Avenir Casino - Based on Conceptual Design	1985
2		TCO Milestones	195
3	M1000	Casino TCO	0
4	M1020	Hotel Tower TCO	0
5		Site Prep & Foundation	280
6	A1000	Notice to Proceed	0
7	A1010	Mobilization & Site Prep	20
8	A1020	Temp Protection of Amtrak Tunnel	40
9	A1030	Existing Structure Demolition	132
10	A1040	Excavation & Foundation	220
11	A1050	Temp Utilities Available	1
12		Podium (B1 to 9th Floor Roof)	630
13		*Superstructure @ Hotel Podium*	500
14	A1070	Superstructure Concrete @ Podium (Hotel Section 3 Wks/Fl)	170
15	A1280	MEP/FP Risers	160
16	A1260	Exterior Facade @ Podium (Hotel Section)	130
17		Hotel @ Podium Interior Fit-out	195
18	A1270	Interior Fit-out (Hotel Lobby/Reception)	195
19		*Casino @ Podium*	630
20		Core and Shell	420
21	A1090	Superstructure Concrete @ Podium (Casino Section 5 Wks/Fl)	285
22	A1090	MEP/FP Risers	160
23	A1080	Exterior Facade	130
24	A1100	Vertical Transportation (Casino Levels)	160
25	A1110	Roof (Membrane/Pavers) with Protection	65
26		Podium Casino Interior Fit-out	315
27	A1120	Interior (Lobby/Restaurants/Kitchen/Meeting Rooms) Fit-out	315
28	A1160	Casino Floor Turnover for Gaming Commission / Casino Equipment Installation	1
29		Casino TCO	195
30	A1130	MEP/FP/FA System Start-up / Testing / Commissioning	140
31	A1140	DOB/FDNY TCO Inspection / Processing	55
32	A1150	Substantial Completion TCO - Casino	0
33		Hotel Tower (10th Floor to 53rd Floor Roof)	655
34		*Hotel Tower Core and Shell*	410
35	A1180	Superstructure Concrete @ Tower (Hotel Section Continue from Podium)	175
36	A1230	MEP/FP Risers	200
37	A1210	Exterior Facade	225
38	A1290	Vertical Transportation (Tower Levels)	160
39	A1200	Roof (Membrane/Pavers) with Screen Walls	85
40		*Hotel Tower Interior Fit-out*	260
41	A1190	Hotel Interior Fitout	260
42		*Hotel TCO*	220
43	A1220	MEP/FP/FA System Start-up / Testing / Commissioning	160
44	A1240	DOB/FDNY TCO Inspection / Processing	60
45	A1250	Substantial Completion TCO - Hotel	0