

barriers can be provided to encourage pedestrians to walk further south to the next designated crosswalk (see Figure 5-4). This would allow vehicles to enter Lot K at several access points along Darien without conflicting with pedestrians

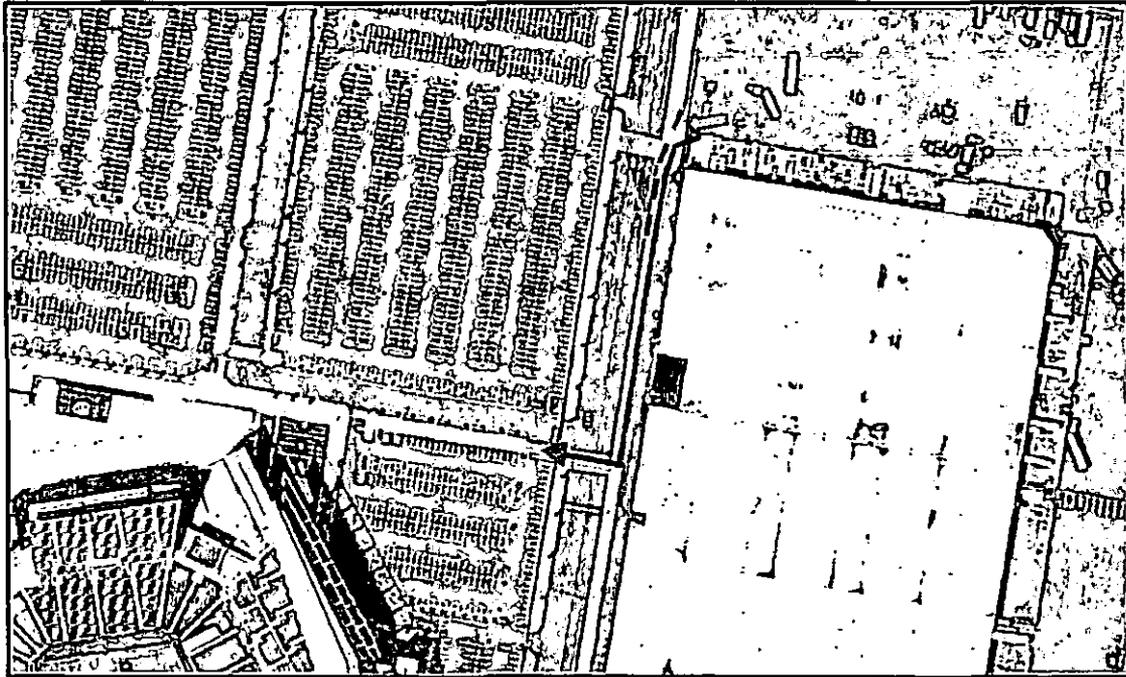


Figure 5-4: Develop new pedestrian flow patterns to minimize conflicts between pedestrians crossing Darien Street and vehicles entering the parking lots.

### Lot and Gate Operations

During the ingress period, fare collection operations at parking lot entry gates can significantly affect the magnitude of queues spilling back onto the approach roadways. If a plaza has three entry lanes and processes 240 vehicles per lane, it can accommodate 720 vehicles per hour. If queuing is observed on the approach roads to the plaza, the entry demand in the peak period is higher than the plaza capacity. A 20% increase in the processing rate using the methods described below would allow the same plaza to process over 860 vehicles per hour. The result of this change would be 140 fewer vehicles on the approach roadways per hour, or a reduction in approach queues by 2000 feet on a two-lane approach.<sup>1</sup> Shorter queue spillbacks from entry plazas would in turn allow upstream intersections to flow more freely, leading to a cumulative benefit for ingress traffic.

Higher plaza processing rates can be achieved by implementing the following measures:

- West Gate: During peak ingress periods, pedestrians currently conflict with entering traffic immediately beyond the fare collection point. Entering vehicles stop at the fare collection point, proceed, and are then forced to stop again to avoid conflicts

<sup>1</sup> A one-lane, one-mile long queue contains about 200 vehicles.

with pedestrians. When a vehicle is stopped at the fare collection point after having paid, the next vehicle in queue cannot access the fare collection point, and each vehicle in queue is therefore delayed.

- o Slide fare collection point south a couple of car lengths, similar to East Gate. This will provide room for vehicles leaving the fare collection area to channelize and maneuver to their respective destination. See Figure 1. Shifting the fare collection points south will allow vehicles to clear the fare collection area before potentially having to stop again to yield to pedestrian, thereby reducing congestion at the fare collection areas.
- o Manage vehicular and pedestrian conflicts just beyond the fare collection point. Figure 5-5 shows where a staff can control the interior intersection at the end of the West Gate access drive. Pedestrians can also be redirected to the north side of the drive aisle. The new pedestrian paths would allow pedestrians to cross further north, and would reduce the number of pedestrian-vehicle conflicts.

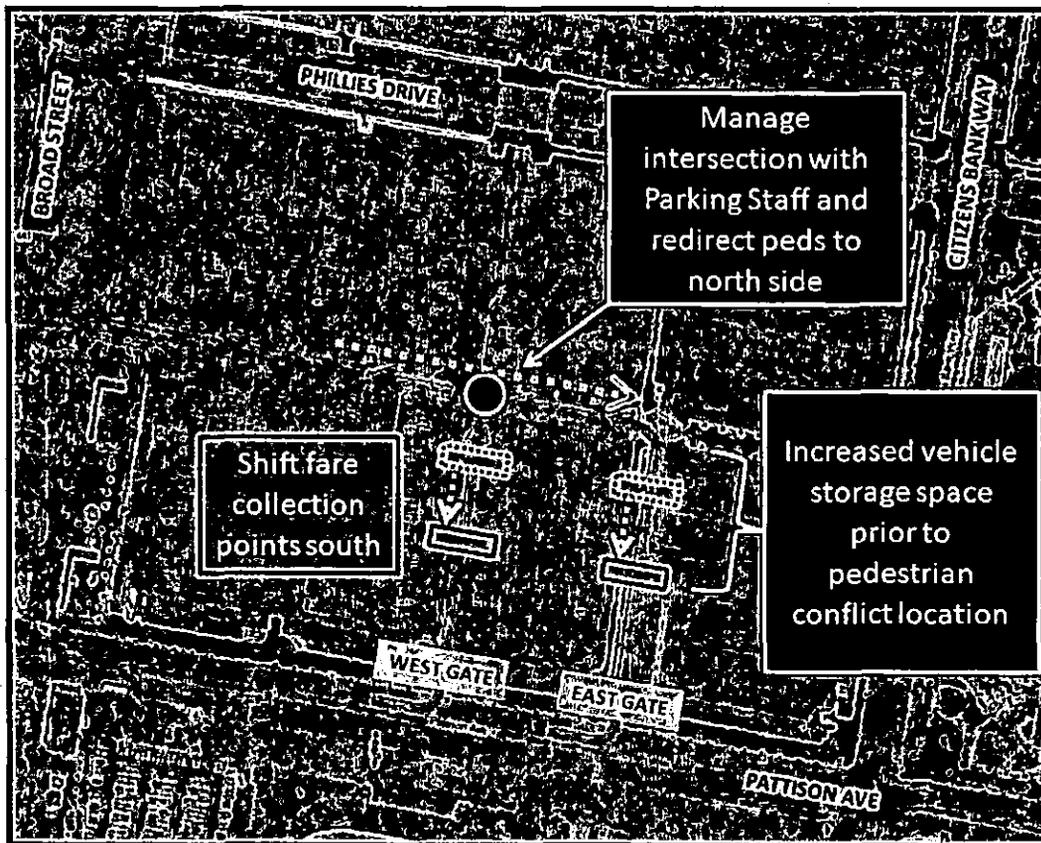


Figure 5-5: Change pedestrian crossing locations to reduce conflicts with entering traffic.

- Consider alternate entrance lane configurations – Figure 5-6 shows an option that can double the entrance capacity of an entry plaza. This example focuses on the 10<sup>th</sup> Street gate, but the principle can be applied to the Phillies Drive Gate, and possibly the Pattison Avenue Gates, as well as most gates that do not have a physical plaza such as Wachovia gates. For example, although this Gate currently

operates with three fare collection lanes, this change would allow for up to six fare collection lanes. The actual number of lanes can be adjusted to meet demand.

At these existing locations, fare collection is located near the gate entry, and then vehicles are forced to choose to turn left, right, or through. In the proposed alternate configuration, the fare collection is relocated further into the lot, beyond the decision point, to make use of all the departure lanes from the decision point.

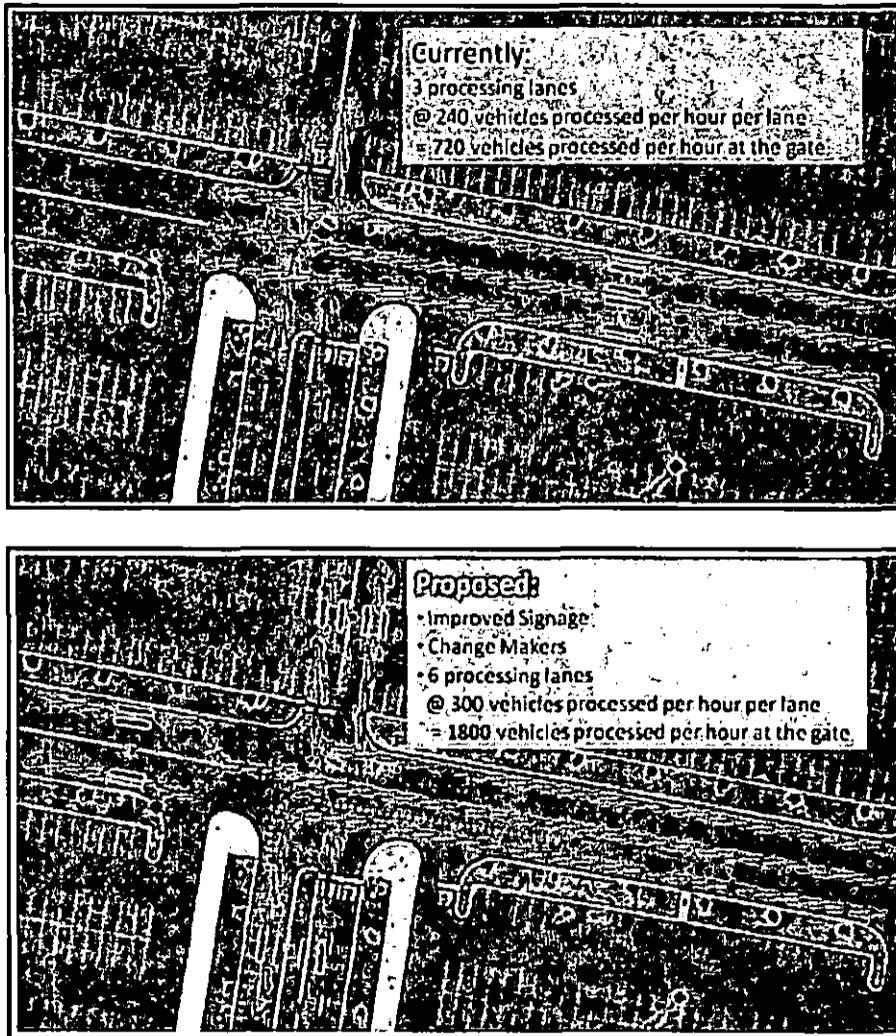


Figure 5-6: Options for increasing entry capacity will help reduce queues on ingress.

- Change Makers – At fare collection points, some staff currently walk down entry aisles, advising drivers of the parking fare and asking them to have their cash ready. Our recommendation is to also have these same staff provide change to drivers in the queues. Instead of merely advising drivers of the parking fare and destinations, these staff can actually make change for drivers, so that by the time they reach the actual point of fare collection, drivers would have exact change, and as a result, they would be processed faster. *This change has been implemented for late-season*

*Phillies games on Phillies Drive and the ingress experience at that plaza was noticeably improved.*

- **Parking Fare** – The need to make change for odd parking amounts slows processing time at plazas. In the past, the parking fare for Citizens Bank Park and Wachovia Center events was \$12. The rate has since been changed to \$15. Based on our observations, the processing rate has improved from approximately 240 vehicles per lane per hour to 320 vehicles per lane per hour based on the change in fare and the addition of change makers (33% increase). If future fare changes are planned, multiples of \$5 and \$10 should be considered to maintain or improve the processing rates.
- **Lot Variable Message Sign** - The Pattison Avenue East Gate is not opened until traffic has dissipated on Pattison Avenue itself. This gate is typically opened at about 35-40 minutes following a Phillies game. Before this gate is open, vehicles in lots U/T are directed to use the Phillies Drive exits onto Broad Street. As a result, significant queuing occurs at these exits. Once East gate is opened, it can be used as a much faster alternative exit. However, during observations, many drivers continued to add to the queue for the Phillies Drive exits, apparently unaware that a more efficient alternate route had become available. A variable message sign at this location would help direct fans to the fastest egress route, reducing queuing along Phillies Drive (see Figure 5-7).

The VMS can be set facing Phillies Drive entrance traffic during pre-game. Under this condition, it could help channelize for preferred or general parking. This would be the most aggressive solution. Parking staff could also be used to much of the same effect.

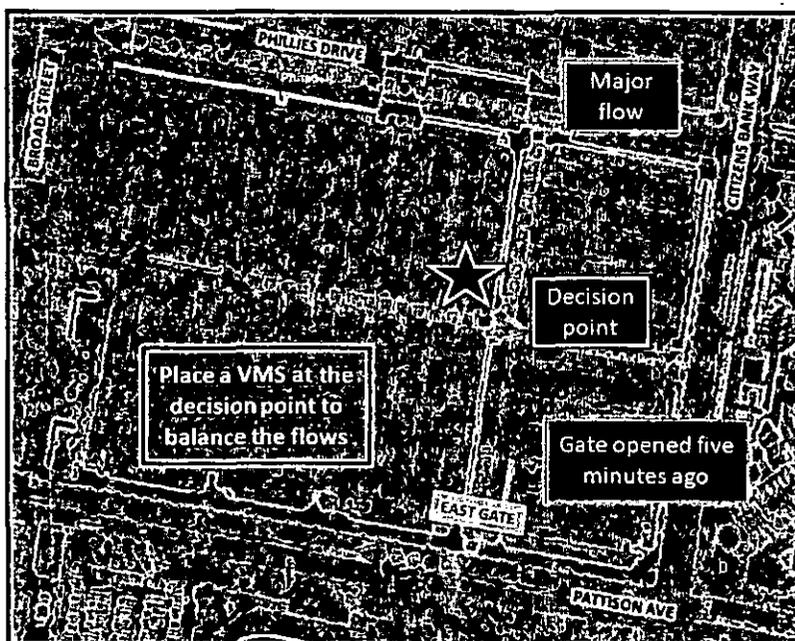


Figure 5-7: Variable message signs or traffic management staff can advise drivers of the best route to exit.

- **X-Gate:** The X-Gate, an exit from the northern end of the Citizens Bank Park lots to Packer Avenue, was opened in the past year in a trial program to improve egress from Lots V, W, and X. Observations indicate that these northern most Citizens Bank Park lots typically empty in 25-30 minutes with this gate open. Some stakeholders have stated that these lots typically did not empty for about one hour when the Gate was closed in prior seasons. Observations indicate that the Gate helps event egress traffic and does not cause significant additional congestion along the Packer Avenue corridor. This gate should be open for egress from all Citizens Bank Park events. Cones may be used to force vehicles exiting the Gate to turn right. If necessary, consider extending these cones to the intersection of Packer Avenue and 10th Street to ensure that this exiting traffic continues through on Packer Avenue eastbound and does not turn onto northbound 10th Street. Vehicles exiting via the X-Gate should not be allowed to weave into the eastbound left turn lane at Packer Avenue and 10th Street. Figure 5-8 below shows a proposed coning configuration that would allow for efficient egress from the X-Gate without impacting Packer Avenue traffic. Once the X-Gate demand has cleared, some cones can be removed as shown in Figure 5-9 to allow this lane to operate as a traditional through lane on Packer Avenue.

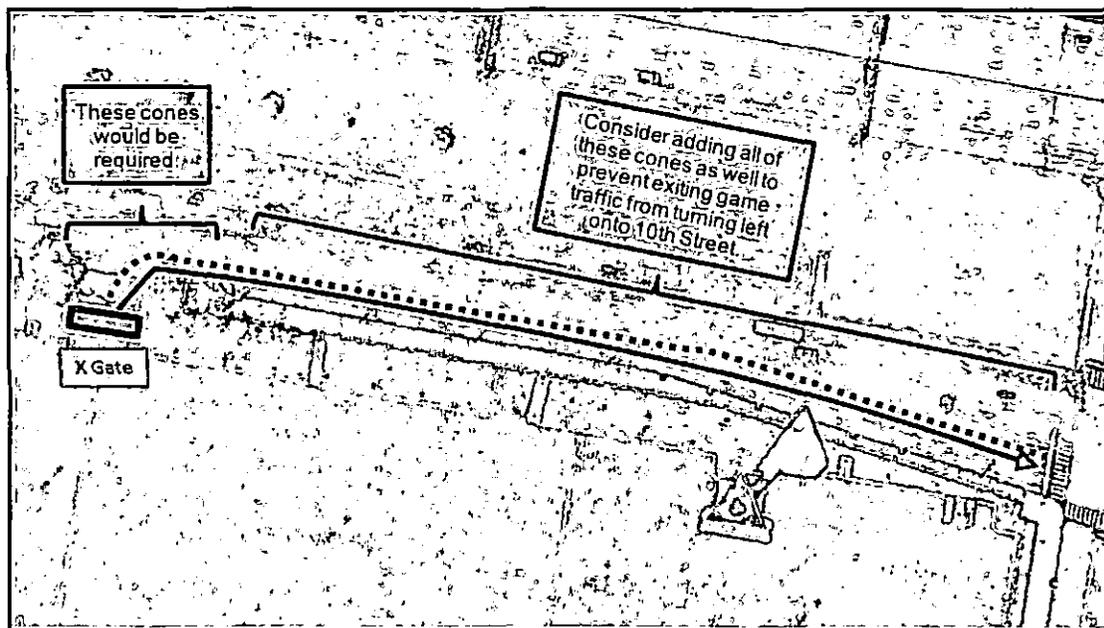
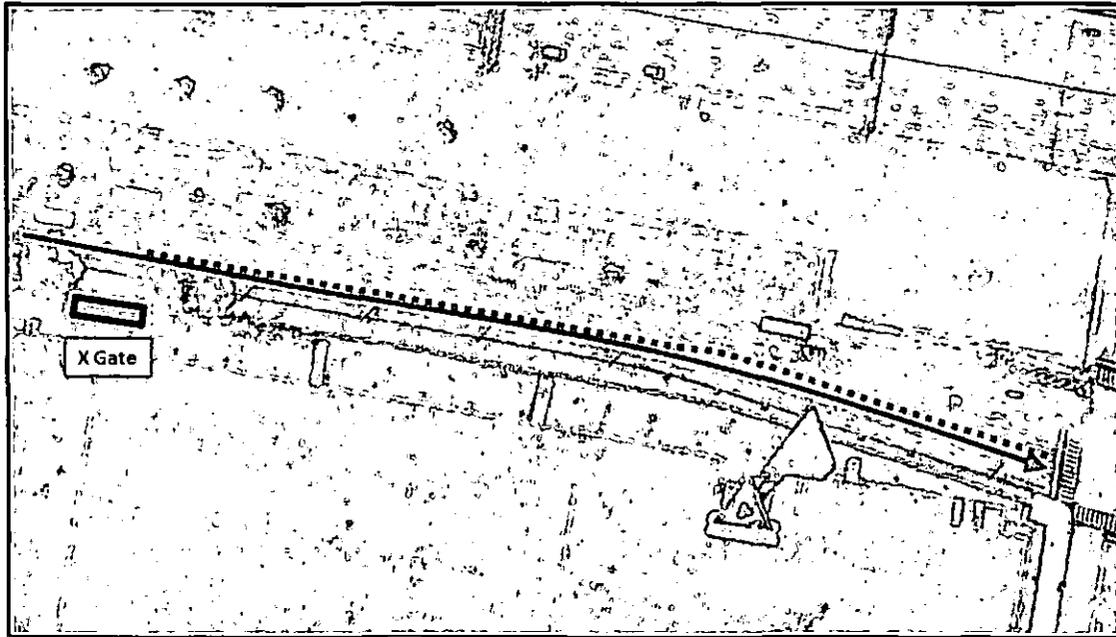


Figure 5-8: X-Gate can help egress from the northern end of the Citizens Bank Park Lots. Use cones to prohibit left turns from the Gate. If necessary, consider extending cones towards 10th Street.



**Figure 5-9: After most event traffic has exited, the curb lane can be restored to normal operation by picking up 2-3 cones at the X-Gate exit.**

- Mixed cash and permit lots – Some lots are currently used to park a mix cash and permit parkers depending on the venue and event. This practice causes several inefficiencies, such as underutilized lots or poor access and circulation. For example, during Eagles games, cash parkers are turned away once the Wachovia and/or Jetro lots reach a certain capacity. The cut-off time for cash parkers is different for each event, the current configuration of mixed cash and permit lots creates confusion among fans that are used to paying cash to park in certain lots, and are told on some gamedays that those lots or gates are no longer accepting cash parkers.

During Wachovia events or Phillies games, those seeking access to “nested” permit sections within lots can cause some congestion as vehicles weave and maneuver to their respective destinations. Recommendations vary by event type and lot, and are summarized as follows:

- Eagles games – To reduce this confusion, consideration could be given to designated lots/gates as cash-only or permit-only. Permit lots can be backfilled with cash as needed close to game time.
- Wachovia Events – Traffic patterns on 11<sup>th</sup> Street between Pattison Avenue and Terminal Avenue can be improved to channelize permits and cash vehicles to their respective plaza lanes.

## **Intersection Signalization**

The City of Philadelphia Streets Department, Engineering Division, owns, operates and maintains the traffic signal system enclosed in the Sports Complex area along with all signals within the City limits.

### Interconnect

The traffic signals in the system are interconnected with fiber optic cable on three (3) corridors.

1. Broad Street between City Hall to Terminal Avenue
2. Pattison Avenue between 7<sup>th</sup> Street to Penrose Avenue
3. Front Street between Oregon Avenue to Packer Avenue

All fiber optic cable is multimode with the exception of Pattison Avenue east of Broad Street which is single mode fiber optic cable. The Broad Street and Pattison Avenue corridors are interconnected together. The Front Street corridor is a stand alone system. All fiber optic cable is located in underground conduit.

A gap within the system is on Pattison Avenue from 7<sup>th</sup> Street to Front Street. When the system is being updated, this gap should be closed.

### Controller Cabinet Equipment

The signalized intersections within in the Sports Complex area are equipped with solid state Type 170 controller cabinets, image video detection for vehicle detection, along with upgraded pedestrian facilities including pedestrian countdown Hand/Man signals and ADA compliant handicap ramps.

When the system upgrade is undertaken, complete equipment upgrades are recommended for the traffic signals along Packer Avenue.

### Timing

The central hub intersection within the system is located at Broad Street and Pattison Avenue. The controller cabinet houses a special "manual plan select" panel with four (4) buttons that control traffic signal timings and cycle lengths along Broad Street and Pattison Avenue. The limits of the timing changes along the corridors are as follows:

1. Broad Street between Bigler Street to Terminal Avenue
2. Pattison Avenue between 7<sup>th</sup> Street to Penrose Avenue

Prior to an event, a Philadelphia Police Department representative opens the controller cabinet at Broad Street and Pattison Avenue and institutes one of the following four (4) programs:

- Program 1: normal operation –90 second cycle length.

- Program 2: pre-game operation – 100-second cycle length. Consistent and synchronized green time on Broad Street.
- Program 3: pre-game operation – 120 second cycle length. Designed to move traffic along Broad Street to Pattison Avenue.
- Program 4: post-game operation – 120 second cycle length. Timing favors Pattison Avenue and progresses traffic flow towards I-95 and I-76.

It is important to note that three hours after a program is instituted normal operation is supposed to return. It has also been reported through stakeholder discussions that normal operations doesn't always resume within those three hours, therefore it would be important that operations staff verify that the time-out feature is functioning properly.

### Intelligent Transportation Systems

Currently a stimulus driven ITS design build project is at the 30% design phase named I-95 GR1 ITS. This PennDOT project proposes to install two CCTV cameras on Broad Street and permanent Variable Message Signs (VMS) along both Broad Street and Pattison Avenue. As stated earlier this project is in the early design phase and as such the final locations of these devices has not been determined at the time of this report. The proposed VMS signs are small two line message boards to provide immediate incident manage messages to the motoring public.

### Operations

A comprehensive signal plan should be developed – these improvements should be implemented in conjunction with event day signal programs along the Packer Avenue and Front Street corridors to fully realize the benefits of these measures.

Figure 5-10 shows existing queues along the Front Street and Packer Avenue corridors for egress from an Eagles event. After implementing the signal timing changes at Front Street and the I-76 West off-ramp, and improving coordination along the Front Street and Packer Avenue corridors, projected queues may be reduced to the extents shown in Figure 5-11. A side benefit of the reduced queues and overall improved operations along the Front Street and Packer Avenue corridors would likely be a decrease in the number of vehicles using 10<sup>th</sup> Street north of Packer Avenue as an alternate egress route.

Note that additional coordination may be required in the Front Street and Packer Avenue corridors to ensure that the projected benefits are realized. For example, the intersections along these corridors should be coordinated with the new signal timing.

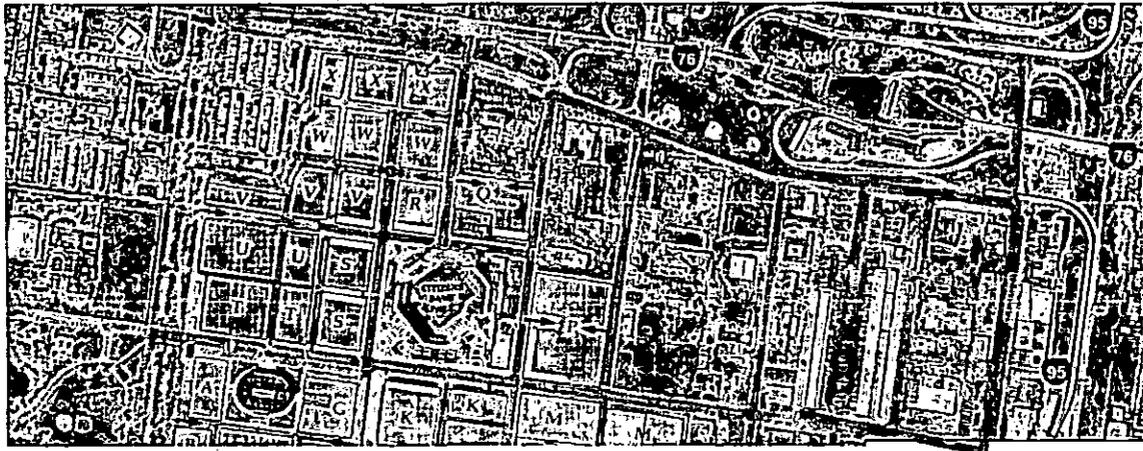


Figure 5-10: Queues from the intersections along Front Street typically extend back to and add to congestion on Packer Avenue.

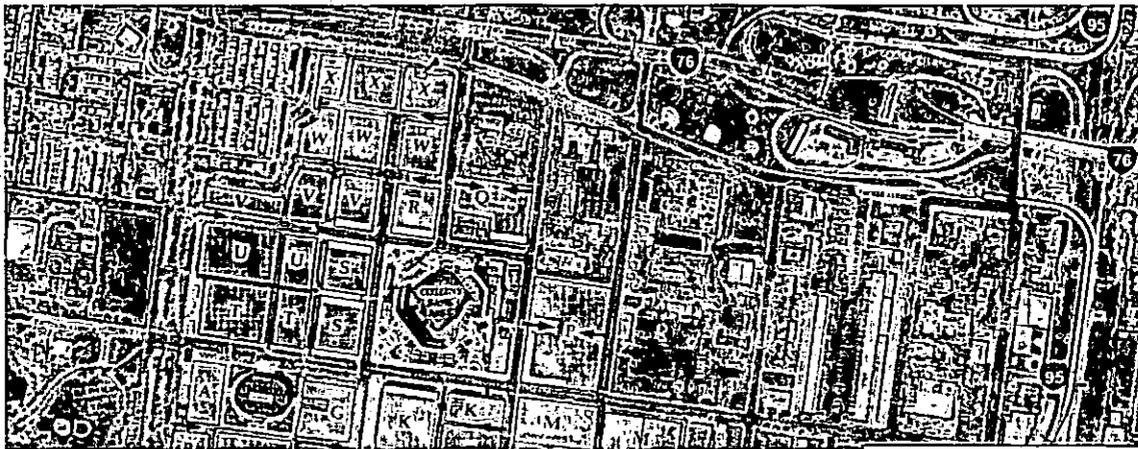


Figure 5-11: Signal timing improvements along Front Street should help reduce queues along Packer Street on egress.

#### Coordinated Signal Control

In general, the program for post-event conditions may improve egress conditions significantly if it is consistently adhered to. The Front Street signal corridor should be connected to the Broad Street and Pattison Avenue signal corridors. Once all three corridors are connected, a central control point, such as at the Traffic Management Center at the Wachovia Center, should be established from which all the signals can be set to operate on the appropriate ingress or egress program.

The event programs should be triggered at the following times, depending on the event type:

**Table 4: Recommended Time to Start Ingress Signal Program (Hours Before Event)**

Event Venue	Event Start Time		
	Weeknight 7 PM	Weekday 1 PM	Weekend 1 PM
Citizens Bank Park	2	2	2
Lincoln Financial Field	2	N/A	3
Wachovia Center	2	2	2

- The post-event signal program should also include a time-out feature. This time-out feature would be based on the type of event, and would ensure that the system automatically returns to normal weekday operation after event traffic has been processed.
- Post-event signal change operations should be flexible to account for unexpected early departures from a lop-sided result or inclement weather (for baseball games).
- If the police shift ends before an event has concluded, the police should activate the post-event signal timing plan before they leave the Sports Complex.
- The Packer Avenue corridor should be upgraded to be operable on a single system and event programs should be developed to promote access to the Sports Complex. The Packer Avenue corridor is currently not coordinated, and event day programs do not exist. Once upgraded, the Packer Avenue corridor signal system should be tied into the Front Street, Pattison Avenue, and Broad Street corridor signal systems.
- Event programs should be developed for the Pattison Avenue corridor. Traffic management staff at the intersection of Pattison Avenue with 11<sup>th</sup> Street and with Darien Street should be instructed to allow pedestrian platoons to cross out of phase when necessary. These out-of-phase crossings should only be allowed at these intersections in the peak 30 minutes before events, and only when pedestrian platoons form.
- The traffic signal controller should be reprogrammed to allow as many programs as necessary to implement the proposed event timing plans. If the controller can not accommodate this, it should be replaced.
- Once an event program has been developed and a scheme is in place to implement it at the right times, traffic management staff should be advised to follow the program whenever possible. Management staff should override the signal only when:
  - Queues block an intersection. In this case, traffic management staff should stop traffic on all approaches and prioritize clearing the vehicles queued in the intersection ("clear the box"). It is not necessary to override the signal timing itself for this condition.
  - Incidents impact corridor capacity, so that the event signal program's intended coordination cannot be achieved. In this case, an event day Coordination Leader should direct traffic management agents to override specific intersections.

- The current Pre- and Post-Event signal programs for all the major corridors (Broad Street, Pattison Avenue, Front Street, and Packer Avenue) should be assessed and modified as appropriate to improve operations. Attention should be given to providing proper progression along the corridors. Once the signal timing plans have been evaluated and modified for all signals along each corridor, the practice of placing certain signals on "flashing operation" should be discontinued.

Significant improvements can be achieved both in ingress and egress conditions with minor changes in signal timing at regional bottlenecks. The regional bottlenecks at the intersection of Front Street with the I-76 West Off-Ramp and I-95 South On-Ramp, and at the intersection of Penrose Avenue with 26<sup>th</sup> Street are two locations where signal timing changes can easily be altered to greatly improve traffic flow.

- Front Street at I-76 West Off-Ramp and I-95 South On-Ramp: During post-event periods, the current signal timing at this intersection allocates only 15-20 seconds of green time to the northbound approach along Front Street (the egress movement from the Sports Complex) out of a 90-second cycle. This significantly limits egress capacity and causes queues along the length of Front Street and onto Packer Avenue. During some events, traffic management agents are positioned to override the signal. A well-timed signal operation at this intersection would reduce queues on Front Street and Packer Avenue, and if timed properly, the intersection would not need to be overridden by traffic management staff. Provide extended green intervals favoring NB Front Street (at SB on-ramp) and left-turn advance to NB I-95 (at NB on-ramp).

Additional improvement options can be considered in the Front Street corridor. A double-left turn at the downstream intersection of Front Street with the I-95 North on-ramp would allow for increased throughput to I-95, and would allow for this intersection to operate with two equally-utilized through lanes (see Figure 5-12). Some coordination may be required with PennDOT to ensure that there is sufficient right of way to allow for the double left turn movement.

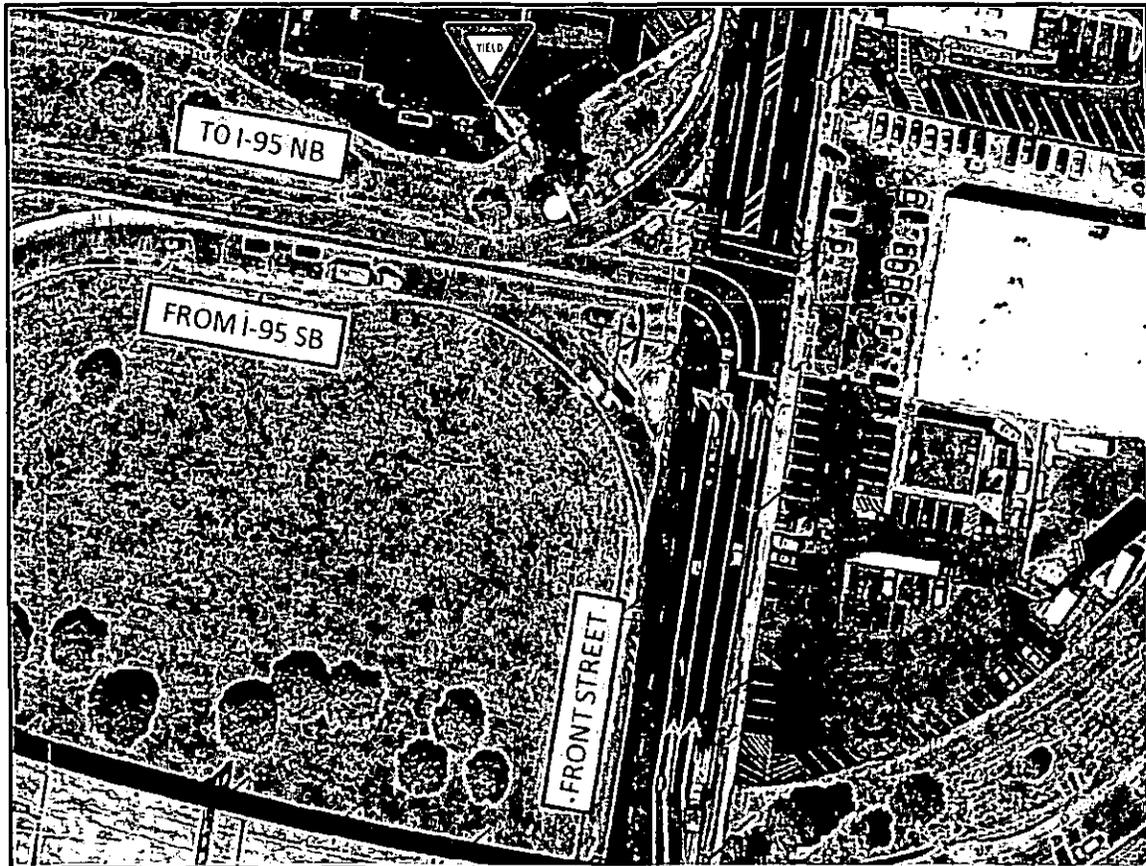


Figure 5-12: Consider a double left-turn onto I-95 from Front Street during egress conditions.

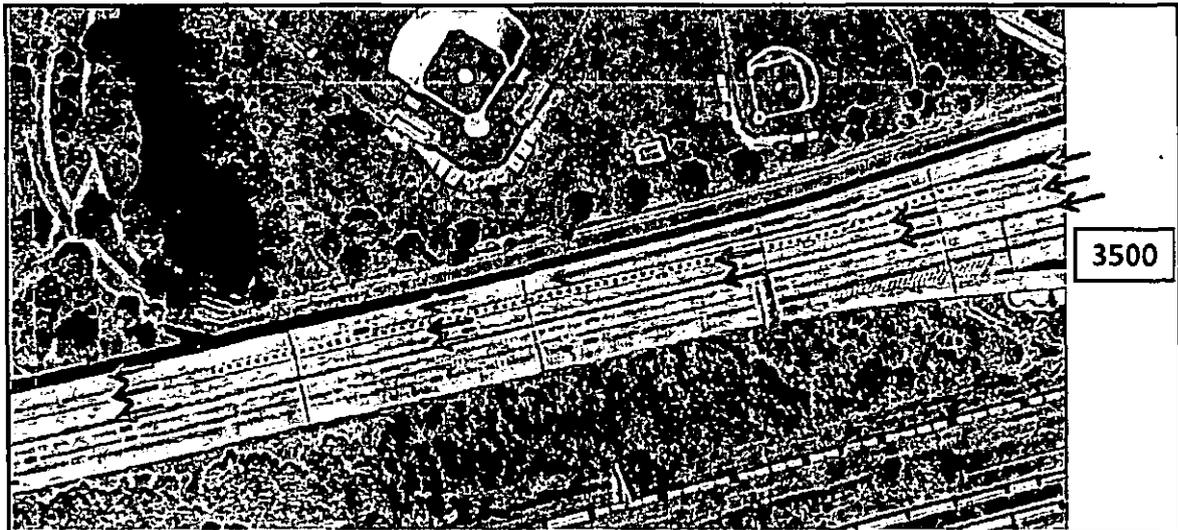
- Penrose Avenue at 26<sup>th</sup> Street: The current signal plan at this intersection can be improved to allow for additional throughput when movements do not conflict. For example, the eastbound through movement was prohibited while the westbound through movement was allowed. The phasing can be improved to allow for these movements to occur simultaneously since they would not conflict. This intersection should be set to operate with improved phasing and better coordinated with the intersection of Penrose Avenue and Pattison Avenue.

#### I-95 South Improvements

Post-event operations along the Broad Street southbound corridor can be significantly improved by managing traffic on the I-95 mainline. The volume of traffic on I-95 South on event days is typically under 3,500 vehicles per hour. The volume of traffic on the on-ramp is operating at limited capacity with approximately 1,200 vehicles per hour. The mainline consists of three lanes, and the on-ramp must merge with traffic in the right lane.

The mainline traffic volume on I-95 can be accommodated in two lanes without significantly affecting flow. If the mainline is narrowed down to two lanes before the merge, the entering traffic from Broad Street southbound would have a free merge into

the third lane. (See Figure 5-13) The ramp capacity would then be expected to increase from the current 1,200 vehicles per hour to 1,500-1,600 vehicles per hour. The increased throughput should help improve egress from the Citizens Bank Park lots and the Wachovia lots. Note that this technique would improve egress capacity from the Sports Complex without causing substantial delay to I-95 South.



**Figure 5-13: Channelize background traffic on I-95 SB to two lanes to allow additional capacity for traffic entering via Broad Street.**

## Signage

Signage can help fans get to and from their destination lots in an efficient manner. The current signage system for ingress can be overwhelming for unfamiliar fans. The signage on egress includes mostly static overhead signs directing fans to departure routes; however, the addition of variable message signs may help improve the egress experience significantly.

### Ingress Signs

The purpose of ingress signage is to help fans reach their destination lot as efficiently as possible. For this reason, a simplified lot nomenclature system may be considered. The current lot naming system includes 24 letter labels for official on-site lots. While this helps fans distinguish lots, it requires a complex directional lot signage program that can be difficult for fans to interpret in the midst of event traffic. For example, Figure 5-14 shows a sample set of signs on eastbound Pattison Avenue between Broad Street and 11<sup>th</sup> Street.



Figure 5-14: The current signage program may lead to confusion among some drivers.

This sign set provides directions to Lots D through X. However, the orientation of the signs is such that the sign for Lots "S-X" is on the left, and that for Lots "D-J" is on the right. This is contrary to what drivers expect in terms of sign sequence and quantity of information. Most drivers entering the site are looking for a general, cash parking space. Some general parkers may want to park in a specific lot, while other drivers are preferred parkers with permits for specific lots. Once they have arrived at the Complex, the basic information these drivers need at each decision point is whether they should turn left, turn right, or go through, and which gate they should enter at. A simplified signage system and lot nomenclature can provide this information in a clearer manner. Figure 5-15 shows one proposed improvement concept, based on the lot nomenclature scheme described below.

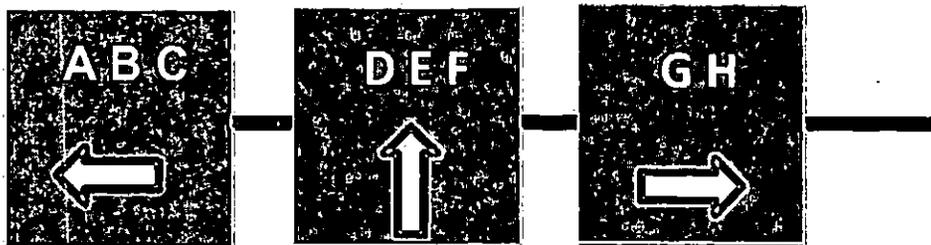


Figure 5-15: A simplified signage plan and lot nomenclature system should help improve ingress conditions.

Figure 5-16 shows the existing lot nomenclature scheme and a proposed lot nomenclature scheme. By creating parking "zones" consisting of several lots, it is possible to direct fans to general destinations. For example, a fan destined for any of the lots within Zone A would follow the signs to any entrance into the A zone. Once that fan has entered at a gate, he can follow subsequent detailed signage to a specific lot (say "A-preferred" or "A-5"). Instead of processing all of the information about the destination lot at once, the simplified signage program aims to create "chunks" of information that are relevant to the driver at the relevant decision point. The option of creating colored zones further helps reinforce the lot nomenclature system. The

proposed sample shown in Figure 5-17 is simply meant to be used as a sample. Parking "zones" help simplify the overall signage program.



Figure 5-16: The current lot labeling scheme includes 24 lot labels.



Figure 5-17: A simpler lot naming convention would help drivers focus on finding the right entrances first, then navigating to the appropriate destination after entry.

#### Egress Signage

During post-event conditions, the use of variable message signs at strategic locations can significantly help improve egress times. The roadway grid network at the Sports Complex provides a good amount of flexibility in accessing regional routes. For example, drivers wishing to access I-95 South from the Pattison Avenue East and West gates can either travel via Packer Avenue to Front Street, or take Broad Street southbound, or alternatively, they can travel on Pattison Avenue to Penrose Avenue (see Figure 5-18).

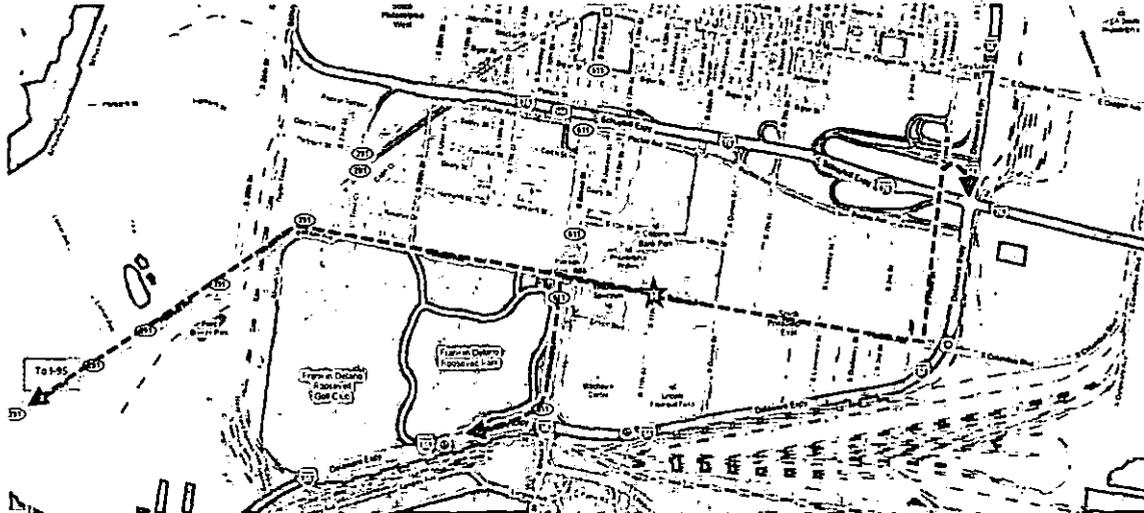


Figure 5-18: The Sports Complex traffic network offers drivers multiple access routes.

A system that uses dynamic, remotely controlled message signs can help take advantage of this flexibility. One example is shown in Figure 5-19. This figure demonstrates how a standalone VMS that can be used to direct drivers to the best route to various destinations.

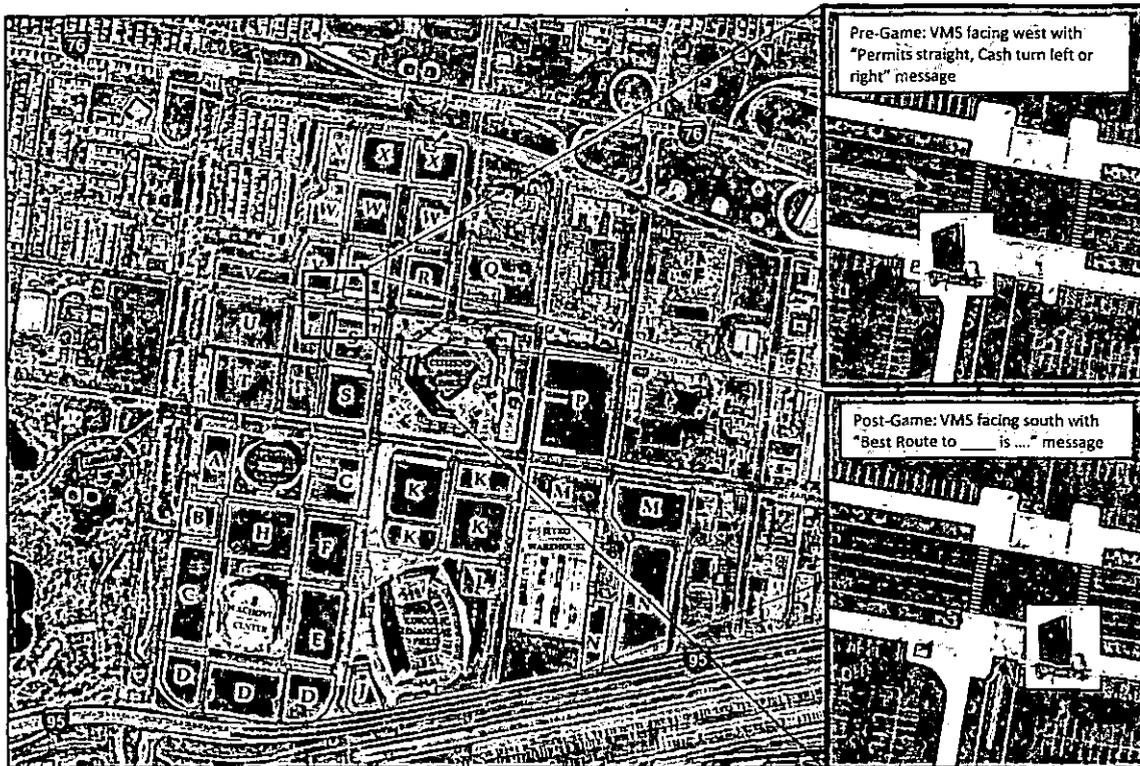


Figure 5-19: Use of variable message signs at decision points within the lots would help communicate both ingress and egress options to drivers.

A variable message system can also be used to route vehicles around incident-related congestion. For example, during observations, an incident at the intersection of Broad Street and Zinkoff Boulevard caused significant congestion along northbound and southbound Broad Street. A series of VMSs would have been helpful in directing drivers toward alternate routes to the regional roadways.

The two priority locations for new portable VMSs would be along Phillies Drive at the intersections of Lots U,V, and S and along southbound Broad Street just north of Pattison Avenue.

The guidelines contained in the Manual on Uniform Traffic Control Devices (MUTCD) should be followed when using VMSs. The MUTCD 2009 Edition Chapter 2L about Changeable Message Signs (CMS, as defined in the MUTCD) contains sections on design characteristics, message length, and units of information. For example, MUTCD guidelines on message panels include the following standards:

- *Each message shall consist of no more than two phases. A phase shall consist of no more than three lines of text. Each phase shall be understood by itself regardless of the sequence in which it is read. Messages shall be centered within each line of legend. Except for signs located on toll plaza structures or other facilities with a similar booth-lane arrangement, if more than one CMS is visible to road users, then only one sign shall display a sequential message at any given time.*
- *The minimum time that an individual phase is displayed should be based on 1 second per word or 2 seconds per unit of information, whichever produces a lesser value. The display time for a phase should never be less than 2 seconds.*
- *The maximum cycle time of a two-phase message should be 8 seconds.*

Figure 5-20 shows how the existing overhead signs may be modified to accommodate variable messages. A small VMS attached to each sign with a "best route" arrow would help direct traffic out of the Sports Complex. These arrows would be dynamically and remotely changed to reflect the best route to each highway at any given time.

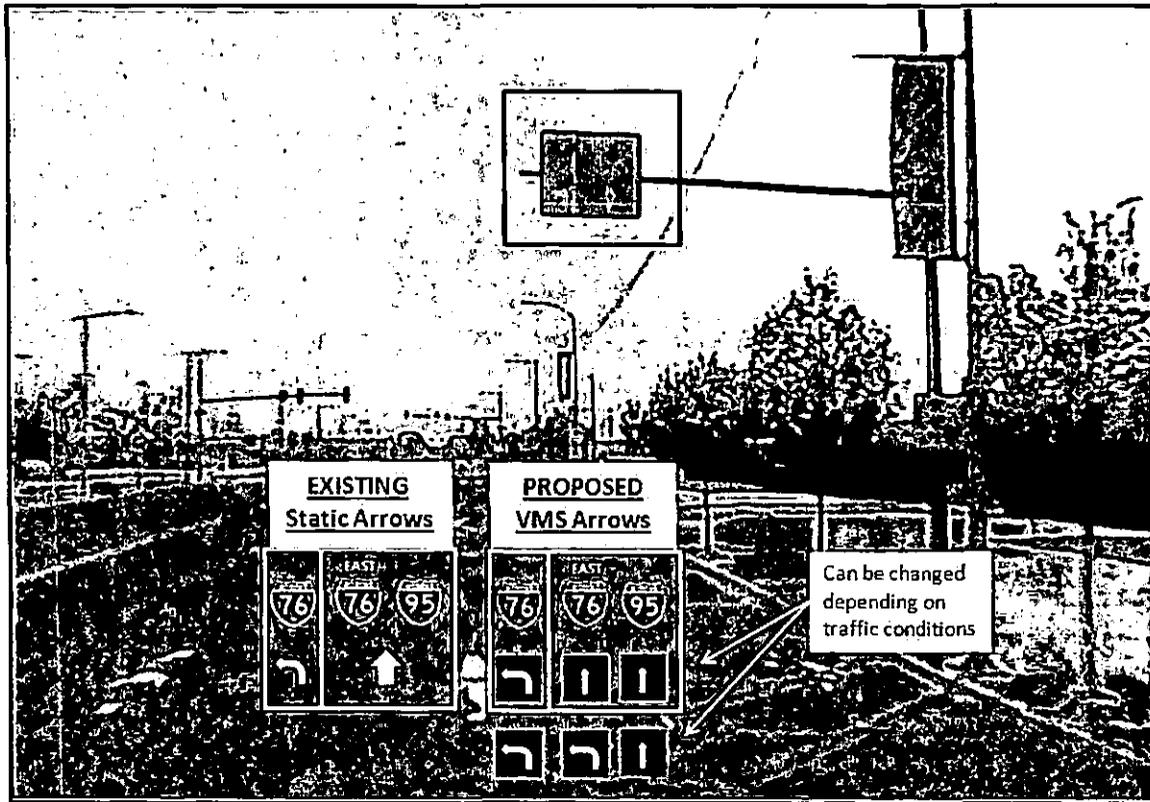


Figure 5-20: Consider adding small VMS arrow panels to existing static overhead signs.

As a long term improvement, large illuminated entrance and exit signs could be installed overhead at all of the parking lot gates to aid with egress, especially at night. The signs would be turned on when the gate is opened and turned off when the gate is closed.

## **Coordination**

Event day traffic and parking operations feature a number of entities working together to develop the fan's transportation experience. A plan to enhance coordination between these entities before and on event day can significantly improve Sports Complex access.

### Event Day Coordination

A Traffic Management Center is currently located at the Wachovia Center. From this location, parking and traffic managers can use the network of cameras around the Wachovia lots to observe traffic conditions within the lots and on the regional roadways. A Coordination Leader should be positioned at this location to act as a central point of contact for all traffic and parking management personnel. The Coordination Leader should have the authority to make changes to the operations plan based on a global view of event operations. The leader should observe traffic feeds from the network of cameras on-site. For certain events, it may be helpful to conduct observations from the rooftops of certain venues until the camera system is expanded to include feeds from new cameras in the Lincoln Financial Field and Citizens Bank Park. This Coordination Leader would be responsible for all aspects of the event day operations experience:

- Determine if signals should be set to event programs earlier or later than usual (before and after an event)
- Determine if signals need to be overridden at specific locations
- Ensure that coordination between intersections is proceeding as planned
- Supervise parking and traffic management staff and ensure staff are performing stated responsibilities
- Determine when certain gates should be opened or closed and relay this information to traffic and parking staff so they can direct traffic accordingly
- Supervise VMS network and advise when changes are required (or be able to remotely control the VMS directly)
- Reassign staff on a temporary basis as needed to respond to incidents or to clear bottlenecks

It is recommended that the police have a representative on-site at the Traffic Management Center who can work along side the Coordination Leader to help plan and implement the best courses of action as traffic and parking circumstances change throughout the day.

### Non-Event Day Coordination

Coordination meetings are currently scheduled between stakeholders on a monthly basis. Stakeholders in attendance include representatives of Comcast-Spectacor, Eagles, Phillies, Central Parking, Expert Parking, City Police, Streets Dept., Fairmount Park Commission, PA State Police, SCSSD, PIDC, and DRPA. In addition to these meetings, it may be helpful to develop and host regular meetings for a Sports Complex

Transportation Task Force. Representatives from the City, Comcast-Spectacor, the Eagles, Phillies, Philadelphia Police Department, and SCSSD would attend these meetings. It would also be advisable to also invite representatives from DRPA, PennDOT, SEPTA, and Central Parking. Once *Philly Live!* is open, a representative from that development may also be invited to this meeting. Public agencies are frequently eager to help improve fans' ingress and egress experience, while simultaneously reducing congestion on the regional roadways. These agencies can provide feedback on the following:

- Opportunities for using regional VMS to divert background traffic away from the site ("Football – Delays in Area – Use Alternate Routes")
- Construction schedules for upcoming roadway projects in or around the Sports Complex
- Timeframes for projected infrastructure improvements
- Special provisions for high-volume event days (e.g., extra trains for dual-event Lincoln Financial Field/Citizens Bank Park event days)

## Staffing



**Figure 5-21: Traffic and parking management staff should have well-defined roles.**

This section describes the role of traffic management staff and parking staff on event days. Event operations staff are asked to address a number of concerns on event days. A common understanding of specific event staff responsibilities can help staff focus on their core responsibilities, which in turn can help improve overall ingress and egress operations.

All event operations staff should be encouraged to be courteous, but they should not feel obligated to answer all fans' questions when queues form at the entry plazas. Instead, these staff can be supplied with flyers listing frequently asked questions that can be distributed to incoming fans. Most questions can be addressed by a well-designed flyer, and all fans will benefit from a faster ingress experience. The flyers may also include information on how fans can obtain additional assistance, including additional Sports Complex support numbers so fans can get answers to their questions after they have parked.

### Parking Management Staff

Parking staff responsibilities can be separated into two categories: those involved with fare collection, and those responsible for directing traffic within the lots and access driveways.

The responsibilities of fare collection staff is to process entries as fast as possible to minimize queuing on the approach roadways. To help reach this goal, several methods can be used. As discussed in the earlier section on "Parking Fares", the most critical factor related to processing rates is the actual fare transaction. Odd fare denominations (\$12 or \$17) can lead to slower processing rates, while parking fares that are easier to make change for (multiples of \$5 or \$10 – i.e., \$20 or \$25) can help increase processing rates. Change makers can be used to provide change to drivers in queue at the entry plazas before they arrive at the point of fare collection. Fare collectors themselves should be instructed to process their transactions as quickly as possible. Whenever

possible, pre-paid parking permits should be used. The act of scanning or tearing off a permit is among the fastest transaction types available for event operations.

Parking management staff should designate separate cash and permit parking entrances as described in the section above on "Mixed cash and permit lots."

Tailgating should be managed by a Courtesy Patrol squad. The role of the Courtesy Patrol is described in more detail in the section on tailgating.

Parking staff within the lots should be instructed to direct fans to specific lots based on available supply, and to minimize conflicts between vehicular flows and between vehicles and pedestrians.

### Traffic Management Staff

The role of traffic management staff is to minimize pedestrian-vehicular conflicts, and to maximize efficient and safe flow for both pedestrians and vehicles. To meet this objective, traffic management staff should ensure that vehicles queuing through an intersection are cleared as quickly as possible ("clear the box"). Pedestrians should be encouraged to cross in platoons and only during the pedestrian phase whenever possible.

The event signal timing program at most intersections typically should not have to be overridden by traffic management staff. If an intersection has an efficient event signal program, and traffic management staff is focused on keeping the box clear between phases, staff should allow the intersection to operate on the signal program unless directed to intervene from the Traffic Management Center. Signal overrides should only be implemented when required by one of the following factors:

- Higher than usual background traffic volume
- Incidents upstream of the intersection that do not allow for normal operation
- Intersections that are not capable of event signal programs or are not coordinated with adjacent intersections

When staff must override signals, the following principles should be employed:

- Phase lengths should be typically set between 20 seconds and 60 seconds. Shorter phase lengths lead to decreased capacity, and longer phase lengths lead to excessive delays for other phases.
- Cycle lengths should be between 60 and 120 seconds.
- Phases for major event-related flows should be set to start and stop based on arrival patterns from upstream intersections. Most of the arriving traffic from an upstream intersection should arrive during the green phase.
- Signals should be overridden to provide exclusive pedestrian phases only during the peak 30 minute-period before and after an event.

Traffic management staff who are responsible for controlling mid-block pedestrian movements should be instructed to allow for a balance between pedestrian and vehicular flows. Vehicular traffic should be stopped only when a platoon of at least 10-15 pedestrians has formed on one side of the Street, or when pedestrians have been waiting more than 90 seconds to cross.

### **Other Improvement Measures**

#### Jimmy John

The "Jimmy John" is the existing operating plan used by the police whereby vehicles exiting I-95 South at Broad Street are prevented from turning right onto northbound Broad Street. They are instead directed to make a U-turn at the bottom of the off-ramp and then travel east along Terminal Avenue (which becomes northbound 11<sup>th</sup> Street) to access the Sports Complex.

The operational issue found with the Jimmy John as currently implemented is that the remaining supply in the Wachovia parking lots cannot handle the demand of vehicles produced by the Jimmy John. As such, many of the vehicles rerouted by the Jimmy John end up turning onto Pattison Avenue, adding to congestion at the intersection of Pattison Avenue and 11<sup>th</sup> Street (see Figure 5-22).

#### Recommended Alternatives:

- Implement Jimmy John earlier in the ingress period to fill eastern Wachovia lots while there are fewer pedestrians crossing 11<sup>th</sup> Street.
- Closer to game time, after eastern Wachovia lots are full, shut down Jimmy John and direct cars into the western Wachovia lots and the Phillies lots. This will reduce pedestrian-vehicular conflicts closer to game time.
- For Eagles games, use signs at I-95 SB ramp to direct permits to use the Jimmy John and cash to use Broad Street (see Figure 5-23). Consider directing permit parkers from I-95 NB to use the Jimmy John as well.
- On dual event days (when a Citizens Bank Park event is followed by a Wachovia event), direct cash and preferred parkers as shown in Figure 5-24 to reserve the spaces in the Wachovia lots for the later event.

#### Optimize Use of Underutilized Right-of-Way

There is potential to improve ingress and egress conditions by using additional access routes. For example, on ingress during Eagles games, some vehicles access the site via Darien Street, turn right at Pattison Avenue, and turn right into the Pattison East or West Gate. These vehicles add to the congestion and increase pedestrian-vehicle conflicts at the intersections of Pattison Avenue with Darien Street and with 11<sup>th</sup> Street. Consider directing cash parkers in this stream onto Phillies Drive so they can access the cash lots without traveling along Pattison Avenue. On egress during Eagles games late in the season, consider opening Citizens Bank Way for northbound through traffic at the intersection of Pattison Avenue with 11<sup>th</sup> Street to provide an alternative route for vehicles to avoid the congestion along Pattison Avenue.

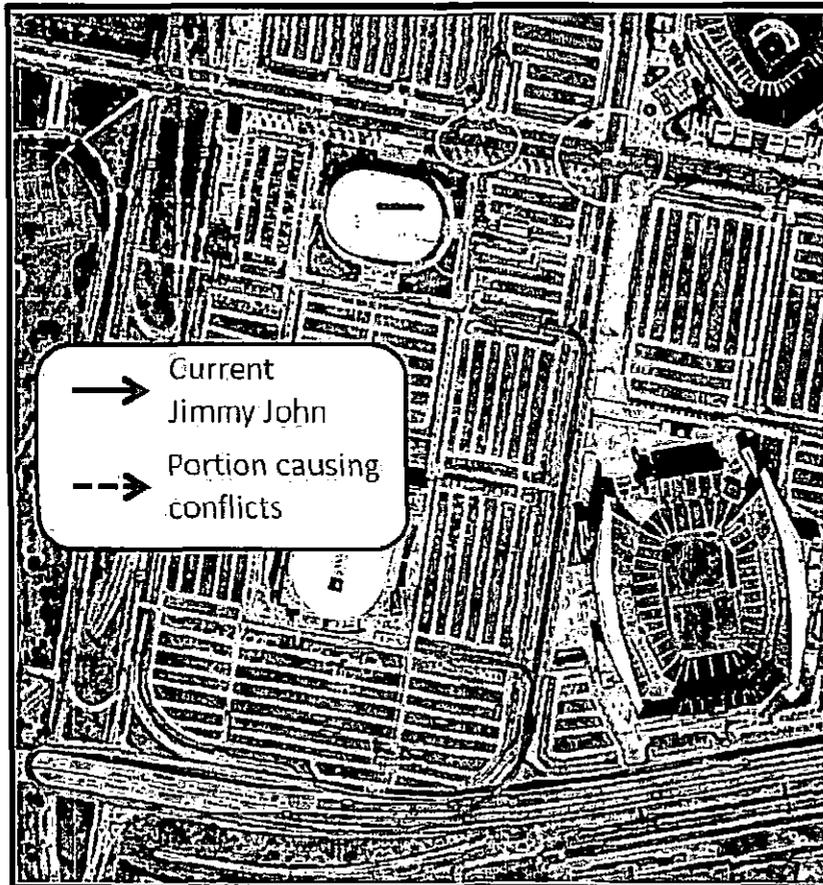


Figure 5-22: With the current Jimmy John operation, many vehicles are observed turning left from 11th Street onto Pattison Avenue. These left turns add to the congestion at the intersection of 11th Street and Pattison Avenue.

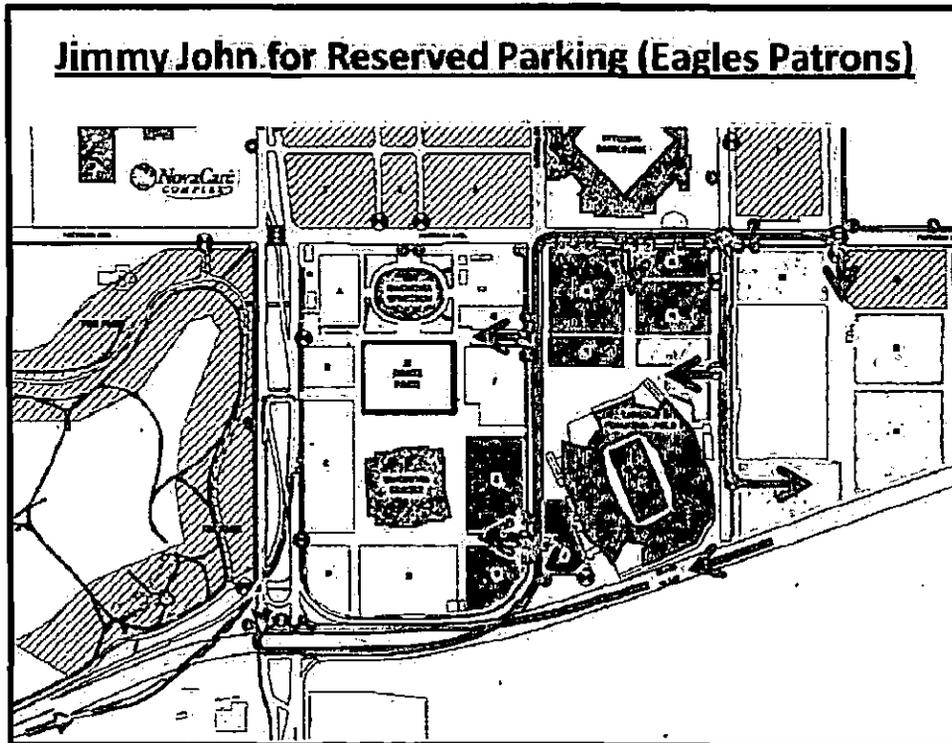


Figure 5-23: Jimmy John operation can be used to separate cash and preferred parkers on Eagles game days.

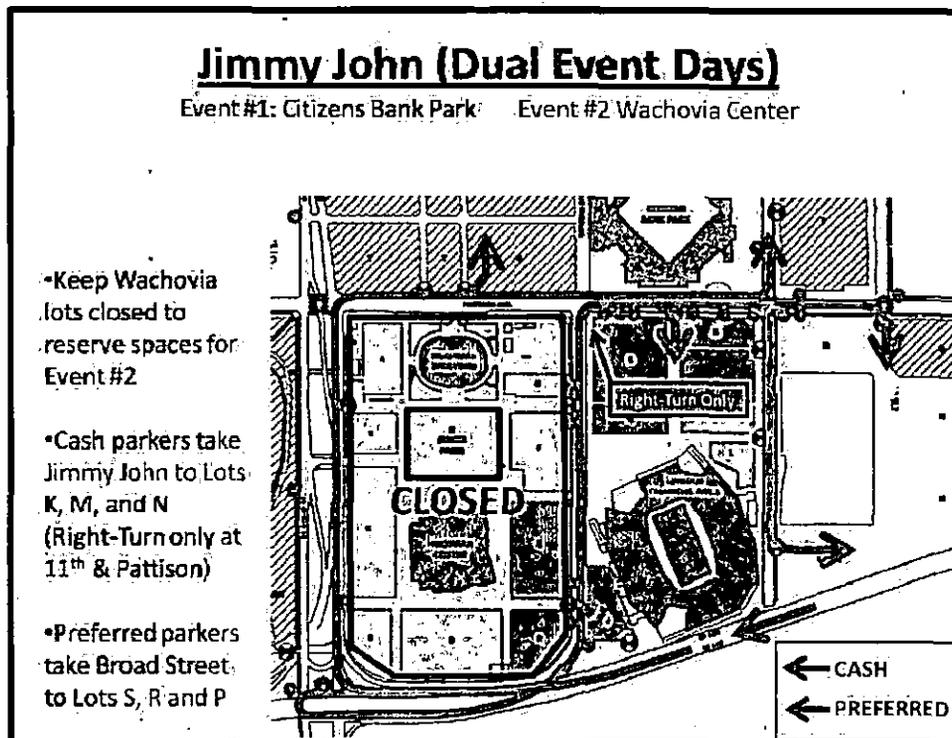


Figure 5-24: The Jimmy John operation can also be used to separate cash and preferred parkers on dual-event days.

## Best Practices

Many of the recommendations identified above are based on best practices at other facilities. The following are other best practice principles which do not fall into one of the categories specified above.

### Tailgating

In general, tailgating operations do not impact parking supply. The process of backfilling spaces after tailgating setups are consolidated is generally efficient, and most lots are parked near capacity for Eagles games. The Wachovia lots, however, are only filled to approximately 80% of capacity.

The tailgating operation during Eagles games leads to loss of efficiency in the Wachovia lots. While the other lots are seen parked close to capacity near kickoff, the Wachovia lots are typically 15-20% empty. This observation, combined with the fact that some fans who enter the Wachovia lots are actually directed out onto Terminal Avenue and asked to park elsewhere, suggests that the tailgating operation in these lots can be improved. The process of directing vehicles out of a parking zone that may otherwise have spaces available increases the vehicle miles traveled on the surrounding roadways, and contributes to congestion along Broad Street and Pattison Avenue. If fans were encouraged to consolidate their tailgate spaces in the Wachovia lots, additional spaces may be made available to other parkers, fewer vehicles would be directed to leave the Wachovia lots after entering, and the backups on the regional roadways may be reduced.

Consider implementing tailgate "courtesy patrol" teams, who drive around the parking lots (typically on golf carts) looking for tailgaters taking up extra spaces. The courtesy patrol typically asks these fans to consolidate their tailgate so that adjacent spaces are made available for other parkers as the lots approach capacity.

In addition, the measures outlined in the Jimmy John section on Page 37 could help reduce the regional roadway congestion. The essential element of this operation is to direct cash vehicles along Broad Street, and to direct permit holders to the Jimmy John detour so they can readily access the permit holder lots from 11th Street, or via a right turn from 11th Street to Pattison Avenue. This operation would also benefit permit holders by separating them from the stream of cash parkers.

It should be noted that tailgate operations in other lots were generally observed to be efficient, with parking efficiencies of over 95% in the Eagles lots (excluding the VIP zone), and lots M and N.

### Parking Permits

General advantages:

- Allows control over the number of spaces to be sold, overall and/or within specific lots

- Helps parking management staff route vehicles through the site
- Can contain a map and directions on the back
- Barcodes on permits can allow for real-time parking statistics and more efficient data collection for analysis of trip origin/destinations and usage patterns
- Reduced processing times vs. cash transactions

It is recommended that the Eagles consider switching to an all-permit operation on-site. Parking permits are used at several other NFL facilities, and all have been well received since implementation. These include the Houston Texans, New York Giants, New York Jets, and a majority of spaces for the Washington Redskins, Dallas Cowboys, and Miami Dolphins. There are several benefits to parking permits:

- Reduce traffic and parking demand significantly – a team can place a premium on the spaces close to the Stadium. A result of this policy is that carpooling increases significantly. For example, vehicle occupancy at the Meadowlands has increased from 2.4 persons per vehicle to 3.0 persons per vehicle after the introduction of permits. For a typical Eagles game, this can equate to a reduction of vehicular demand by several thousand vehicles. Effective supply is projected to decrease during construction of *Philly Live!* and after its completion, so demand management strategies may have to be employed to mitigate the projected shortfall. Permits have proven to be a very effective mitigation measure. Initiating implementation during construction of *Philly Live!* provides justification for the policy change.
- Reserve on-site lots – especially during peak events and when *Philly Live!* opens, a parking permit system ensures that Eagles fans park in the lots closest to the Stadium.
- Improved traffic operations – permits are typically used as hangtags (see Figure 5-25) and fans are instructed to display permits on entry. Traffic management staff can then identify fans' destination lots as they arrive based on the color of their permit, and direct them to the appropriate lots and lanes from a distance (see Figure 5-26).

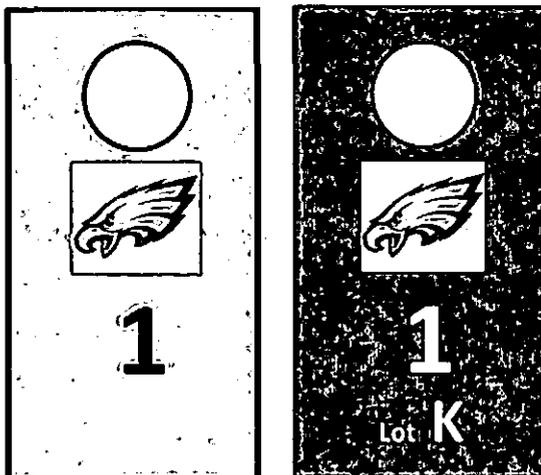


Figure 5-25: Strategically-designed hangtag permits can help traffic and parking managements staff identify reserved parkers from a distance and direct them to the right lanes.

- Available off-street alternatives: The Philadelphia Sports Complex features a grid network and off-site lots. The grid network allows for non-permit holders to be redirected away from permit lot entrances relatively easily. Vehicles without permits can be directed to one of many off-site lots and fans would be able to walk into the Site (as opposed to being bused in). This is currently being implemented to some degree as Lots M, N and G reach capacity and only "reserved permits" are allowed access while cash are redirected.



Figure 5-26: Traffic management staff would be able to direct parkers to different destinations based on the color of their permit hangtags.

### Fare Collection Methods

As mentioned above, the fare collection transaction is one of the most important factors affecting ingress conditions. A long average transaction time will lead to poor throughput at plazas, and long queues on the approach roadways. The most efficient fare collection method is a pre-paid parking permit with a barcode or a tear-off. With either option, a real time fare collection system is recommended to prevent fraud. A real-time fare collection system can help prevent fraud by identifying duplicate or

counterfeit permits. Most real-time fare collection systems include a network of ground loops and wireless point-of-sale devices which allow for accurate and instant visualization of entries by each plaza, as well as allow for rejection of invalid or duplicate codes. This system can in turn be used to predict remaining supply in specific lots.

#### Sports Complex Website

Fan education is an important part of the toolbox for improving the gameday experience. One effective method for communicating planned changes in circulation and parking patterns is the use of team or venue websites (and pages on social networking sites like Facebook). Each venue currently has a website which includes traffic and parking directions. A unified Philadelphia Sports Complex website would present a universal destination for fans looking for event day traffic and parking information. Fans would be able to select their destination venue, enter their origin, and generate best driving directions based on the traffic patterns to be implemented on-site. This has been implemented in Dallas (Cowboys Stadium) and in Harrison, NJ (Red Bull Arena), among other places. Fans may be more likely to follow these directions, which are customized based on origin and departure routes, than static circulation diagrams, which cannot account for specific origin-destination combinations. From this website, fans could elect to sign up for email updates that could include planned or sudden changes in traffic or parking at or near the venue.

A section on the website should describe how operations change closer to game time. For example, a fan that arrives 3 hours prior to an Eagles game may have more flexibility in choosing a parking space than one who arrives 1½ hours prior to kickoff. This description should help fans understand the rationale for the operations plan, and should reduce fan concerns about the consistency of gameday operations.

## 6 Long-Term Recommendations

The following are some of the suggestions for potential long-term improvements. Some of these concepts may require further study; however, one or more of these may be applied to significantly improve the event day experience. The general principles behind these improvements are to minimize conflicting vehicular movements at intersections and to maximize the use of the existing right-of-way, particularly for egress conditions.

### Prohibit Left Turns off Pattison Avenue

The first concept is to eliminate left turns off Pattison Avenue (see Figure 6-1). This principle would require additional signage on the approaches to the Sports Complex to advise drivers of the best route to specific reserved lots, since left turns would be prohibited along Pattison Avenue. The majority of fans – most of whom are general parkers – would be directed into specific general parking lots on either side of Pattison Avenue based on their arrival route into the Complex. Reserved pass holders would be given directions to their specific lots.

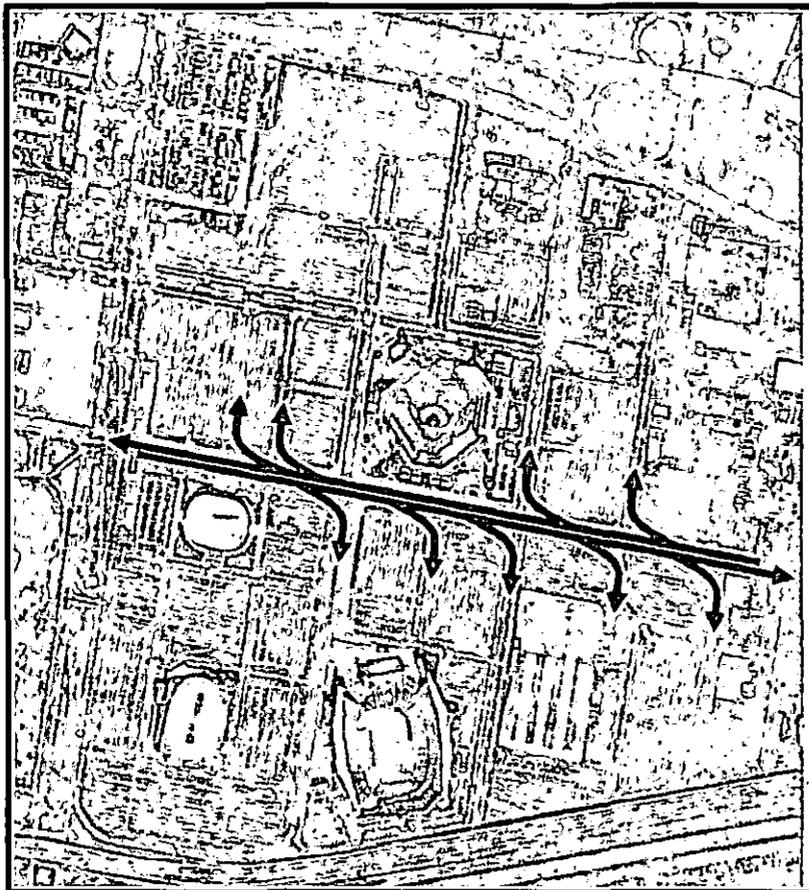
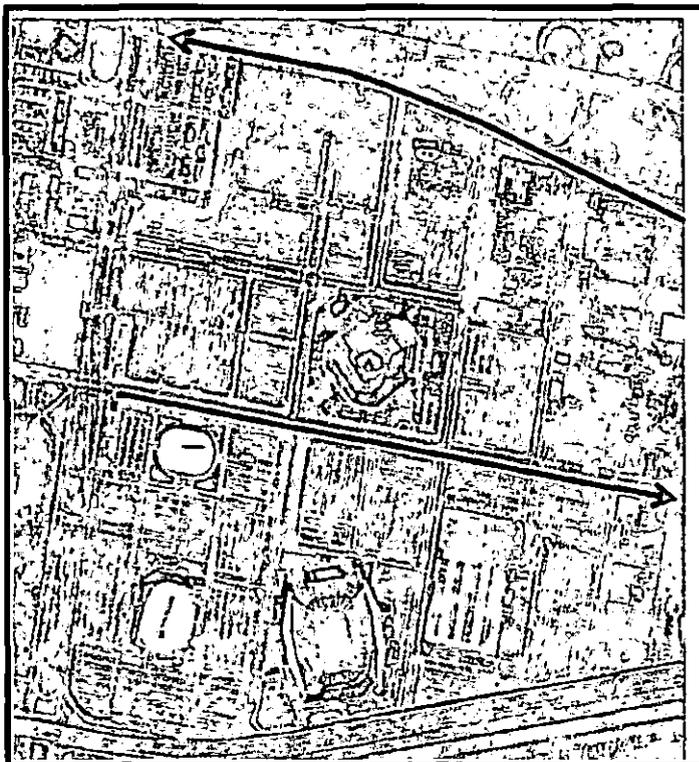


Figure 6-1: Prohibiting left-turns from Pattison Avenue during event ingress periods may help reduce congestion along the roadway.

This concept could improve the flow of traffic along Pattison Avenue. The elimination of left turns should reduce queuing along roadways. Signal timing at the intersections along Pattison Avenue would be reconfigured to take advantage of the extra capacity. The improved throughput on Pattison Avenue should have a cumulative benefit on traffic flow by causing less congestion at the intersections of Pattison Avenue with Broad Street to the west and with Front Street to the east.

#### One-Way Couple – Pattison and Packer

Another option to minimize conflicts is to consider a one-way couple between Packer Avenue and Pattison Avenue (see Figure 6-2). As is the case with the other concepts, this requires further study and new parking patterns may be required to accommodate it. This has the benefit of using the extensive ROW on both Avenues for one-directional flow. Conversion of two-way streets into one-way couples is typically inadvisable on streets with retail frontage, since there is a perception that it may hurt business. However, both Pattison Avenue and Packer Avenue are mostly free of retail frontage near the Sports Complex, so this recommendation should not face significant opposition from local businesses. Signage changes would obviously be required to accommodate this concept.

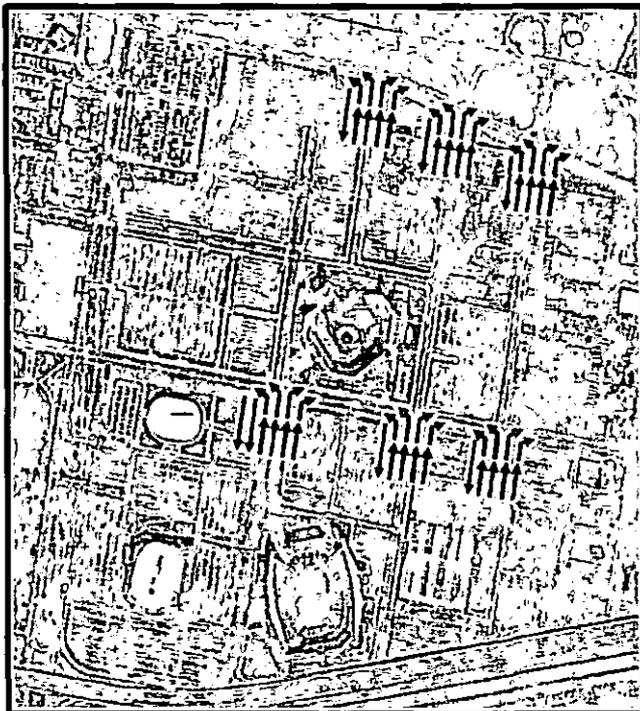


**Figure 6-2: Consider converting Packer Avenue and Pattison Avenue to one-way streets to increase throughput and to reduce conflicts.**

This option would reduce intersection conflicts and increase roadway capacity by using the entire right-of-way as one-way operation. However, it may limit circulation during certain events, and if not managed properly, has the potential to overload Broad Street.

### One-Way Side Streets

Another concept (which may be implemented more readily than those mentioned above) is the use of the side streets intersecting Pattison and Packer as one-way streets (see Figure 6-3). A counter-flow lane would be provided along all streets for emergency access, but the remainder of the right of way would be used to operate these streets as predominantly one-way egress routes during event egress conditions. The use of cones or barriers would allow for the maximum use of the existing right-of-way.



**Figure 6-3: Consider making the approaches to Packer Avenue and Pattison Avenue one-way streets during egress conditions. Operational changes would be required to the streets (e.g., cones, traffic management agents).**

### Transit Incentives

Increasing public transit usage to and from the Sports Complex can improve conditions for vehicles and pedestrians by reducing the number of parked cars. It would be beneficial to explore ways to further incentivize ridership, such as:

- Provide park and ride discounts from strategic stations, or co-sponsor *Philly Live!* incentives
- Subsidize SEPTA Transpass and/or tokens for Sports Complex venue employees and offer discounted season-long passes for full or partial season ticket holders
- Study the potential for SEPTA to provide additional Broad St *express* service for Sports Complex events
- In the long-term, consider further study of transit improvement projects that can expand transit connectivity to surrounding areas (Broad Street Line Extension to Navy Yard, possible connections with South Jersey PATCO lines)

## **7 Infrastructure Improvements**

Although the focus of this study is primarily to evaluate and recommend operational improvements in and around the sports complex, it is still important to discuss potential future infrastructure improvements that can help the regional transportation system, sports venues, and the residential neighbors of SCSSD. The Sports Complex is just one a number of major traffic generators in the area, along with the Food Distribution Center, Navy Yard and the Ports.

### Interstate Improvements

Improved access to the interstate system, comprised of I-95 and I-76, should be considered and evaluated as future long-term alternatives to provide better access and relieve the current levels of congestion on the surrounding roadways.

The SCSSD commissioned a study in 2006 to evaluate community concerns regarding the new venues for the sports complex, along with evaluating preliminary options for additional interstate access. Motorists have limited options regarding interstate access and any increase in those options will help to minimize congestion on the local roadways. This study took a preliminary look at additional on-ramps and off-ramps to both I-95 and I-76. Although they have not gone beyond the conceptual design phase, they should be considered potential long-term solutions for improved access to the sports complex area.

### Terminal Avenue Extension and 26<sup>th</sup> Street Extension

Additional infrastructure improvements evaluated also included the Terminal Avenue Extension from 11th Street to Lawrence Street and improved access to the Navy Yard via the extension of 26th Street. These additional infrastructure improvements would compliment any other interstate access improvements, but even alone would improve event traffic flows by providing a south end circulation loop all the way over to Lawrence Street and improved access to the Navy Yard.

For example, as shown in Figure 7-1, the Terminal Avenue Extension would improve ingress for Eagles games by reducing the number of vehicles passing through the intersections of Pattison & 11<sup>th</sup> and Pattison & Darien. Vehicles arriving from the east and bound for Lots K or L could travel south on Lawrence and west on the Terminal Avenue Extension to reach Darien Street. Vehicles arriving from the west and bound for Lots K, L, or N could travel east on the Terminal Avenue Extension to access Darien Street and the lot gates. This rerouting would improve traffic flow along Pattison Avenue and reduce the potential for pedestrian conflicts.

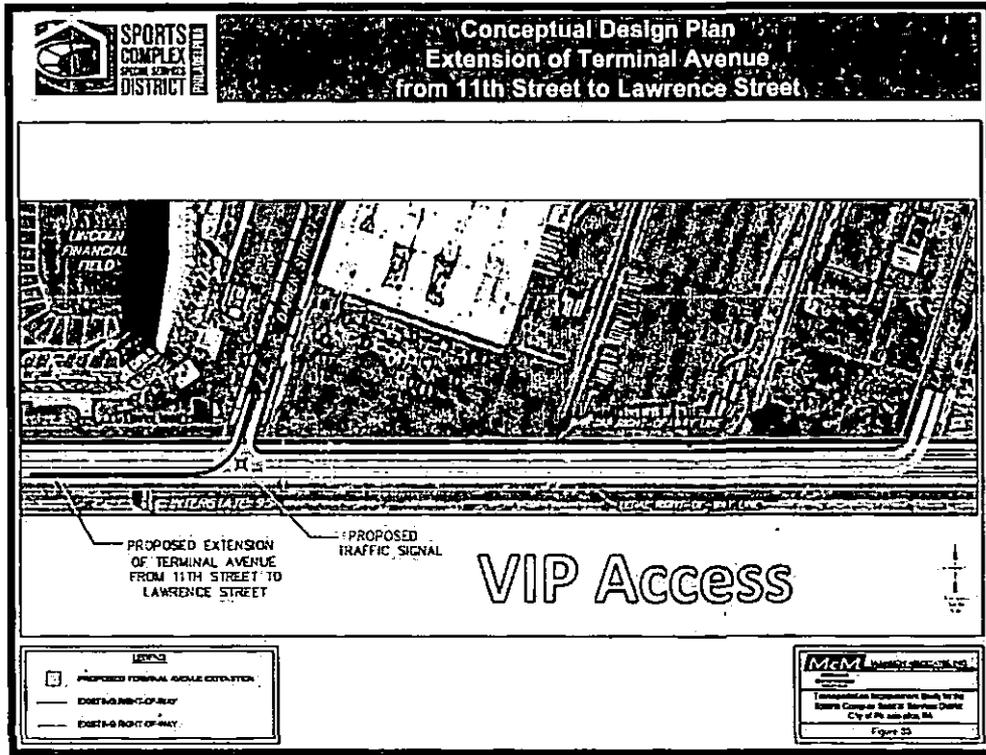


Figure 7-1: Terminal Avenue Extension would improve access to several parking lots.

During egress, the Terminal Avenue Extension would again reduce the number of vehicles along Pattison Avenue. However, when combined with the 26<sup>th</sup> Street Extension, an alternate route to I-95 would emerge (see Figure 7-2). Vehicles departing from the Eagles and Wachovia lots could travel along Terminal Avenue to Broad Street, then cross Broad Street and enter the 26<sup>th</sup> Street Extension. That would take them to Penrose Avenue, where on-ramps for I-95 exist. Additionally, vehicles that have exited the Sports Complex and are heading south along Broad Street could bypass the queue for the I-95 South on-ramp and instead continue to the 26<sup>th</sup> Street Extension and use it to reach the on-ramp along Penrose Avenue.

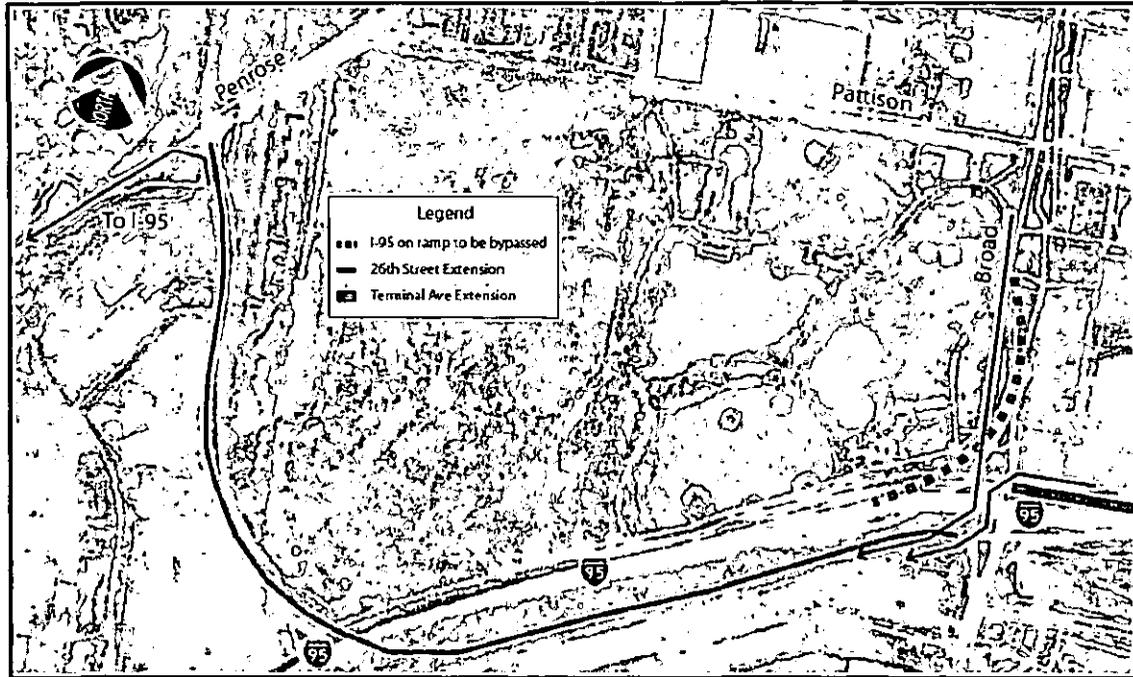


Figure 7-2: The 26th Street Extension would provide an alternate access route to I-95 from Broad Street and from Terminal Avenue.

## 8 Philly Live!

*Philly Live!* is a proposed 414,000 SF mixed-use restaurant, retail, and hotel development just north of the Wachovia Spectrum (see Figure 8-1). The construction phase of *Philly Live!* started with the demolition of the Wachovia Spectrum. At the time of this report, the retail and restaurant portions of the development are projected to be complete by 2012. The following section examines the impact of *Philly Live!* on event days.

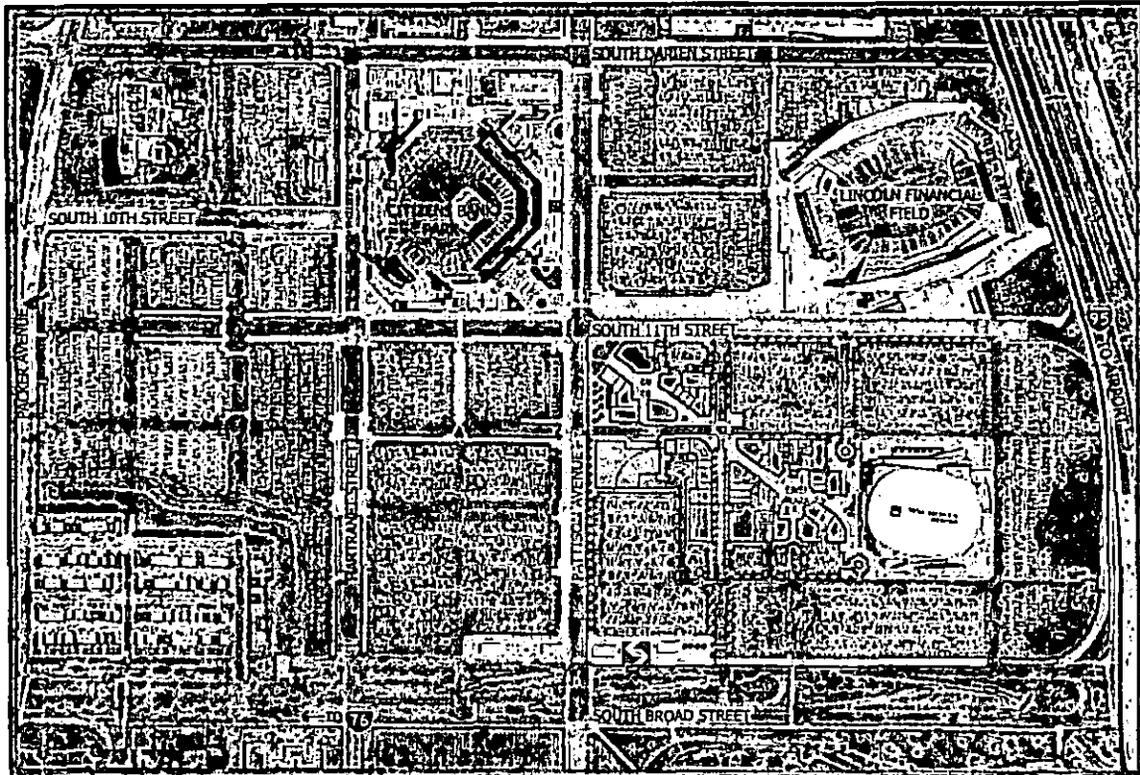


Figure 8-1: The *Philly Live!* mixed-use development would change pedestrian patterns within the Wachovia Center lots.

### Methodology

Non-event day traffic and parking projections are based on standard traffic engineering methodologies. Trip generation is based on rates in the *ITE Trip Generation Manual, 8<sup>th</sup> Edition* with adjustments to account for transit share. Parking demand projections are based on the principles of the Urban Land Institute's *Shared Parking* methodology. This methodology accounts for "sharing" of parking spaces in a mixed-use development, and the resulting projected demand is therefore generally lower than what would be estimated using the standard *ITE Parking Generation* methodology.

**Table 5: Trip Generation Projections for *Philly Live!***

Land Use	Size	Unit	PM Highway Peak Hour		PM Peak Event Hour		Peak Saturday Highway Hour	
			Entry	Exit	Entry	Exit	Entry	Exit
Family Entertainment	414,905	kSF			817	668	904	904
Hotel	150	Rooms	51	33	47	42	60	48
<b>Total</b>			51	33	864	710	964	952
Auto Share	80%				691	568	771	761

Trip generation estimates are shown in Table 5. Trip generation estimates were based on a development program consisting of 414,905 SF of a multi-purpose recreational facility and a 150-room hotel. The trip generation estimates per square foot were comparable to projections for Meadowlands Xanadu, a similar multi-purpose sports entertainment facility proposed for the Meadowlands in East Rutherford, New Jersey. Using Meadowlands Xanadu rates, the trip gen numbers would be within 20% of these estimates.

Parking generation estimates are based on the Urban Land Institute's *Shared Parking* methodology, using the Entertainment/Retail land use code for the mixed retail/restaurant portion of the *Philly Live!*, and the hotel land use codes for the proposed hotel. The *Shared Parking* methodology allows for the calculation of parking demand variations over time of day, day of week, and adjusts for seasonality. For example, a retail development generates more parking demand on a Saturday evening in December (during the holiday shopping season) than during a weekday afternoon in July. *Philly Live!* parking projections are shown in Figure 8-2. The peak parking demand of 1,600 spaces occurs on Saturdays in late December (during the peak holiday shopping season). For the purposes of this analysis, however, the baseline *Philly Live!* demand is assumed to be a more typical (non-holiday peak) Saturday in November. The peak parking demand for the *Philly Live!* project during this time is some 1,300 spaces.

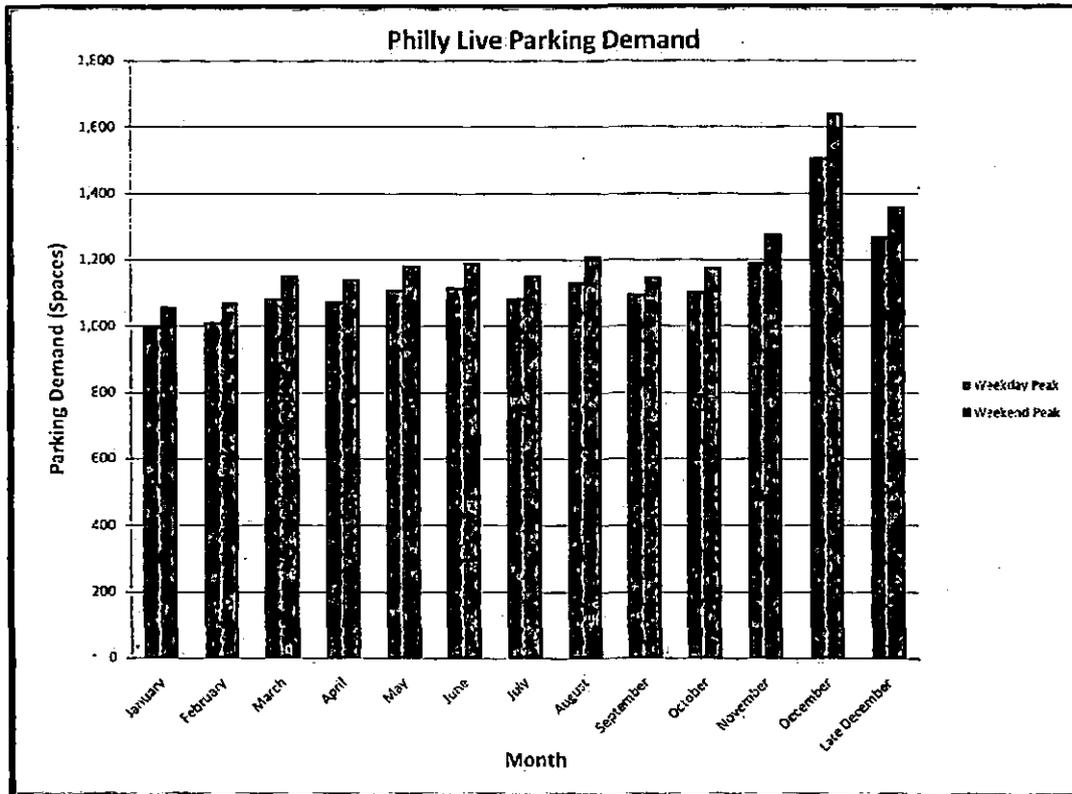


Figure 8-2: Philly Live! parking demand would be highest in December (during the holiday shopping season).

Event Day Operations with Philly Live!

On event days, the traffic and parking generation estimates would be lower than they would be on non-event days due to linked trips and stay away factors; however, some patrons would arrive at the Sports Complex solely for *Philly Live!* (and not for an event). This is evidenced by observations of existing restaurants near the Sports Complex. *McFadden's* and *Chickie's and Pete's* are typically crowded *during* events, indicating there is a strong desire among some fans to be at restaurants near the Sports Complex, even if they don't have event tickets. There are two primary factors in the assessment of *Philly Live!* demand on event days:

- **Linked Trips Factor** – It can reasonably be assumed that some of the visitors to *Philly Live!* have tickets to an event and would have been at the Sports Complex anyway. For purposes of this study, a link trip factor of up to 25% has been applied. Actual link trip factors vary based on the event venue.
- **Stay-Away Factor** – The stay-away factor is another important factor in projecting demand. This is based on the assumption that potential attendees would tend to avoid the Sports Complex on busy event days, and would prefer other days when there is lower event parking and traffic demand. For purposes of this study, a stay-away factor of up to 25% was applied and varies based on the event venue. Potential attendees would be more likely

to stay away during a 60,000 –person Lincoln Financial Field event, for example, than during a 17,000–person Wachovia event.

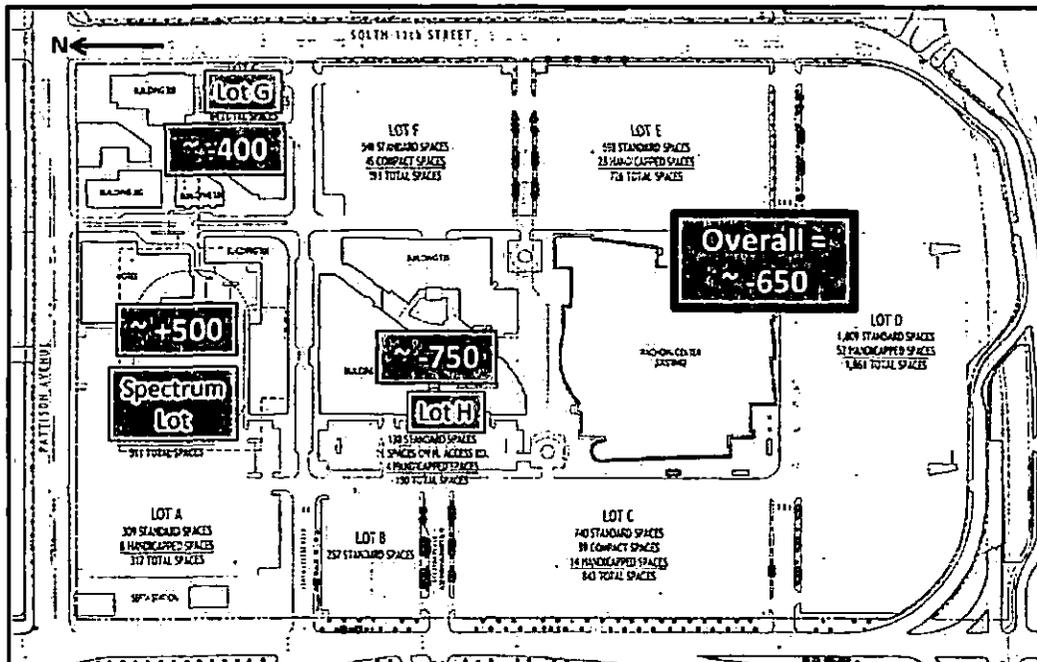
These factors are described in Table 6. For a Lincoln Financial Field peak event or a peak dual event, the factors account for a reduction in parking and traffic demand of nearly 45% from non-event day estimates.

**Table 6: Average and Peak *Philly Live!* Parking Demand Projections**

	Peak PL	Linked	Stay-Away	Demand
Eagles	1600	25%	25%	900
Phillies	1200	15%	15%	867
Flyers	1600	10%	10%	1296

	Avg PL	Linked	Stay-Away	Demand
Eagles	1200	25%	25%	675
Phillies	1100	15%	15%	795
Flyers	1200	10%	10%	972

Based on these estimates, the proposed Philly Live development would generate a demand for some 675 parking spaces on a typical weekend with a Lincoln Financial Field event. In addition to this projected increase in parking demand, the projected development footprint also results in a reduction in supply of some 650 spaces (see Figure 8-3).



**Figure 8-3: The Philly Live! development would result in a net loss of 650 spaces in the Wachovia lots.**

The net result is that the effective<sup>2</sup> supply for Lincoln Financial Field event parkers is some 1300 spaces less than it is today. Figure 8-4 shows the projected overall site effective supply and demand for a typical event at each venue, including a dual Citizens Bank Park / Wachovia event. For dual events and some Lincoln Financial Field events, the official on-site parking supply may be at or near capacity. For these types of events in December, *Philly Live!* demand is projected to be higher than what is shown in this figure, and a more significant shortfall of spaces may result.

#### Scheduling Restrictions

It is recommended that the current restrictions on the scheduling of simultaneous events be revisited now that *Philly Live!* is in construction. As discussed above, the total on-site supply will decrease, and the on-site demand will increase over time. Dual event restrictions may need to be more stringent during construction of *Philly Live!* and during the first few months or first year of opening. It is recommended that studies be conducted during the first year of *Philly Live!* to monitor overall site demand, and that the lease requirements be adjusted as needed based on the actual observed demand from the *Philly Live!* development.

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<sup>2</sup> An efficient self-park operation typically operates at a maximum efficiency of 98%.

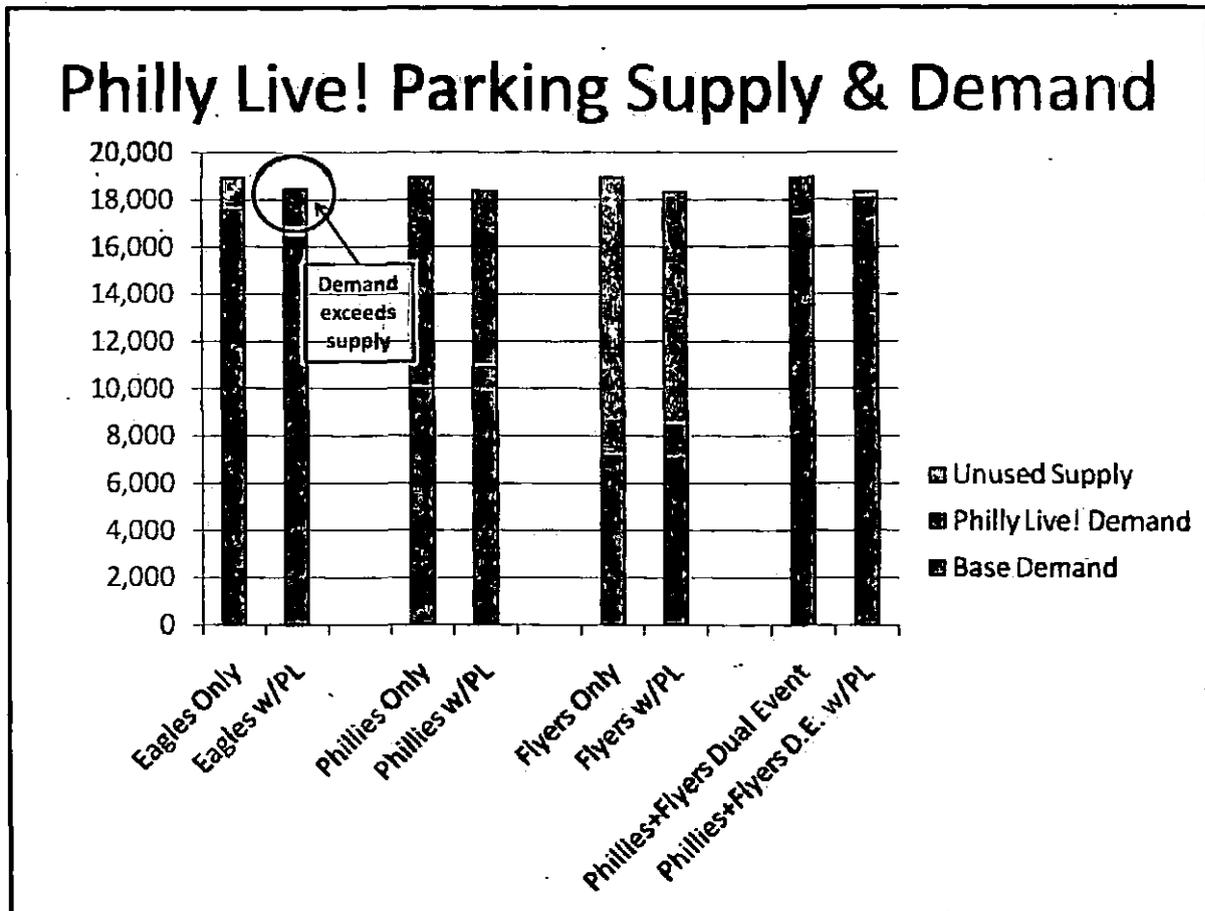


Figure 8-4: The on-site official parking supply would be at or near capacity during Lincoln Financial Field events and during dual events with the opening of Philly Live.

Comparison of 2004 Report Pedestrian Section With *Philly Live!* Site Plan

In the June 2004 *Stadium District Transit Study*, several recommendations were made for pedestrian access and movement throughout the Stadium District. One of the recommendations developed in that report included a "Sports Village Walk". Some of these principles have been incorporated into the plans for *Philly Live!* development. While there are similarities between *Philly Live!* and the proposed *Sports Village Walk* concept, some pedestrian access issues have been identified and are discussed below.

The 2004 *Stadium District Transit Study* discusses how the sports facilities are isolated from the subway as a result of the eastward relocation of Citizens Bank Park and Lincoln Financial Field. Based on the location of each venue within the Stadium District, one of the most immediate issues is the flow of pedestrians between the Pattison Station and the various sports venues. It is critical to channel pedestrians towards the venues in a manner which minimizes vehicular-pedestrian conflicts and allows for efficient traffic flow.

The 2004 *Stadium District Transit Study* analyzed pedestrian routes, and determined which routes may need improvement (pathways which cross parking lots and negative pedestrian routes). The *Stadium District Transit Study* envisioned a new diagonal path connecting Pattison Station to the Wachovia Center and Lincoln Financial Field. This path would have reduced the number of vehicular-pedestrian conflicts within the lots surrounding the Wachovia Spectrum, and would have reduced pedestrian volumes along Pattison Avenue. The *Philly Live!* layout differs in that the diagonal path from Pattison Avenue and 11<sup>th</sup> Street to the Wachovia Center does not serve pedestrian traffic exiting from Pattison Station.

This new pedestrian path would not help mitigate the vehicular-pedestrian conflict points noted in the 2004 study (see Figure 8-5). Due to the additional traffic generated by *Philly Live!*, the volume of conflicting movements at these locations may increase on both event days and non-event days.

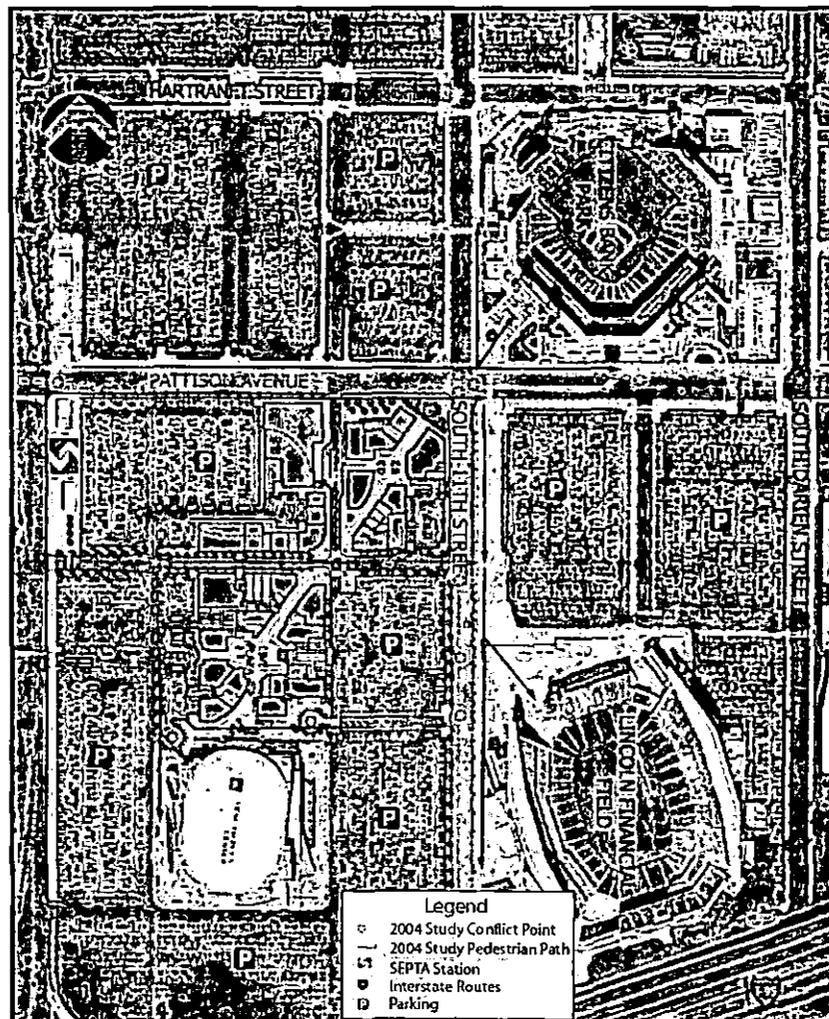


Figure 8-5: Pedestrian-vehicle conflict points with the development of *Philly Live!*

Construction of *Philly Live!*

It should be noted that during construction of *Philly Live!*, the effective supply in the Wachovia lots would be reduced by up to 1,500 spaces from where it is before construction starts. During construction, there may also be shortfalls in on-site supply for Lincoln Financial Field events and dual events (see Figure 8-6).

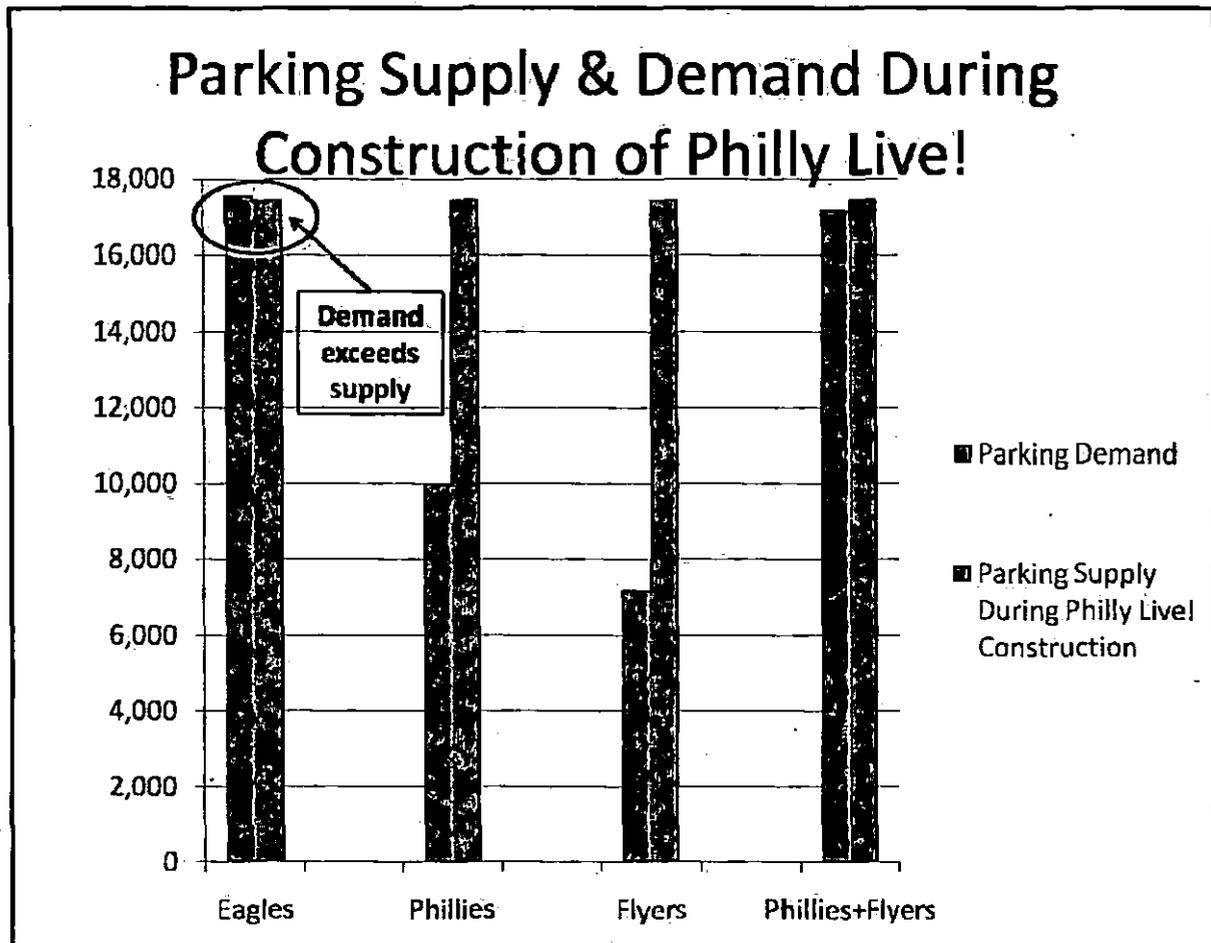


Figure 8-6: The on-site official parking supply would also be at or near capacity during Lincoln Financial Field events and during dual events during the construction of *Philly Live!*

Who Parks Where

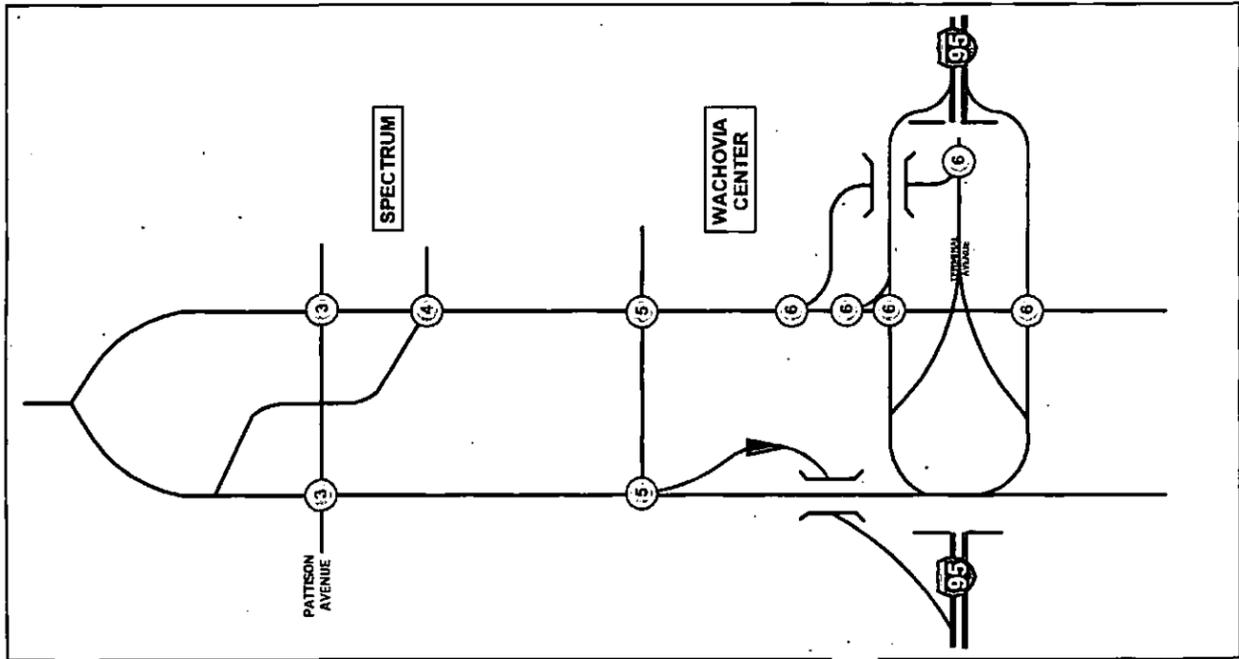
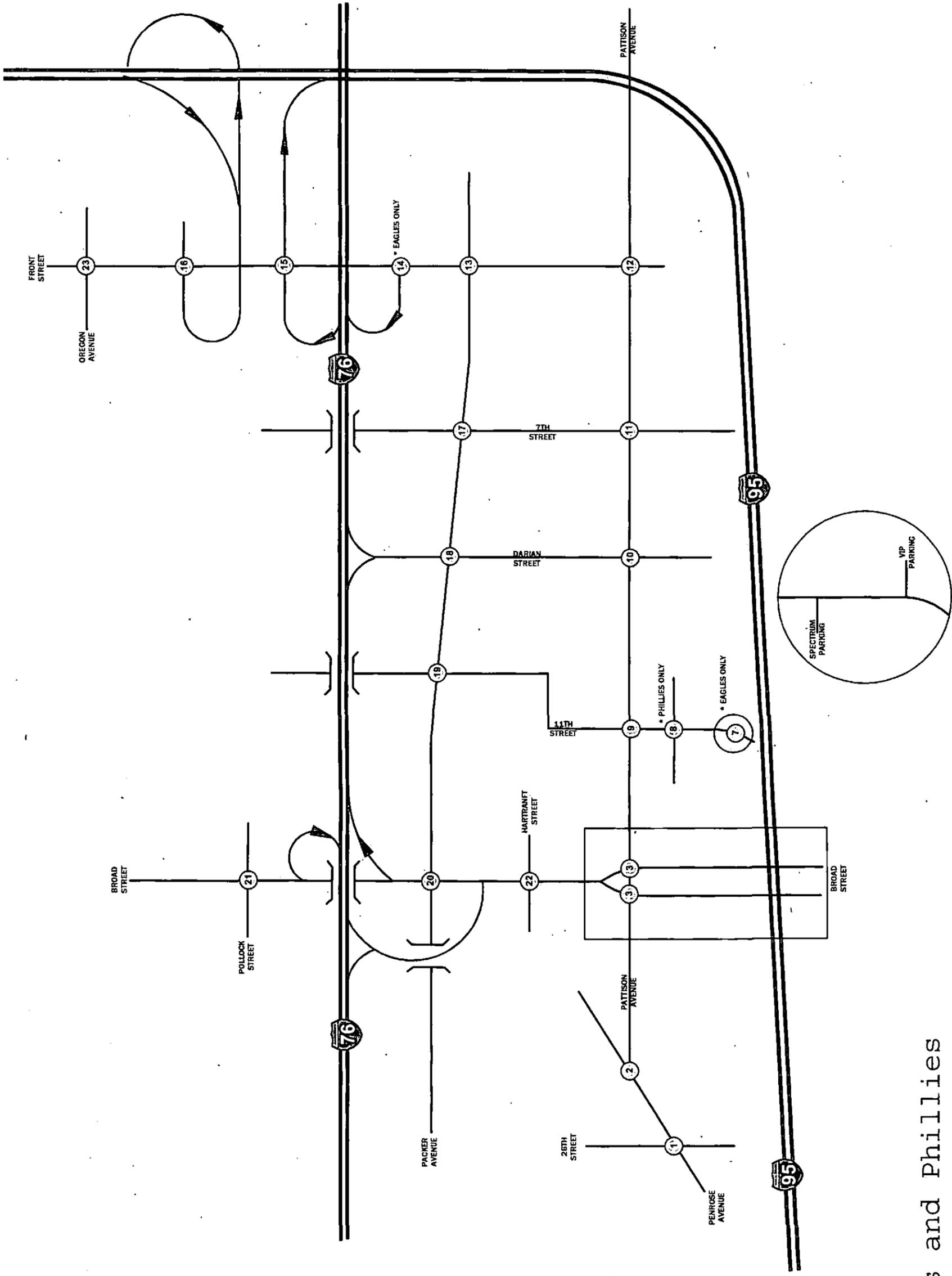
A traffic and parking operations plan has not been developed for *Philly Live!*. A traffic and parking plan should be developed with all stakeholders to identify:

- Who parks where – will spaces be reserved for *Philly Live!* customers, or will *Philly Live!* customers be allowed to park anywhere in the general parking lots?
- Parking policies
  - What will be the parking fee for *Philly Live!* customers?

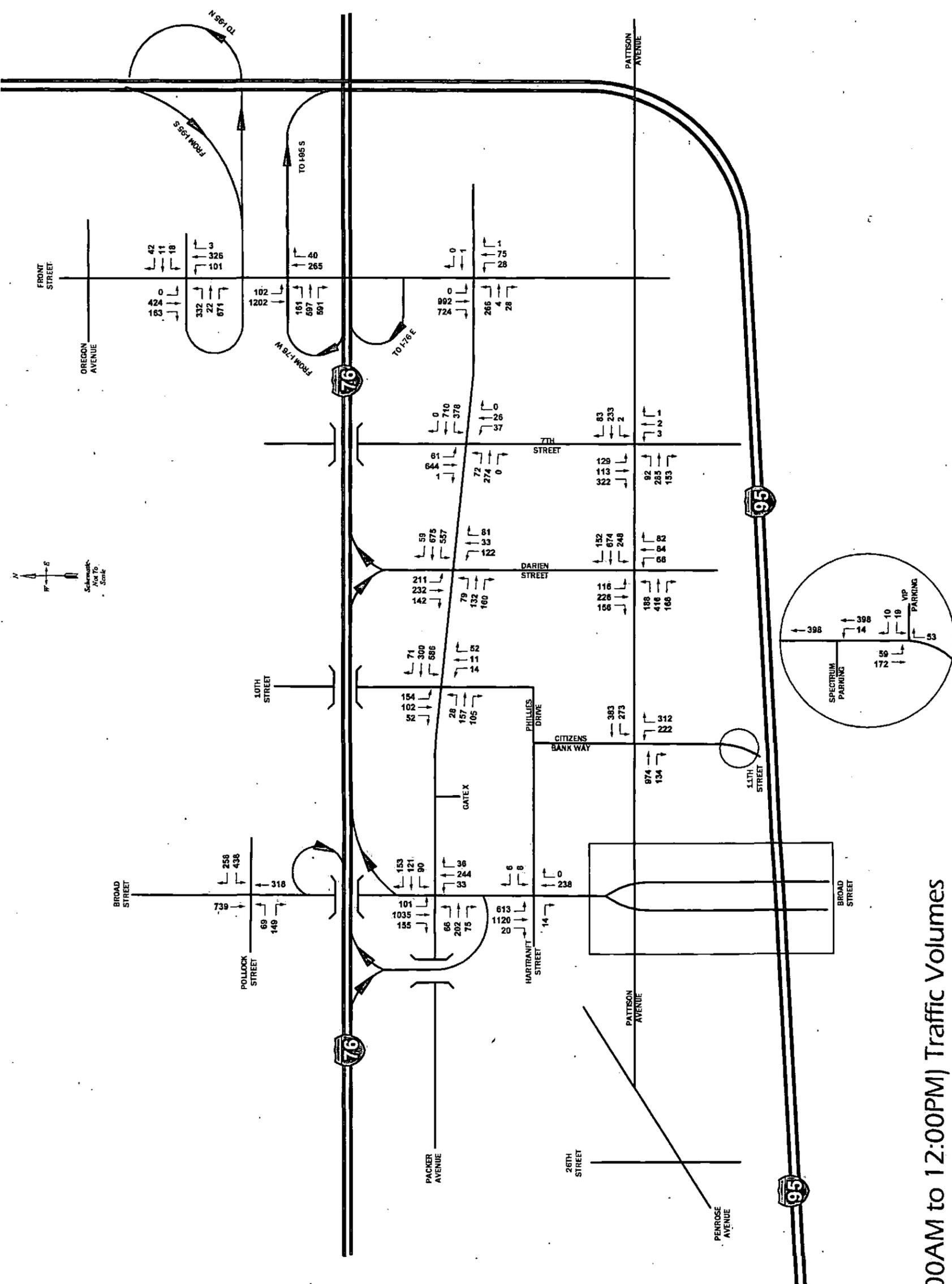
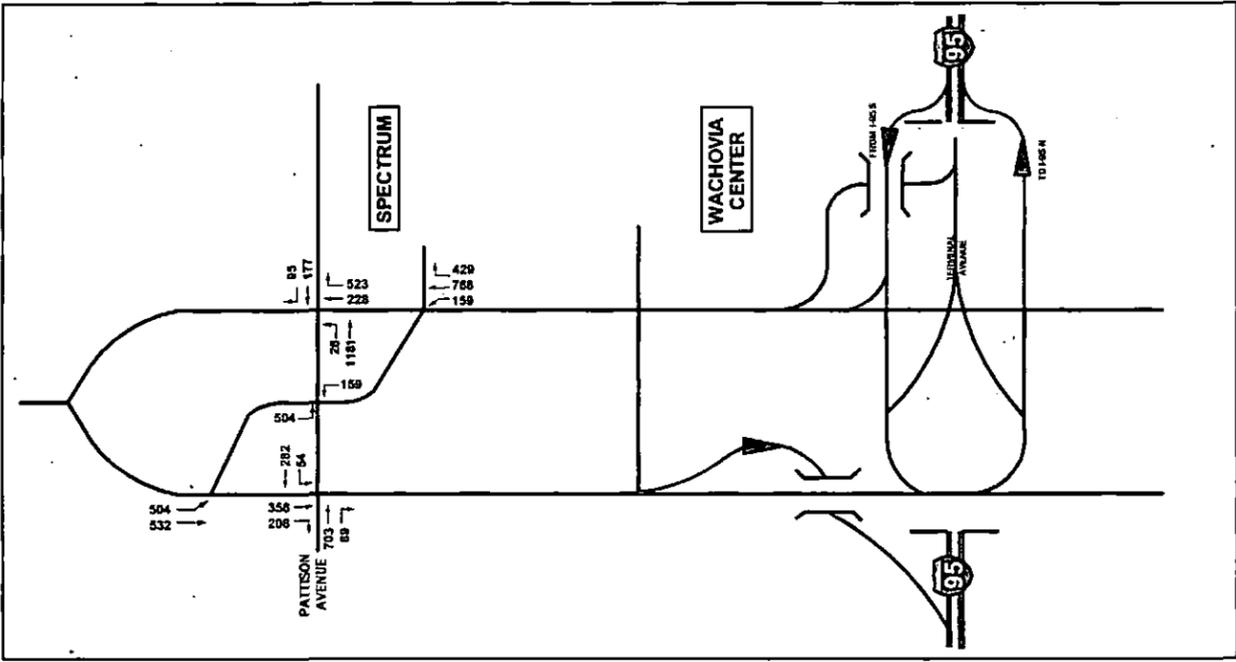
- o What will be done to discourage non-ticket holders from coming on event days? (Currently, during all events, parking staff ask non-ticket holders to leave the parking lots shortly after the event has started.)
- How will parking lot assignments change for Wachovia Center patrons after *Philly Live!* opens?
- What contingencies are in place to deal with potential delays with *Philly Live!* construction?
- What type of signage, if any, will be provided for *Philly Live!*, and will it be consistent with existing Sports Complex signage?
- If shortfalls do result, would stakeholders be willing to park customers off-site and shuttle them to the site?

# Appendix A

## Traffic Volume Diagrams



**FIGURE 0**  
 Count Locations For Eagles and Phillies  
**TRAFFIC AND PARKING STUDY**  
**SPORTS COMPLEX SPECIAL SERVICES DISTRICT**  
**CITY OF PHILADELPHIA, PA**

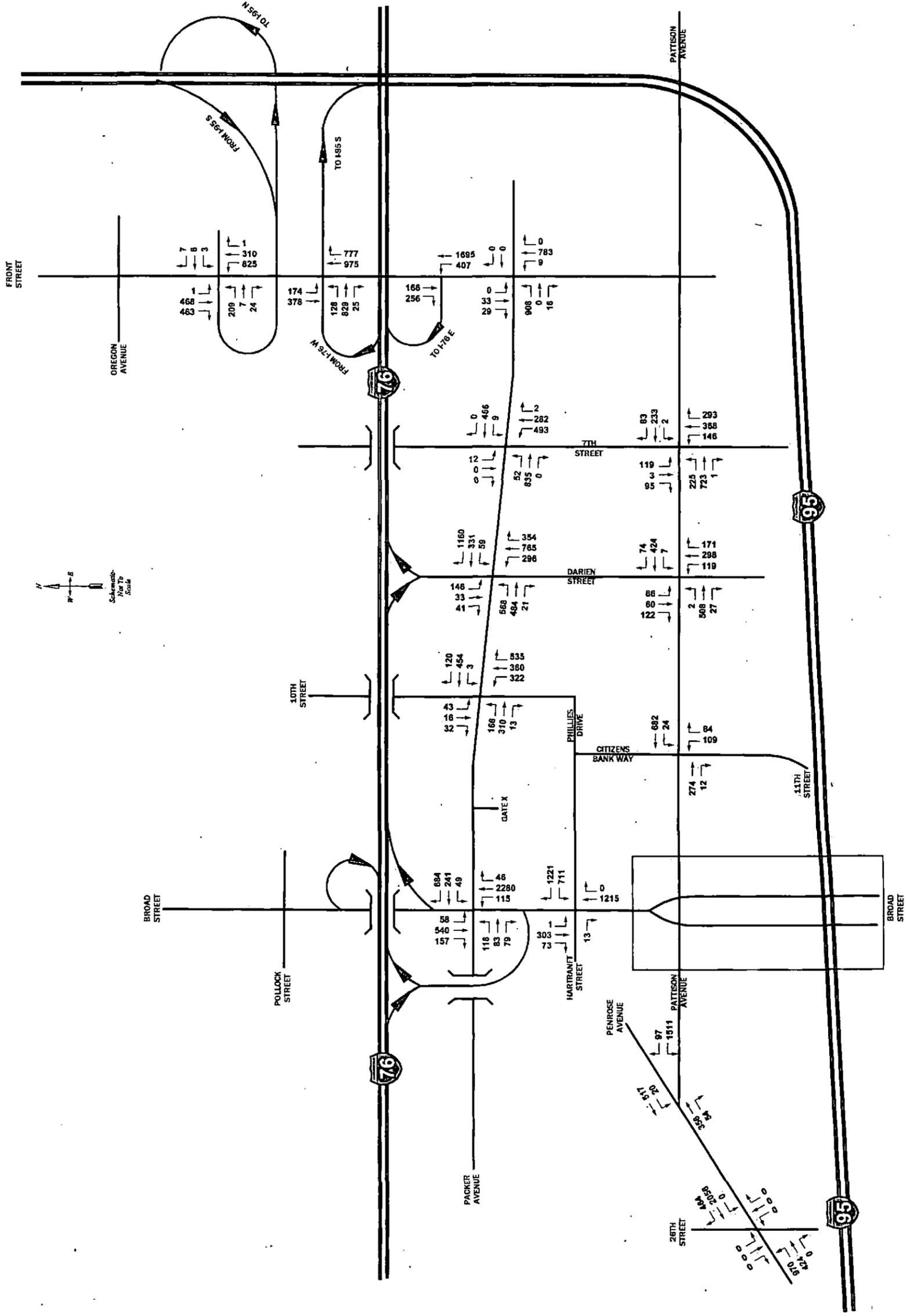
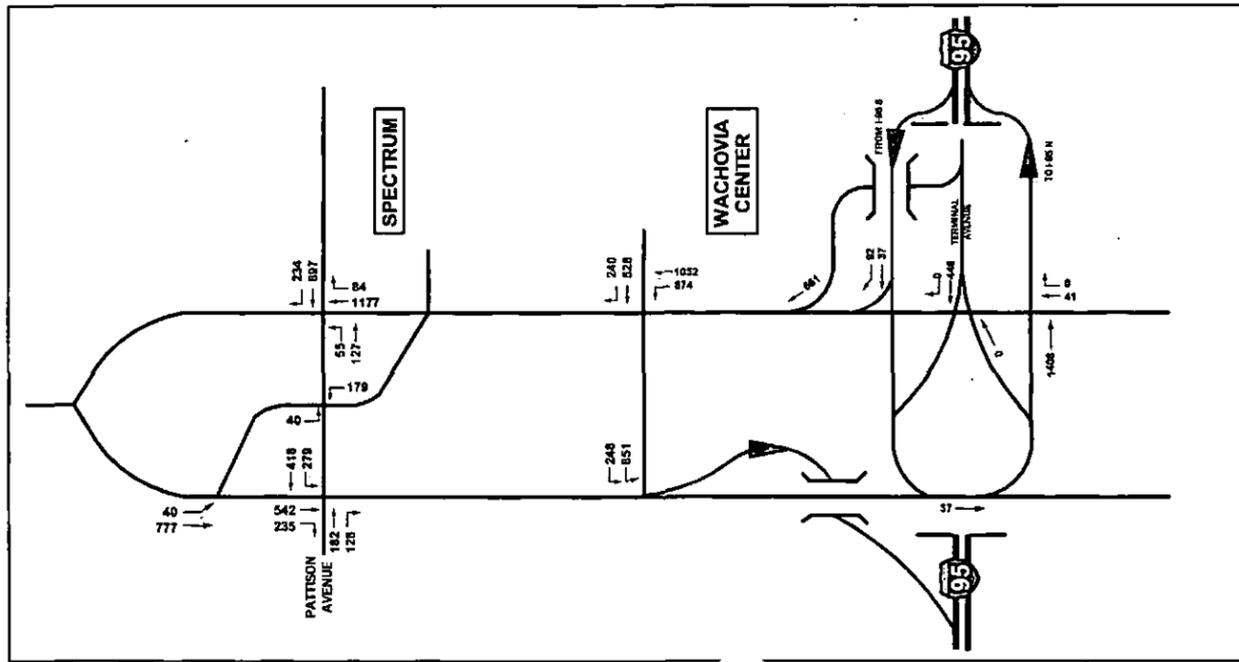


Eagles Pre-Game Peak Hour (11:00AM to 12:00PM) Traffic Volumes

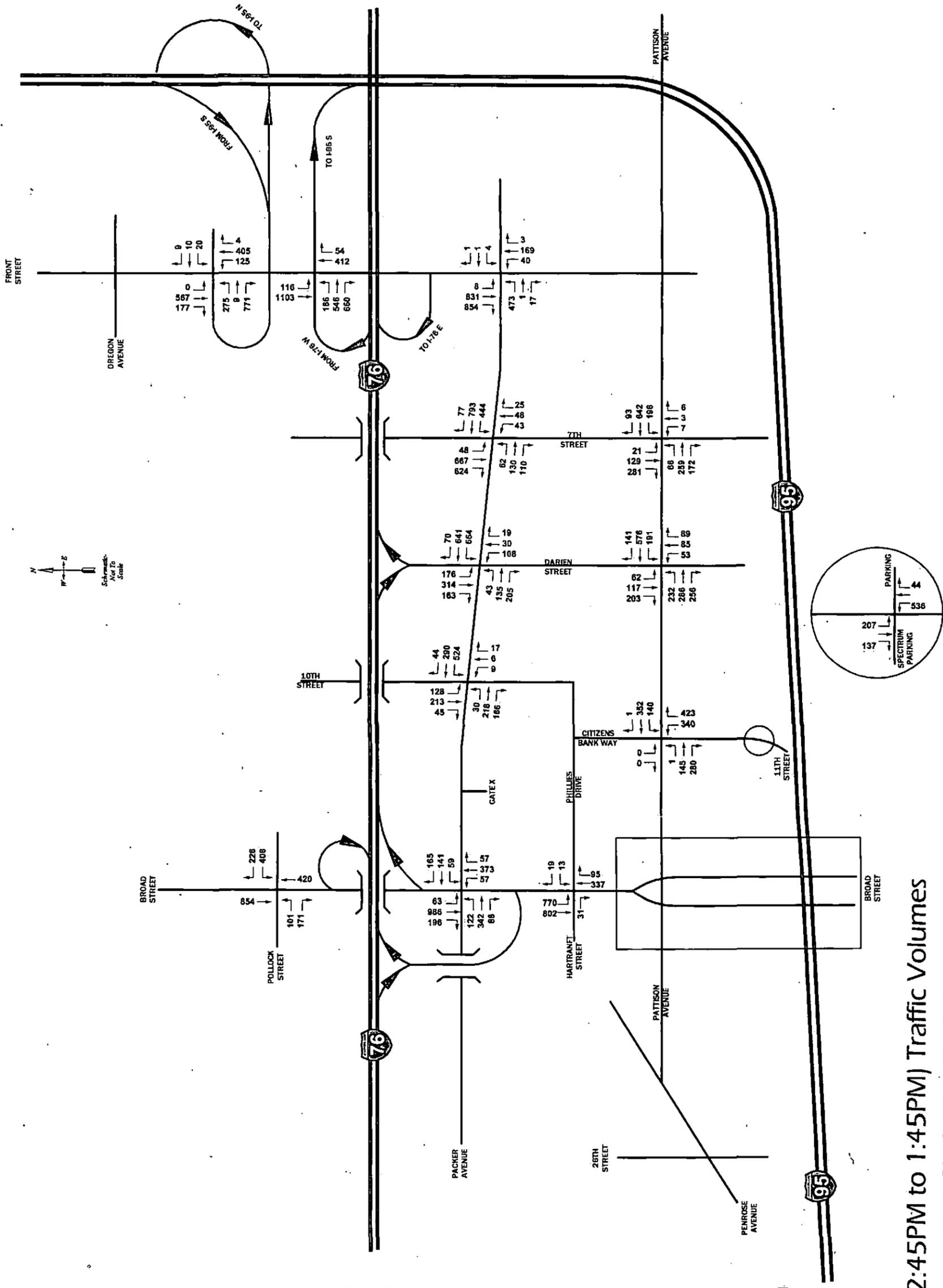
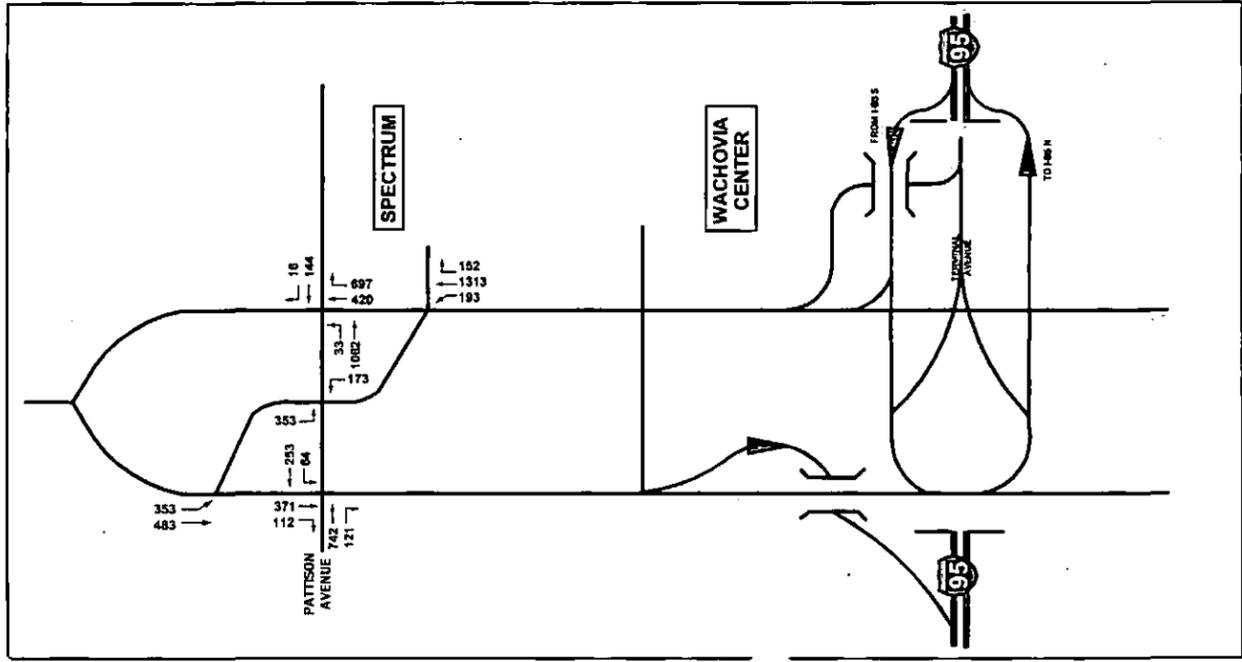
# TRAFFIC AND PARKING STUDY SPORTS COMPLEX SPECIAL SERVICES DISTRICT

CITY OF PHILADELPHIA, PA





**FIGURE 0**  
 Eagles Post-Game Peak Hour Traffic Volumes  
**TRAFFIC AND PARKING STUDY**  
**SPORTS COMPLEX SPECIAL SERVICES DISTRICT**  
**CITY OF PHILADELPHIA, PA**



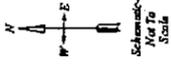
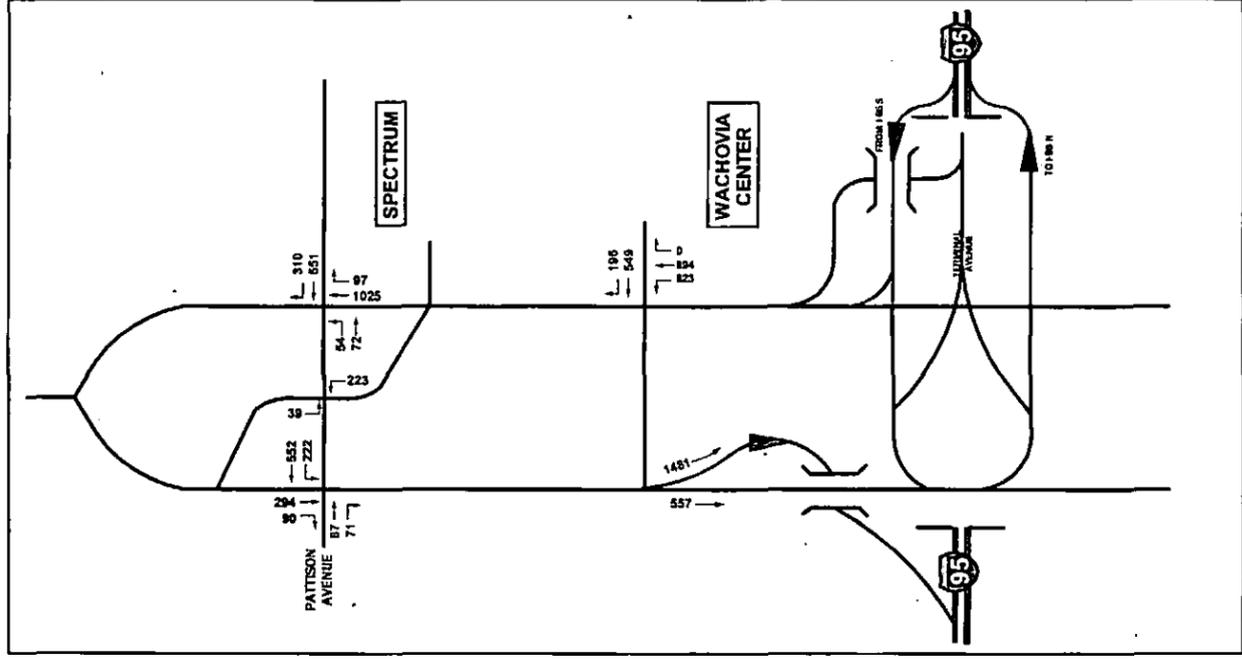
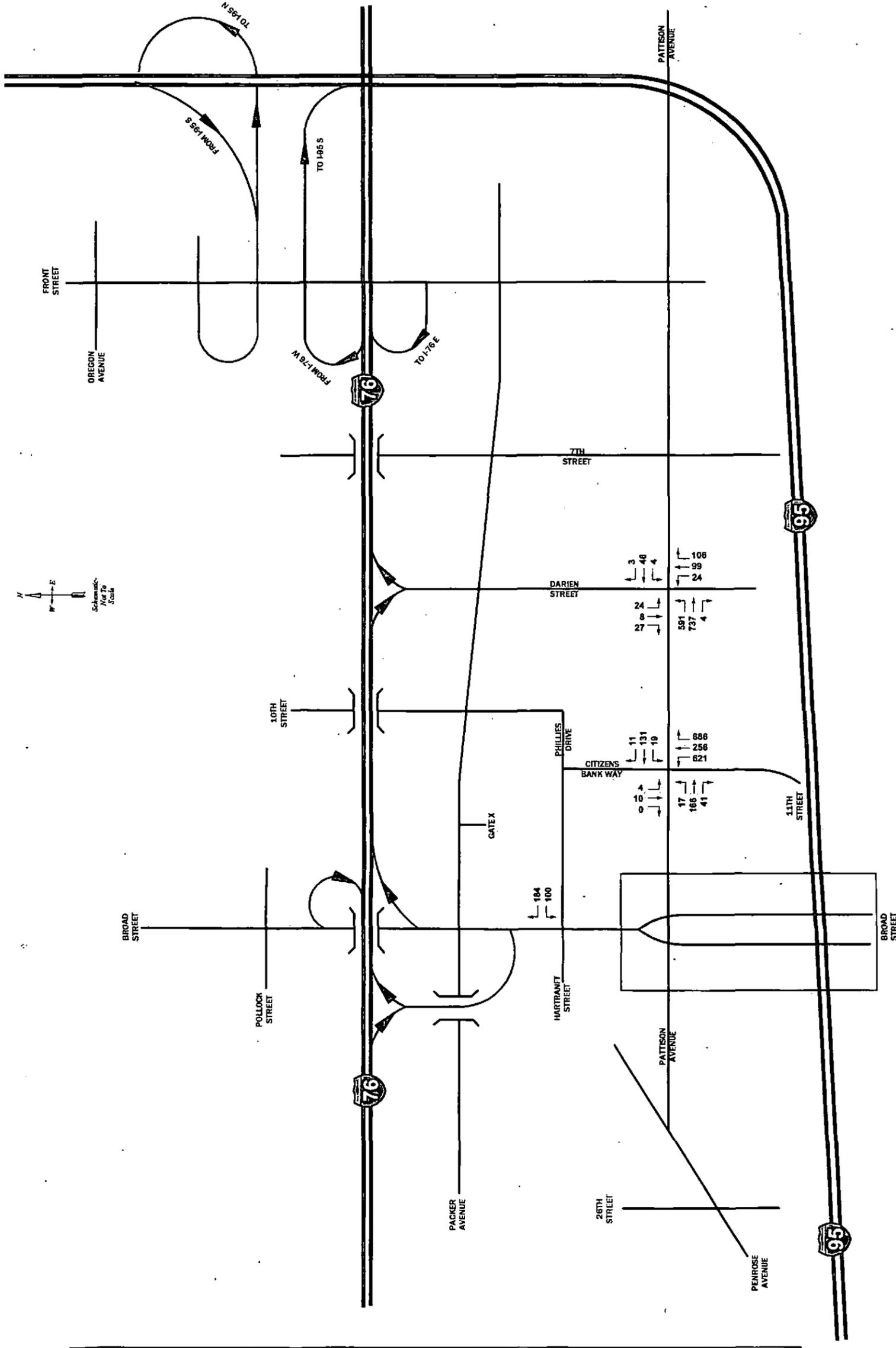
Phillies Pre-Game Peak Hour (12:45PM to 1:45PM) Traffic Volumes

# TRAFFIC AND PARKING STUDY SPORTS COMPLEX SPECIAL SERVICES DISTRICT

CITY OF PHILADELPHIA, PA





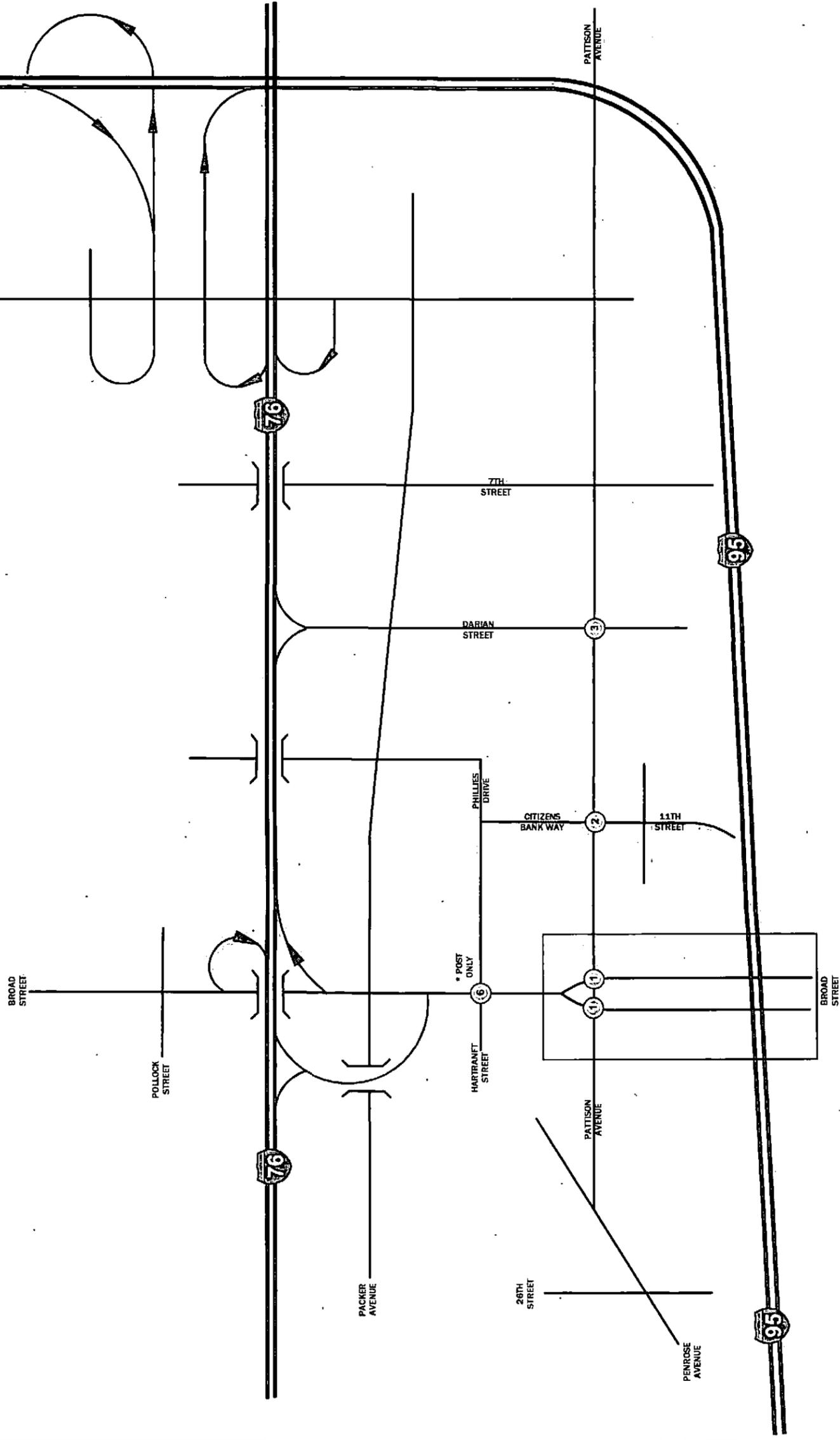
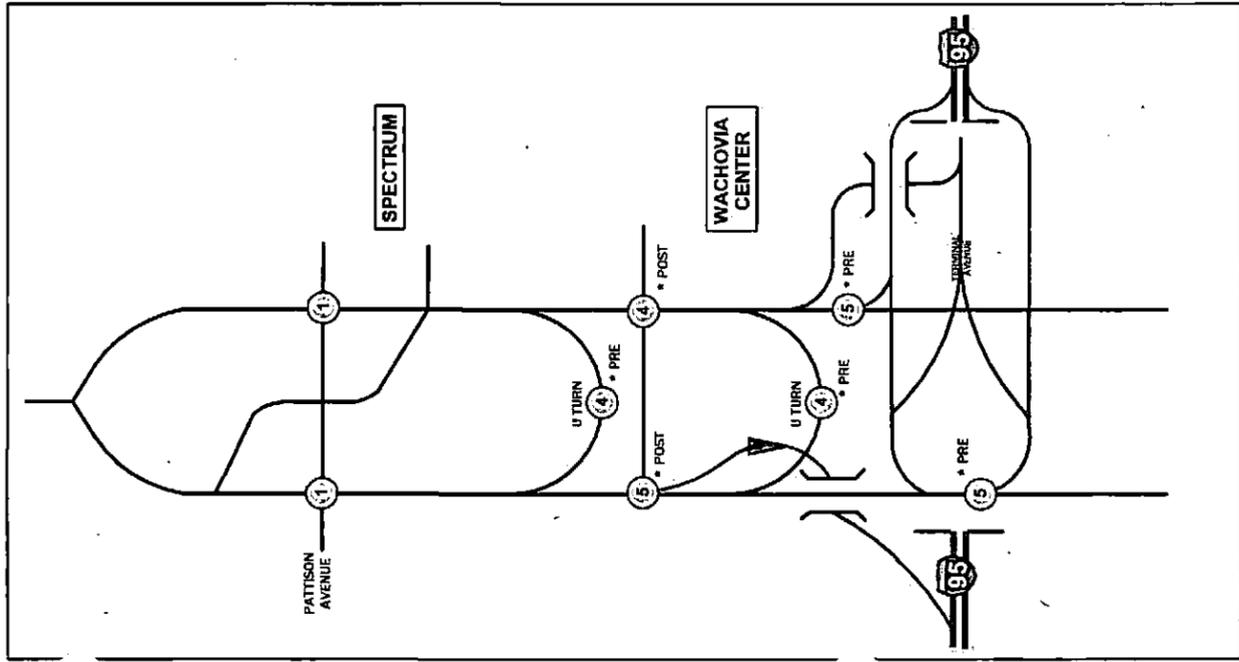


Flyers Post-Game Peak Hour (9:00PM to 10:00PM) Traffic Volumes

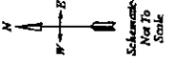
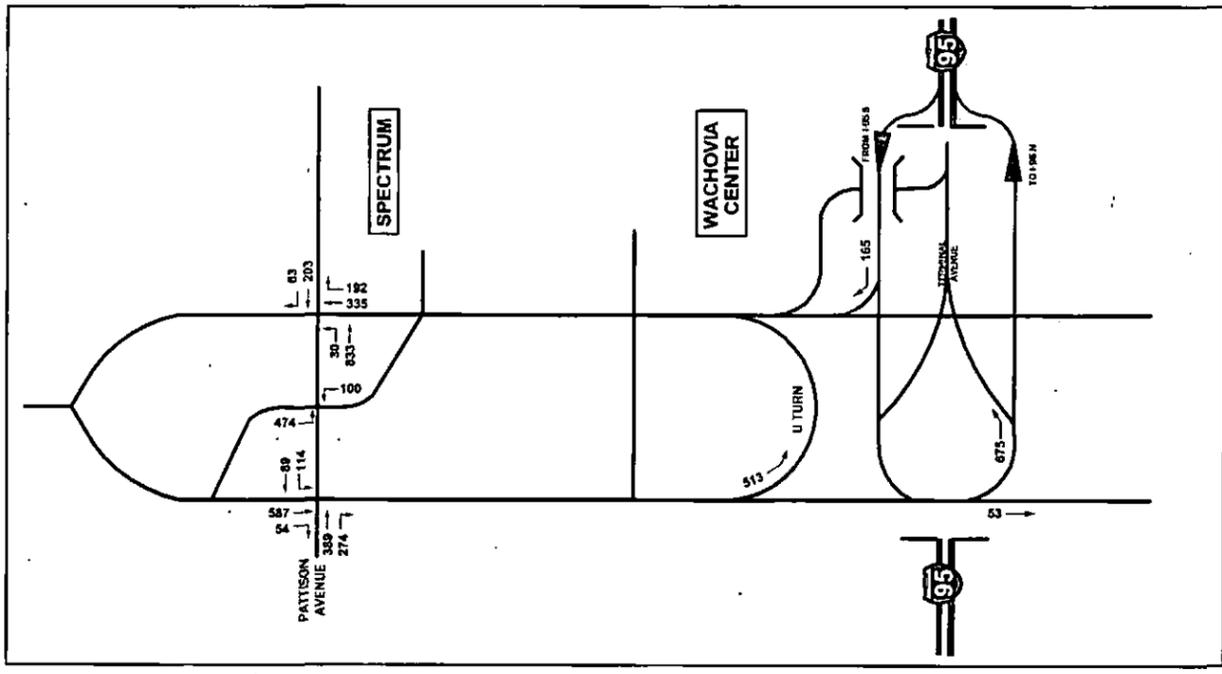
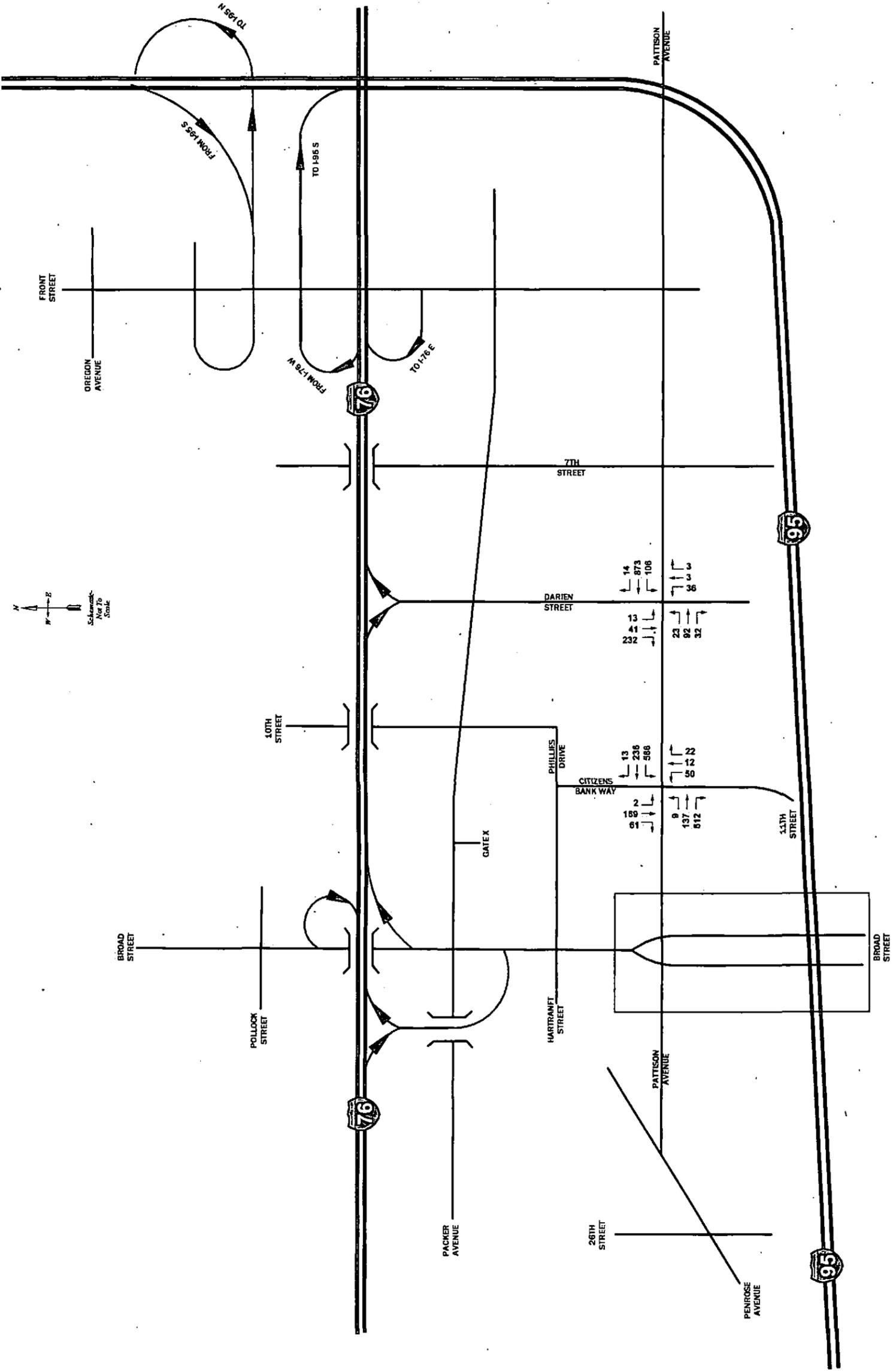
# TRAFFIC AND PARKING STUDY SPORTS COMPLEX SPECIAL SERVICES DISTRICT

CITY OF PHILADELPHIA, PA





**FIGURE 0**  
 Count Locations For Flyers  
**TRAFFIC AND PARKING STUDY**  
**SPORTS COMPLEX SPECIAL SERVICES DISTRICT**  
**CITY OF PHILADELPHIA, PA**



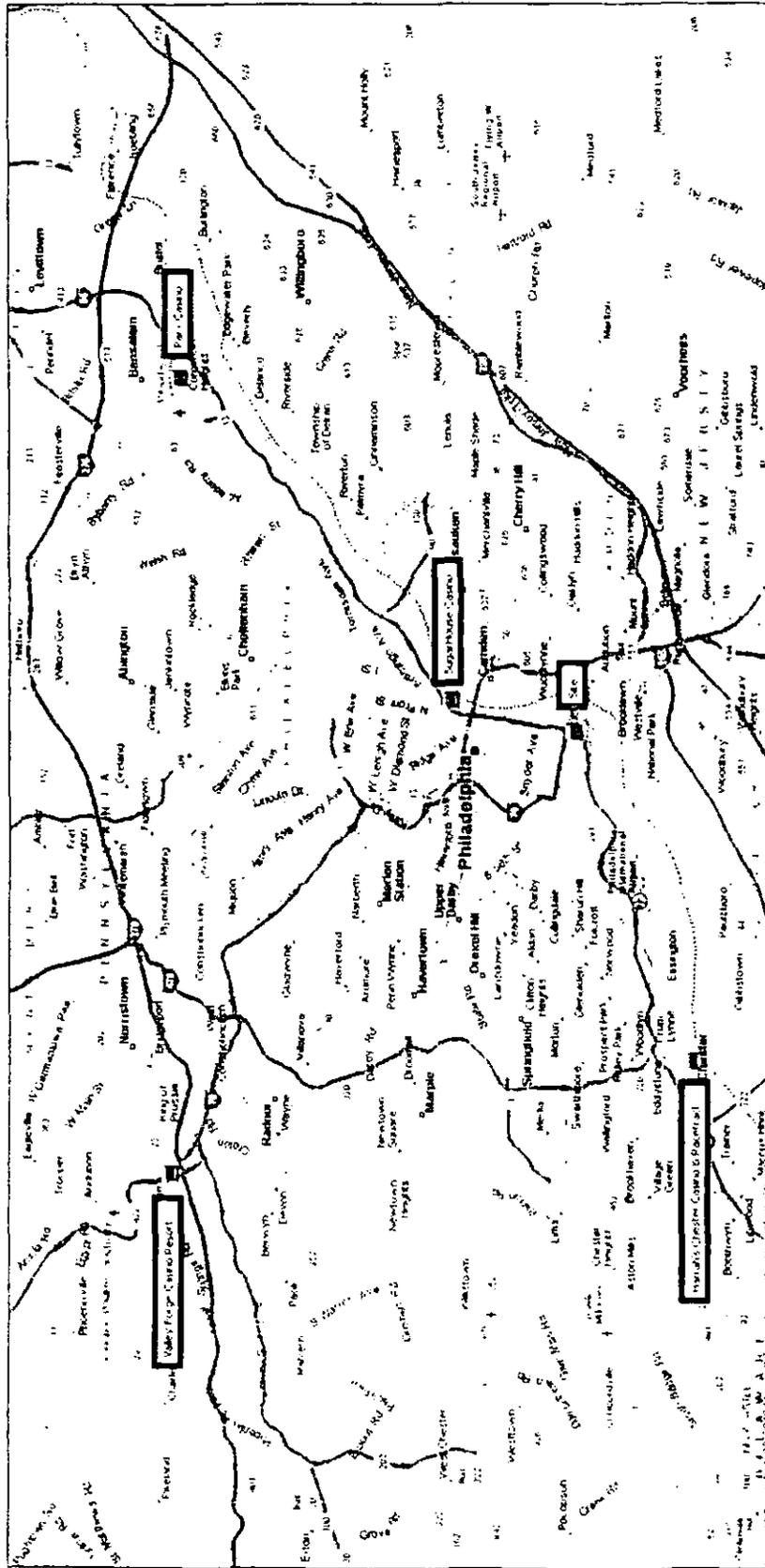
Flyers Pre-Game Peak Hour (6:00PM to 7:00PM) Traffic Volumes

# TRAFFIC AND PARKING STUDY SPORTS COMPLEX SPECIAL SERVICES DISTRICT

CITY OF PHILADELPHIA, PA



# Philadelphia Area Casinos



Name	Distance
SugarHouse Casino	4.0 Miles
Harrah's Chester Casino & Racetrack	10.8 Miles
Parx Casino	16.8 Miles
Valley Forge Casino Resort	19.1 Miles

*PHL LOCAL GAMING, LLC*

Slot Operator and Management Company – Application and Disclosure Information Form

APPENDIX 36: PROVIDE DETAILS OF A COMPULSIVE OR PROBLEM GAMBLING PLAN.

.....

PHL LOCAL GAMING LLC  
RESPONSIBLE GAMING

Responsible Gaming Policy

PHL Local Gaming LLC's ("PHL") is committed to making responsible gaming an integral part of our daily operations. This commitment will encompass all aspects of our business, from employee assistance and training to alcohol service, advertising and marketing. PHL will support efforts for research and public awareness surrounding responsible gaming and underage gaming.

Employees

- All new team members will be educated about responsible gaming. We will also provide materials describing responsible gaming and where to find assistance. The materials will always be readily visible and available.
- PHL will train gaming floor team members on responsible gaming and provide periodic refresher training.
- PHL will implement communications programs for team members to improve their understanding of responsible gaming and related policies and procedures.
- Responsible gaming awareness signage will be posted in several areas in the back of the house for ongoing awareness.

Patrons

- PHL will make available brochures describing responsible gaming and where to find assistance. These will be available and visible in gaming areas and at ATMs.
- PHL's website will contain information describing responsible gaming and where to find assistance
- PHL will provide opportunities for patrons to request in writing that they not be sent promotional mailings and revocation of their privileges for players cards and on-site check cashing.
- PHL will post signage that can be easily read with a toll free help line number.

Advertising and Marketing

PHL's marketing will:

- Contain a responsible gaming message and, when practical, a toll free help line number.
- Reflect generally accepted contemporary standards of good taste.

*JP 11/14/12*

*PHL LOCAL GAMING, LLC*

*Slot Operator and Management Company – Application and Disclosure Information Form*

- Comply with all state and federal standards to make no false claims or misleading standards.
- Strive to place advertising in demographically appropriate venues.

*JP 11/14/12*

PHL LOCAL GAMING, LLC

Slot Operator and Management Company – Application and Disclosure Information Form

APPENDIX 38: AS REQUIRED BY §1325 OF THE GAMING ACT, APPLICANT MUST ADDRESS EACH ITEM LISTED IN THIS SECTION. IF AN ITEM DOES NOT APPLY, THE APPLICANT MUST STATE THAT IN RESPONSE TO EACH ITEM LISTED. PROVIDE A PLAN, WITH DETAILS, FOR THE FOLLOWING:

- (1) THE LOCATION AND QUALITY OF THE PROPOSED FACILITY, INCLUDING, BUT NOT LIMITED TO, ROAD AND TRANSIT ACCESS, PARKING AND CENTRALITY TO MARKET SERVICE AREA;
- (2) THE POTENTIAL FOR NEW JOB CREATION AND ECONOMIC DEVELOPMENT WHICH WILL RESULT FROM GRANTING A LICENSE TO THE APPLICANT;
- (3) THE APPLICANT'S GOOD FAITH PLAN TO RECRUIT, TRAIN AND UPGRADE DIVERSITY IN ALL EMPLOYMENT CLASSIFICATIONS IN THE FACILITY;
- (4) THE APPLICANT'S GOOD FAITH PLAN FOR ENHANCING THE REPRESENTATION OF DIVERSE GROUPS IN THE OPERATION OF ITS FACILITY THROUGH THE OWNERSHIP AND OPERATION OF BUSINESS ENTERPRISES ASSOCIATED WITH OR UTILIZED BY ITS FACILITY OR THROUGH THE PROVISION OF GOODS OR SERVICES UTILIZED BY ITS FACILITY AND THROUGH THE PARTICIPATION IN THE OWNERSHIP OF THE APPLICANT. PROVIDE SPECIFIC INFORMATION REGARDING THE DIVERSITY IN OWNERSHIP OF THE APPLICANT, I.E. MINORITIES, WOMEN;
- (5) THE APPLICANT'S GOOD FAITH EFFORT TO ASSURE THAT ALL PERSONS ARE ACCORDED EQUALITY OF OPPORTUNITY IN EMPLOYMENT AND CONTRACTING BY IT AND ANY CONTRACTORS, SUBCONTRACTORS, ASSIGNEES, LESSEES, AGENTS, GAMING SERVICE PROVIDERS AND SUPPLIERS IT MAY EMPLOY DIRECTLY OR INDIRECTLY;
- (6) THE HISTORY AND SUCCESS OF THE APPLICANT IN DEVELOPING TOURISM FACILITIES ANCILLARY TO GAMING DEVELOPMENT, IF APPLICABLE TO THE APPLICANT;
- (7) THE DEGREE TO WHICH THE APPLICANT PRESENTS A PLAN FOR THE PROJECT WHICH WILL LIKELY LEAD TO THE CREATION OF QUALITY, LIVING-WAGE JOBS AND FULL-TIME PERMANENT JOBS FOR RESIDENTS OF THIS COMMONWEALTH GENERALLY AND FOR RESIDENTS OF THE HOST POLITICAL SUBDIVISION IN PARTICULAR;
- (8) THE RECORD OF THE APPLICANT AND ITS DEVELOPER IN MEETING COMMITMENTS TO LOCAL AGENCIES, COMMUNITY-BASED ORGANIZATIONS AND EMPLOYEES IN OTHER LOCATIONS;
- (9) THE DEGREE TO WHICH POTENTIAL ADVERSE EFFECTS WHICH MIGHT RESULT FROM THE PROJECT, INCLUDING COSTS OF MEETING THE INCREASED DEMAND FOR PUBLIC HEALTH CARE, CHILD CARE, PUBLIC TRANSPORTATION, AFFORDABLE HOUSING AND SOCIAL SERVICES, WILL BE MITIGATED;
- (10) THE RECORD OF THE APPLICANT AND ITS DEVELOPER REGARDING COMPLIANCE WITH
  - (I) FEDERAL, STATE AND LOCAL DISCRIMINATION, WAGE AND HOUR, DISABILITY AND OCCUPATIONAL AND ENVIRONMENTAL HEALTH AND SAFETY LAWS AS WELL AS
  - (II) STATE AND LOCAL LABOR RELATIONS AND EMPLOYMENT LAWS;
  - (III) THE APPLICANT'S RECORD IN DEALING WITH ITS EMPLOYEES AND THEIR REPRESENTATIVES AT OTHER LOCATIONS.

.....

(1) The proposed facility will be located at 3333 South Front Street in Philadelphia. Attached to this application are the traffic impact study prepared by Langan Engineering & Environmental Services, the Site Impact Study prepared by James A. Clancy, PE, the Economic Impact of the Planned Casino Revolution Study prepared by Klas Robinson Hospitality Consulting, and the Casino Revolution Market Assessment and Pro Forma Financial Analysis prepared by Morowitz Gaming Advisors, LLC.

*J.A. 11/14/12*

*PHL LOCAL GAMING, LLC*

*Slot Operator and Management Company – Application and Disclosure Information Form*

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- (2) Please see the attached Economic Impact of the Planned Casino Revolution Study prepared by Klas Robinson Hospitality Consulting, and the Casino Revolution Market Assessment and Pro Forma Financial Analysis prepared by Morowitz Gaming Advisors, LLC.
- (3) Please see the attached Casino Revolution Diversity Plan.
- (4) Please see the attached Casino Revolution Diversity Plan. As for the diversity of the ownership, please refer to the Slot Operator and Management Company Application and Disclosure Form submitted by owner PHL Local Gaming LLC.
- (5) Please see the attached Casino Revolution Diversity Plan.
- (6) Does Not Apply.
- (7) Please see the attached Economic Impact of the Planned Casino Revolution Study prepared by Klas Robinson Hospitality Consulting, specifically at page 12.
- (8) Merit PHL is a newly formed LLC with no history in this area; however, its owner and president, Joseph Canfora has developed, directed operations at and managed some of the premier local market casinos throughout the country, including in Illinois, (including the Chicagoland area) Louisiana, Mississippi, Missouri and Las Vegas, Nevada. Mr. Canfora has had excellent relationships with all levels of governing bodies, from municipal to state to local Native American tribes and has met all of his commitments and obligations.
- (9) Due to the location of the proposed casino and hotel in an area with no housing or neighborhoods close to the sports complex, we do not anticipate any adverse impact on public health care, child care, public transportation, affordable housing or social services.
- (10) Merit PHL is a newly formed entity with no relevant record. Its owner and president, Joseph Canfora has an excellent compliance record with all federal, state, and local laws.

# PHL LOCAL GAMING LLC DIVERSITY PLAN

## I. DIVERSITY POLICY

PHL Local Gaming LLC's ("PHL") Diversity Plan is intended to facilitate equal employment opportunities throughout its workforce and insure equal opportunities in its purchasing and contracting efforts.

- PHL is committed to recruiting, employing, training and advancing people without regard to race, color, national origin, ancestry, sex, sexual orientation, sexual identity and expression, marital status, family status, lifestyle, age, culture, religion, military and veteran status, citizenship, or disability.
- PHL is committed to offering opportunities to vendors, suppliers, contractors and other service providers from throughout Cumberland County and surrounding counties to enhance the participation of all groups in the success of our facility and to insure opportunities to and inclusion of minority and women owned businesses.
- PHL will require that its contractors and vendors practice equal opportunity policies when they deal with others who provide goods or services to us.

## II. EQUAL EMPLOYMENT OPPORTUNITY

### *Policy*

PHL recognizes that equal treatment of employees on the basis of merit will consistently maintain PHL's effectiveness in operating its gaming business while further enhancing the economic progress and professional growth of its employees.

PHL's senior management and employees will comply with both the intent and spirit of federal and state legislation, as well as Pennsylvania Gaming Control Board ("Gaming Board") regulations, in providing affirmative action and equal employment opportunity without regard to race, color, sex, national origin, creed, age, ancestry, marital status, nationality, liability for service in the U.S. Armed Forces, disability, perceived disability or status as rehabilitated offenders, except when age or sex are bona fide occupational qualifications or when reasonable accommodation for mental or physical disabilities cannot be made due to an undue hardship on the operation of its business or if the disability presents a real and imminent danger to the safety of the individual or others in the workplace.

PHL's management will take reasonable, positive steps to comply with this policy while fulfilling its mission statement which is to provide fun, excitement and entertainment for its customers, to reach its goal to maximize profitability, and to accomplish this by relying on a staff of dedicated, satisfied customer-oriented employees to both attract new customers and serve a broad base of repeat customers.

#### *Procedures*

To make certain that employees, prospective employees and others are aware that PHL is an Equal Opportunity Employer, the following steps will be taken:

##### *Internal Dissemination*

1. PHL's EEO policy will be indicated in its Employee Handbook. The Handbook will be distributed to all employees, each of whom will be required to sign a statement that he or she has read and understands the policies set forth therein.
2. Information concerning the EEO program will be included in new employee orientation training which will be mandatory for all newly hired employees.
3. Affirmative action efforts will be discussed on a periodic basis at executive staff meetings.
4. Supervisory personnel will acquaint their non-supervisory employees with the EEO policy and their individual responsibilities for implementing it.
5. Employment applications will state that PHL is an Equal Opportunity Employer and has an affirmative action program.
6. Job postings will state that PHL is an Equal Opportunity Employer.
7. EEO signage will be posted in the Human Resources office and in other back of the house areas.

##### *External Dissemination*

1. PHL will notify employment agencies and other recruitment sources of PHL's policies for equal employment opportunity and affirmative action and advise them that referrals should include both minority and female candidates.
2. All employment advertisements placed in newspapers or advertising mediums will make reference to PHL as an Equal Opportunity Employer.
3. PHL will notify contractors, subcontractors, vendors and suppliers of PHL's policies for equal employment opportunity and affirmative action and will incorporate an equal opportunity clause in all contracts, leases and purchase orders.

4. PHL will notify local minority and women's organizations, community-based organizations, secondary schools and colleges of PHL's policies through various means, including but not limited to attending functions and meetings, drafting and sending letters, and making telephone contacts.

### III. DIVERSITY PLAN IMPLEMENTATION

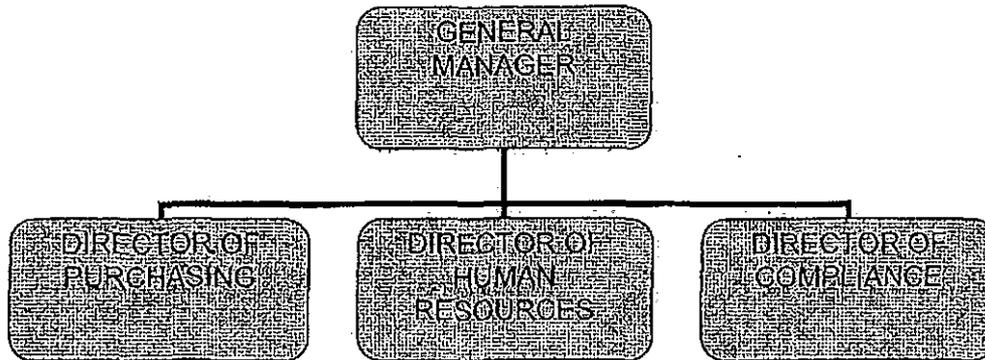
In order to foster successful inclusion programs for employees and vendors, it is critical to have support from the top down. Accordingly, PHL will establish a Diversity Committee to insure compliance and effectiveness in advancing the Company's diversity initiatives. The Committee will act as a facilitator of change to set agendas, and to internally and externally market the Company's goals and objectives.

#### Diversity Committee

The Diversity Committee sets the diversity vision and objectives for PHL. The Committee will meet quarterly, at a minimum, to monitor current initiatives as well as set the direction of future programs. The Committee's duties will include:

- Developing policy statements and diversity programs to effectuate the Diversity Plan.
- Crafting and executing internal and external communication.
- Designing a reporting program that will:
  - Measure the effectiveness of the Diversity Plan against established metrics;
  - Identify areas with opportunities for improvement;
  - Determine the degree to which objectives have been attained;
  - Provide all required statistical reports and documentation to the Gaming Board as required.
  - Assist the purchasing department in fulfilling the goal of creating participation opportunities for diverse groups in the supply of goods and services to the facility.
  - Aid the purchasing department in the development of a diverse vendor and supplier data base in order to better ensure participation by minority, women, and disadvantaged business entities.

The following table shows a sample organization chart\* comprising the Diversity Committee.



PHL's diversity initiatives will fall into three distinct areas, briefly summarized here and more fully described below.

- **Human Resources:** provides opportunity to all minority employees and applicants. Provides training and education programs to promote and develop current and prospective employees. The goal is to have a representative workforce which mirrors the demographics in and around the communities in which PHL is located.
- **Procurement:** provides opportunities to Women, Minority and Disadvantaged Business Enterprises ("W/M/DBE") firms.
- **Construction:** provides opportunity to minority and women owned contractors and facilitates collaboration between large contractors and subcontractors.

PHL will insure a system is in place that provides for accountability.

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\*This is a proposed organization chart. If licensed, PHL will work with the Gaming Board staff to insure compliance with all regulations.

## A. Human Resources

### *Overview*

PHL is committed to insuring a diverse workforce through recruiting and training efforts. PHL also understands that diversity is about far more than just race and gender. Diversity includes factors such as personality, family and parental status, educational background, religious beliefs and work experience. Thus, having a truly diverse work environment benefits all employees by nurturing more effective teams, reducing conflict on the job and creating a greater understanding of its customers.

### *Recruitment*

- A list of job openings will be distributed on a regular basis to *recruitment sources* with the ability to reach disadvantaged persons, community action agencies and minority sources.
- A list of job openings will be distributed on a regular basis to local educational facilities, including colleges, universities, community colleges, trade schools and other organizations that are involved in higher education.
- PHL will also have an informational employment section on its website and list available job openings, and, when possible, links to community action agencies with which PHL has partnered.
- Available positions at PHL will be posted on its website with a brief description and minimum requirements, giving all qualified internal employees and qualified external applicants an opportunity to apply.
- When advertising for employment opportunities, PHL will advertise using typical advertising mediums, including advertising in minority publications in local and surrounding communities, and other publications designed to reach a diverse pool of applicants.
- Human Resources will take appropriate measures to identify and coordinate recruitment efforts with employment sources serving disadvantaged and minority persons.

PHL's employment advertising will target the local areas of diversity to include but not be limited to the following

- State, county and local employment agencies
- Local minority Chambers of Commerce
- Local Universities, Colleges, Community Colleges and Trade Schools
- Local community centers

### Employment Center and Job Fairs

PHL will have an employment center located near the facility. In addition, our employment staff will conduct job fairs in the local community.

### Training & Development

PHL's commitment to its employees does not stop at the recruitment phase. Once hiring begins, which is expected to occur between 3-4 weeks prior to opening, each employee will be trained to include the following:

- Orientation to the Company and Property
- Specific on-the-job training
- Diversity Awareness Training
- Compulsive and Problem Gaming Awareness

The Diversity Committee will work with the Director of Human Resources and will provide general guidance to the property regarding the specific focus for the property and the related Diversity Plan which will include:

- A periodic review of the employment process to examine where employment opportunities are being advertised and whether Human Resources is reaching out to all diverse backgrounds.
- A look at the diversity in the management ranks and benchmark where it is today and look ahead to tomorrow. Ideally, our management diversity would mirror the surrounding markets served by our business. The Diversity Committee will look at new recruiting resources when positions become open.
- Increased level of participation in diversity memberships at the local level. A representative will be assigned to take part in the luncheons and networking events (i.e., Chamber of Commerce) and document their attendance at these events.
- Establishing a Diversity Bulletin Board to be displayed in back-of-house corridors to be changed periodically with the above information, including the Diversity Plan, and contain communications on diversity programs. Other items to include on the Bulletin Board are:
  - Corporate memos that address all employees
  - Property Diversity Initiatives

PHL is committed to providing a workplace that in which its employees feel comfortable and believe that they are given the opportunity for advancement. This translates to a fun and comfortable atmosphere for its customers. PHL can accomplish this by having a well trained and attentive employee base that is representative of the local communities and markets services by its business. It prides itself on the training and development of each individual team member. By emphasizing the career development of each team member, PHL ensures the retention of its most important asset ... its employees!

### Complaint Resolution

PHL will encourage fair treatment of all employees and discourage the harassment, intimidation or coercion of any employee. The process to resolve discrimination and harassment complaints will be as follows:

- If an individual feels that he or she has been a victim of harassment or discrimination in any form by a manager, supervisor, co-worker, customer, client or any other person in connection with his or her employment, the employee should notify his or her supervisor, and an assigned member of the Human Resources Department, of the alleged incident or problem immediately. If the complaint involves the team member's direct supervisor or someone in the team member's direct line of supervision, he or she should contact the assigned member of the Human Resources Department. If an employee is uncomfortable with discussing this matter with the designated manager and/or supervisor or is not satisfied with the action taken by the designated manager and/or supervisor, he or she may select to bypass these individuals and notify the Human Resource Department immediately.
- Supervisors and managers should take each complaint of harassment/discrimination seriously and should not make judgments or render opinions as to the validity of the complaint. Each complaint brought to the attention of a supervisor/manager must be reported to the Human Resources Department by that supervisor/manager immediately.
- All allegations will be investigated by the Human Resources Department in a timely and confidential manner. They will take appropriate corrective action when warranted. Any team member who is found, as a result of an investigation, to have engaged in harassment or discrimination is in violation of this policy and will be subject to appropriate disciplinary action, up to and including termination of employment. Retaliation in any form against any team member who exercises his or her rights to make a complaint is strictly prohibited and will itself be cause for appropriate disciplinary action up to and including termination of employment.

## B. Procurement

### Procurement Diversity Fundamentals

- Departments that have delegated purchasing authority (i.e., Marketing, Facilities) will be strongly encouraged (required when possible) to solicit bids from at least one W/M/DBE in every bid process.
- PHL will identify and carve out pieces of large business that smaller W/M/DBE suppliers can handle. The Diversity Committee will coordinate with PHL Procurement and work with suppliers to determine opportunities. PHL will also document and market these successes.
- Many smaller suppliers typically provide services/products that are not specific to the general purchasing functions. All departments will be accountable to the General Manager to make their best efforts to include W/M/DBE's in their bid process.
- PHL will participate in local diversity organizations.
- We will identify staffing resources which will have responsibility for identification and development of W/M/DBE supplier base.
- Establish mentoring and facilitation programs.
- Increase public awareness by communicating procurement opportunities.
- Partner large national suppliers with local and regional suppliers.

### Procurement Initiatives

- Community Outreach – Establish participation and representation in national and local supplier diversity councils.
  - Identify qualified local and regional suppliers by collaborating with state and local organizations and councils.
- Procurement Resources
  - Leverage corporate and current operations staffing resources to implement the Diversity Plan.
  - Internal training and development for diversity programs.

- Quarterly measurement and reporting programs.

### Community Outreach

We embrace diversity not as a thing we have to do but as the right thing to do. Our *commitment to the community has its roots in the desire to reach out and partner with the appropriate local, state, national business/community groups and the regulatory agencies to support our mutual diversity initiatives.*

Our planned Pennsylvania community membership and resource outlets include:

- Minority Supplier Development Council of PA-NJ-DE
- The Pennsylvania Minority Business Development Council
- Bureau of Minority & Women Business Opportunities
- The Women's Business Development Center of Pennsylvania
- Local Chambers

PHL will collaborate and utilize the resources of existing state agencies of the Commonwealth such as the Pennsylvania Bureau of Minority and Women Business Opportunities ("BMWBO") and the Department of General Services for the purpose of supplier certification verification, small business development and new opportunities.

## **C. Construction**

### Overview

PHL will promote diversity by actively soliciting diverse participation in the bidding and negotiating process, both for contractors and subcontractors, and by fairly and objectively seeking to engage the most qualified contractors, subcontractors, vendors, suppliers and consultants when engaging in construction projects, including new construction, expansion projects and renovation efforts.

### Community Outreach

To ensure the broadest base of community, minority and women involvement in the construction process in Pennsylvania, PHL will work closely with the following organizations to assist in identifying qualified contractors:

- NAMCA (National Association of Minority Contractors Association)
- AIA (American Institute of Architects)
- ASID (American Society of Interior Designers)
- National Minority Supplier Development Council

PHL also plans to work with the following local organizations:

- Minority Supplier Development Council of PA-NJ-DE (MSDC);
- The PA Minority Business Development Council;
- Women's Business Enterprise National Council (WBENC);

If a qualified W/M/DBE does not meet required bonding requirements, yet is otherwise capable, PHL will encourage partnership with larger qualified businesses to enhance visibility and facilitate growth of the smaller business.

To assure the widest variety of qualified Pennsylvania participants, PHL will create public awareness of the construction opportunities afforded by this project by publicity notices and advertisements. Advertising will be directed to and placed in a variety of outlets, including ethnic specific media outlets focused in print, television and radio. PHL will also reach out to trade associations as listed above.

PHL has discussed several aspects of the Diversity Plan through community outreach and the use of technology. A critical component of this Diversity Plan is supplier qualification. One of the biggest challenges the smaller suppliers face is that they do not fully understand PHL's business and its associated needs. PHL is very proactive in this area and reaches out to suppliers to explain our business, culture and plans.

#### Contractor Performance Standards

PHL encourages the following high performance standards for its contractors and subcontractors:

- Contractors must be licensed in Pennsylvania in order to encourage growth and positive economic impact on state and local economies.
- Designated contractors will be required to employ licensed Pennsylvania subcontractors and both will be required to obtain bids from minority and women based businesses where feasible.
- Require participation by the general contractor in a building and construction trades apprentice programs
  - The stated goal of PHL's construction department is to develop a pool of qualified local residents who are able to meet the admission requirements and demands of trade union apprenticeships programs
- Must be a viable business with the appropriate business and contractor licenses
- Possess reliable and timely distribution

- Must have Internet capabilities
- Be financially stable
- Offer competitive pricing
- Have product or service expertise
- If they are a W/M/BDE, they must be certified as such.

During the bidding and procurement phase, PHL will competitively bid or negotiate every project and seek to include qualified local W/M/DBE's in the process where it is feasible. Contractor and construction management contracts will be sought with companies that have the appropriate experience commensurate with the size, scope and complexity of the project.

Reporting is a key tool that enables us to accurately measure the success of PHL's diversity efforts. Contractors will be required to include minority and women owned businesses in the subcontractor bidding and negotiation process whenever available and maintain accurate records detailing the reasons that any W/M/DBE could not be utilized.

#### **D. Reporting**

Measurement programs are critical to the success of any diversity program. PHL has outlined many different aspects of its Diversity Plan, but they would be meaningless if it did not have effective, real time tools to measure its effectiveness.

PHL will have quarterly reporting requirements to gauge its effectiveness. PHL will track the following:

1. Employment data (i.e., job classifications, salary information, recruitment and training);
2. The total number and value of all contracts or transactions awarded for goods and services;
3. The total number and value of all contracts awarded to minority and women's business enterprises;
4. A list of each contract or transaction awarded to minority and women's business enterprises and the actual value of each contract or transaction;
5. The total number and value of all contracts awarded that contain a participation plan;

6. The total number and value of all subcontracts awarded to minority and women's business enterprises under contracts containing a participation plan;
7. A list of each subcontract awarded to minority or women's business enterprises under contracts containing a participation plan and the actual value of each subcontract;
8. A comprehensive description of all efforts made by the regulated entity to monitor and enforce the participation plan;
9. Information on minority and women investment, equity ownership and other ownership or management opportunities initiated or promoted by the regulated entity; and
10. Other information requested in writing by the Gaming Board to ensure compliance with the Act.

**E. Conclusion**

In order for this Diversity Plan to be fully effective, PHL needs to work closely with the Gaming Board, other governmental agencies as well as other advocacy groups as it implements this Diversity Plan. Collaboration and partnership (getting all respective parties to take personal ownership and pride) is truly the key to success. PHL encourages an open dialog with all respective parties as it moves forward on this exciting opportunity.

PHL is continually exploring new ideas and concepts as a responsible business in the gaming industry. The Diversity Plan is not a static document and as it continually evolves our programs and practices, PHL is committed to incorporating these enhancements in its proposed operations in the Commonwealth.

**ECONOMIC IMPACT OF THE  
PLANNED CASINO REVOLUTION  
(ACCELERATED OPENING)**

**PHILADELPHIA, PENNSYLVANIA**

**FEBRUARY 2013**





# Klas Robinson<sup>QED</sup>

HOSPITALITY CONSULTING

11200 Vincent Avenue South  
Minneapolis, MN 55431  
toll free 800.475.8140  
fax 952.833.0707

Att: Joseph G. Procacci  
PHL Local Gaming LLC  
3333 S. Front Street  
Philadelphia, PA 19148

Dear Mr. Procacci:

KlasRobinson Q.E.D. is pleased to present the accompanying report entitled: "Economic Impact of the Planned Casino Revolution (Accelerated Opening)," which has been prepared in accordance with our engagement letter. The report presents an analysis of the economic impact of the planned development on local and state economies, including tax revenue generated to the local, state and federal governments. We have also examined the impact of the planned casino and hotel complex on employment, state and federal government services and tourism.

Our analysis is based on the facilities, utilization estimates and financial projections provided by members of the project team, as well as figures provided by various state agencies pertaining to issues such as employment information. No effort has been made to obtain independent verification of the source data, which has been assumed to be accurate. Under the terms of our engagement we are under no obligation to revise this report to reflect events occurring after the completion date shown below.

Our report is intended for PHL Local Gaming, LLC, Casino Revolution and other members of the project team for use in public relations and lobbying efforts. It may, therefore, be distributed to the press, to various interest groups and to governmental representatives. Under no circumstances can this report be used for financing. Publication of the report or any information contained therein in any manner must explicitly indicate that it was prepared by KlasRobinson Q.E.D.

February 5, 2013

KlasRobinson Q.E.D.

James M. Klas  
Founder & Principal

Matthew S. Robinson  
Founder & Principal

# ECONOMIC IMPACT OF PLANNED CASINO REVOLUTION (ACCELERATED OPENING)

Letter of Transmittal

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**ADDENDUM:** PROFILE OF **KlasRobinson** Q.E.D.

# **INTRODUCTION**

## **BACKGROUND**

In pursuit of the Philadelphia, Pennsylvania gaming license, PHL Local Gaming, LLC has proposed Casino Revolution, a major casino hotel development at 3333 S. Front Street in Philadelphia, Pennsylvania.

In an effort to better educate the public and to provide current, factual, supportable information to submit to Federal, State and Local governments, PHL Local Gaming, LLC has commissioned a study demonstrating the economic benefits of the planned Casino Revolution development.

KlasRobinson Q.E.D. was selected to perform this study due to its accumulated experience in analyzing casinos throughout the United States, as well as its experience in estimating the economic impact of individual projects and entire industries. For additional information on KlasRobinson Q.E.D. refer to the addendum. Q.E.D. ∴

## **OBJECTIVE**

The purpose of this study is to quantify, to the extent possible, the benefits accruing from the planned Casino Revolution to Philadelphia County and the State of Pennsylvania. The study provides estimates of the direct, indirect and induced impacts from the planned Casino Revolution complex.

Direct impacts are changes in the industry in which a final demand change is made. In the case of the planned Casino Revolution, direct impacts are those generated directly, including employment, wages, purchases of goods and services, as well as taxes or payments in lieu of taxes paid to the local, state and/or federal governments.

Indirect impacts are changes in the inter-industry purchases as they respond to the demands of the directly affected industry, namely the presence of the planned Casino Revolution operation in the local and regional economy. This includes increased production and subsequent employment, earnings and expenditures at businesses, many located in the area and region, which supply goods and services to the planned Casino Revolution.

Induced impacts are derived from changes in spending from households as income/population increases or decreases due to changes in the production. This includes increased production and subsequent employment, earnings and expenditures at area and regional businesses that supply goods and services to the employees of the planned Casino Revolution complex.

Indeed, as will be apparent, the magnitude of the direct, indirect and induced benefits provides compelling evidence of the overwhelming positive impact that the planned Casino Revolution complex will generate.

## APPROACH & METHODOLOGY

The primary source material for this study was derived from information provided by members of the Casino Revolution project team. Supplemental data was provided by various state and federal agencies pertaining to issues such as existing casino operations, employment and wage information.

Estimates of indirect and induced impact were prepared by Klas Robinson Q.E.D. using the IMPLAN (Impact Analysis for PLANing) economic model originally developed for the USDA Forest Service in cooperation with the Federal Emergency Management Agency and the USDI Bureau of Land Management. The IMPLAN model was developed at the University of Minnesota and is maintained by Minnesota IMPLAN Group in Stillwater. The IMPLAN model has been in use since 1979. The IMPLAN model accounts closely follow the accounting conventions used in the "Input-Output Study of the U.S. Economy" by the Bureau of Economic Analysis and the rectangular format recommended by the United Nations.

Induced impact calculated by the IMPLAN model reflects changes in spending from households as income/population increases or decreases due to changes in production, effectively measuring the impact of wages paid as they cycle through the economy. Indirect impact calculated by the IMPLAN model reflects changes in inter-industry purchases, effectively measuring the impact of expenditures for other goods and services by the tribal enterprises as they too cycle through the economy. Three levels of indirect and induced impact have been calculated: output - equivalent to GDP, employment, and earnings - equivalent to personal income.

## ASSUMPTIONS

The planned Casino Revolution is assumed to include the following facilities:

- ∴ ***A first-class casino with 2,400 slot machines, 80 table games and 25 poker tables, as well as pari-mutuel area***
- ∴ ***A 250-unit upscale connected hotel with fitness center***
- ∴ ***300-seat Buffet, 156-seat café, 100-seat steakhouse, 100-seat Italian restaurant, small coffee shop, several bars and a 3,000 square-foot event area.***
- ∴ ***Small gift/retail shop***

The complex as a whole is assumed to be comparable in quality, if not size, to other first class casinos and casino resort developments in the region.

# **EXECUTIVE SUMMARY**

The following section presents a summary of the findings and conclusions from the February 2013 study entitled, "***Economic Impact of the Planned Casino Revolution (Accelerated Opening)***," conducted by KlasRobinson Q.E.D. on behalf of PHL Local Gaming, LLC.

Q.E.D. ∴

## DIRECT IMPACT

- ∴ Total project cost of \$428.0 million, including an estimated \$65.2 million in construction payroll, which equates to an estimated 1,235 full-time equivalent construction jobs for a period of 12-months.
- ∴ 1,369 jobs at Casino Revolution.
- ∴ Annual payroll of \$34.5 million and an additional \$4.3 million in annual tip income.
- ∴ More than \$1.1 million annually in additional employee benefits over \$800 per year per employee.
- ∴ Annual payroll related tax revenue of almost \$11.5 million.
- ∴ Total annual gaming taxes and regulatory fees are estimated to equal \$141.0 million.
- ∴ Annual Property Taxes are estimated to equal \$4.1 million.
- ∴ Annual Sales and Use Taxes for the State of Pennsylvania are estimated to equal \$1.8 million.
- ∴ Annual Sales and Use Taxes for Philadelphia are estimated to equal \$300,000.
- ∴ Over \$56.5 million in annual purchases for goods and services for on-going operations.
- ∴ 4.1 million annual visitors including 131,000 overnight guests per year.

## MULTIPLIER IMPACT

- ∴ Indirect and induced annual output of \$197.0 million for Philadelphia County and \$250.0 million for the State of Pennsylvania as a whole.
- ∴ Indirect and induced employment of 1,230 jobs for Philadelphia County and 1,819 jobs for the State of Pennsylvania as a whole.
- ∴ Indirect and induced earnings of \$66.0 million for Philadelphia County and \$93.0 million for the State of Pennsylvania as a whole.

SOURCE: KlasRobinson Q.E.D.

# **DIRECT IMPACTS**

## GENERAL

A casino of the magnitude proposed will have a direct impact, not only on Philadelphia County, but on the economy of the entire State of Pennsylvania. Direct expenditures in the form of wages to the new employees, and purchases of goods and services from various suppliers and industries will bring an increased measure of vitality to the area. The following section provides a summary of the estimated levels of employment, revenue for government and direct expenditures that the planned Casino Revolution complex will generate on a stabilized annual basis. All estimates are in current year dollars.

## CONSTRUCTION IMPACT

*The total cost of the planned Casino Revolution project is estimated to equal \$428.0 million to develop. A project of this size is expected to take approximately 12 to 18 months to complete. Approximately 38.0 percent of the total development cost will be comprised of hard construction and site work expenditures, including an estimated \$65.2 million in construction payroll.*

The remaining 62.0 percent will include furnishings, fixtures, equipment, fees, working capital, pre-opening costs, gaming license fees and construction interest. Based on an annual average construction wage of \$52,800, which is considered conservative by industry standards for the area, that equates to *approximately 1,235 full-time equivalent construction jobs, assuming a 12-month construction period.*

## EMPLOYMENT

Based on estimates provided by members of the project team, *the planned Casino Revolution complex is estimated to create approximately 1,369 jobs on a stabilized basis.*

In order to determine the reasonableness of projected employment at the planned Casino Revolution development, we examined the number of employees at other Pennsylvania casino locations. As presented in the following table, the number of employees is divided by the number of gaming devices, resulting in the ratio of employees per device. For the purpose of this comparison a slot machine, poker table or table game is each considered a gaming device.

**PENNSYLVANIA CASINO EMPLOYMENT COMPARISON**

Name	Location	Devices	Hotel Rooms	Employees	Employees Per Device
Valley Forge Casino Resort	King of Prussia	650	488	1,185	1.82
Mohegan Sun at Pocono Downs	Wilkes-Barre	2,416	UC	1,832	0.76
SugarHouse Casino	Philadelphia	1,656		1,098	0.66
Harrah's Philadelphia Casino & Racetrack	Chester	2,919		1,883	0.65
Mount Airy Casino Resort	Mount Pocono	2,145	188	1,315	0.61
Sands Casino Resort	Bethlehem	3,176	300	1,910	0.60
Rivers Casino	Pittsburgh	3,074		1,801	0.59
Hollywood Casino at Penn National	Grantville	2,552		1,389	0.54
Parx Casino	Bensalem	3,722		1,744	0.47
Presque Isle Downs & Casino	Erie	2,119		960	0.45
The Meadows	Meadow Lands	3,396		1,289	0.38
<b>Total</b>		<b>27,825</b>	<b>976</b>	<b>16,406</b>	
<b>Average (Mean)</b>		<b>4,638</b>		<b>2,734</b>	<b>0.59</b>
<b>Median</b>		<b>2,552</b>		<b>1,389</b>	<b>0.60</b>
<b>Planned Casino Revolution (Accel. Open.)</b>	<b>Philadelphia</b>	<b>2,505</b>	<b>300</b>	<b>1,369</b>	<b>0.55</b>

Source: Pennsylvania Gaming Control Board and KlasRobinson Q.E.D.

The employee to device ratio ranges from 0.38 to 1.82 with an average (mean) of 0.59 employees per device and a median of 0.60 employees per device. The planned Casino Revolution (Accelerated Opening) development will have an employee to device ratio of 0.55, just below the average (mean) and median employees per device, but well within the range for Pennsylvania casinos. Based on the number of devices at the planned Casino Revolution in relation to other Pennsylvania casinos, the projected employment seems reasonable, if not conservative.

## WAGES AND EARNINGS

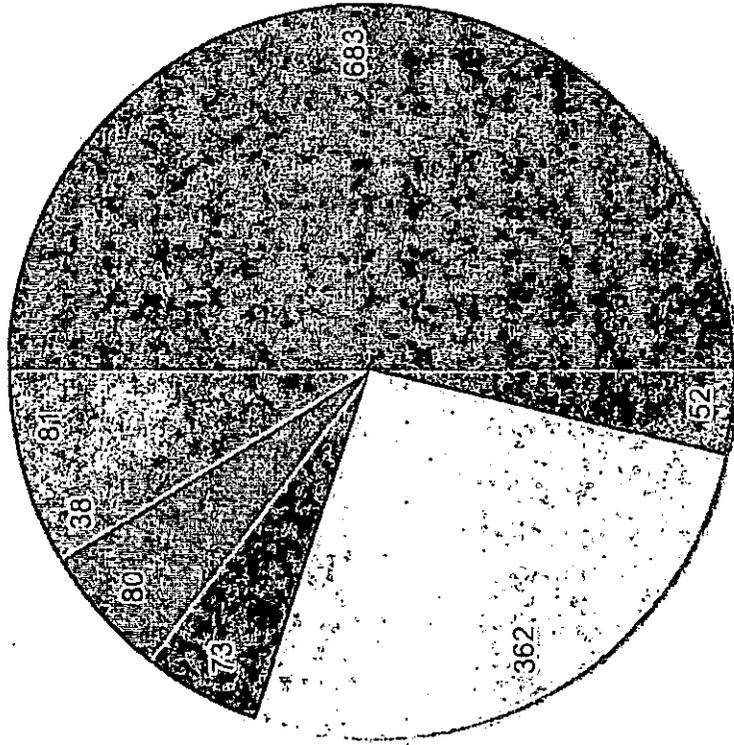
Based on estimates provided by members of the project team, total wages for the planned Casino Revolution complex are projected to equal approximately **\$34.5 million** on a stabilized basis, or approximately **\$25,200 per job**. Tipped employees are projected to earn an additional **\$4.3 million in tip income** annually on a stabilized basis, bringing **total direct earnings to \$38.9 million** and average earnings per job to **\$28,400 annually**. The following table presents a breakdown of the estimated jobs and wages by category for the planned PHL Casino complex. This information is presented graphically on the following pages.

<b>Estimated Direct Employment &amp; Earnings</b>							
<b>CATEGORY</b>	<b>EMPLOYMENT</b>	<b>TOTAL WAGES</b>	<b>AVG. WAGES PER EMPLOYEE</b>	<b>TIPS</b>	<b>TOTAL EARNINGS</b>	<b>AVG. EARNINGS PER EMPLOYEE</b>	
GAMING	683	\$15,667,000	\$22,900	\$2,646,000	\$18,313,000	\$26,800	
HOTEL	52	1,086,000	20,900	218,000	1,304,000	25,100	
F & B	362	7,003,000	19,300	1,474,000	8,477,000	23,400	
A & G	73	5,700,000	78,100	-	5,700,000	78,100	
SECURITY	80	2,586,000	32,300	-	2,586,000	32,300	
MARKETING	38	704,000	18,500	-	704,000	18,500	
P, O & M	81	1,794,000	22,100	-	1,794,000	22,100	
<b>TOTAL/AVERAGE</b>	<b>1,369</b>	<b>\$34,540,000</b>	<b>\$25,200</b>	<b>\$4,338,000</b>	<b>\$38,878,000</b>	<b>\$28,400</b>	

Source: KlasRobinson Q.E.D.

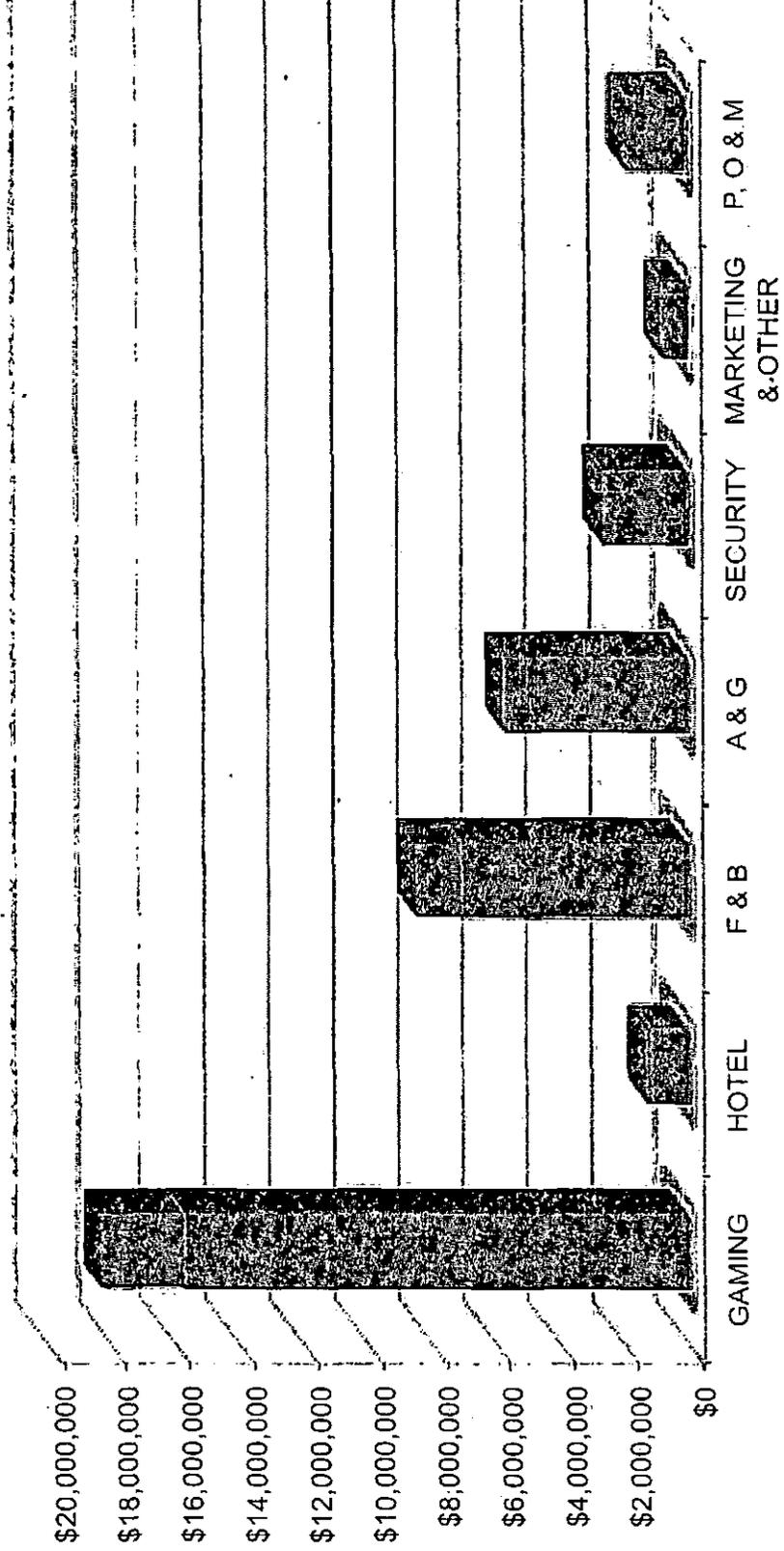
It is important to note that these jobs and associated earnings are directly related to the planned Casino Revolution complex and its associated ancillary facilities including food and beverage outlets, entertainment and retail areas. The previous estimates do not take into account jobs at area establishments including lodging, retail, gasoline and other goods and services due to an increase in area visitors attributed to the subject gaming facilities.

# STABILIZED EMPLOYMENT BY POSITION



■ GAMING ■ HOTEL ■ F & B ■ A & G ■ SECURITY ■ MARKETING ■ P, O & M

# Annual Wages and Tip Income



■ WAGES ■ TIPS

Based on information provided by the Bureau of Labor Statistics, comparable service industry positions in the Philadelphia area had an average (mean) annual wage per job of \$30,590 in 2011, with a median annual wage of \$27,360 for the same period. In comparison, the average wage per job for the planned Casino Revolution complex equals \$25,200 (not including tip income), below the average (mean) and median comparable service industry annual wage for the region, but well within the range for comparable service industry positions. The following table presents a comparison of average annual wages for service industry positions in the Philadelphia area.

<b>2011 Comparable Service Industry Annual Wage</b>	
<b>Occupation title</b>	<b>Average Annual Wage</b>
Gaming Supervisors	\$67,050
Chefs and Head Cooks	\$50,090
Computer, Automated Teller, and Office Machine Repairers	\$46,180
First-Line Supervisors of Housekeeping and Janitorial Workers	\$44,130
Entertainment Attendants and Related Workers, All Other	\$43,290
Gaming Surveillance Officers and Gaming Investigators	\$40,540
Human Resources Assistants, Except Payroll and Timekeeping	\$40,180
First-Line Supervisors of Food Preparation and Serving Workers	\$40,170
Customer Service Representatives	\$38,280
Secretaries and Administrative Assistants, Except Legal, Medical, and Executive	\$35,250
Cooks, Restaurant	\$30,420
Security Guards	\$29,840
Concierges	\$29,810
Coin, Vending, and Amusement Machine Servicers and Repairers	\$29,320
Janitors and Cleaners, Except Maids and Housekeeping Cleaners	\$28,590
Landscaping and Groundskeeping Workers	\$27,940
Locker Room, Coatroom, and Dressing Room Attendants	\$27,470
Retail Salespersons	\$27,250
Tellers	\$26,940
Hotel, Motel, and Resort Desk Clerks	\$25,910
Hosts and Hostesses, Restaurant, Lounge, and Coffee Shop	\$25,660
Bartenders	\$24,920
Maids and Housekeeping Cleaners	\$24,850
Cooks, Short Order	\$24,230
Laundry and Dry-Cleaning Workers	\$24,100
Food Preparation Workers	\$23,330
Waiters and Waitresses	\$22,300
Baggage Porters and Bellhops	\$22,240
Cashiers	\$20,750
Cooks, Fast Food	\$20,210
Counter Attendants, Cafeteria, Food Concession, and Coffee Shop	\$20,200
Amusement and Recreation Attendants	\$20,190
Dishwashers	\$19,660
Dining Room and Cafeteria Attendants and Bartender Helpers	\$18,770
<hr/>	
<b>Average (Mean)</b>	<b>\$30,590</b>
<b>Median</b>	<b>\$27,360</b>
<b>Planned Casino Revolution Complex</b>	<b>\$25,200</b>

Source: Bureau of Labor Statistics and KlasRobinson Q.E.D.

## OTHER BENEFITS

In addition to the wages, the proposed facilities would set aside additional funds for employee benefits to the estimated 1,369 employees including health insurance, workers compensation and other employee benefits such as employee meals, uniforms, etc. Combined, *other benefits are projected to equal more than \$1.1 million annually on a stabilized basis, which equates to over \$800 per employee per year.*

## PAYROLL AND RELATED TAXES

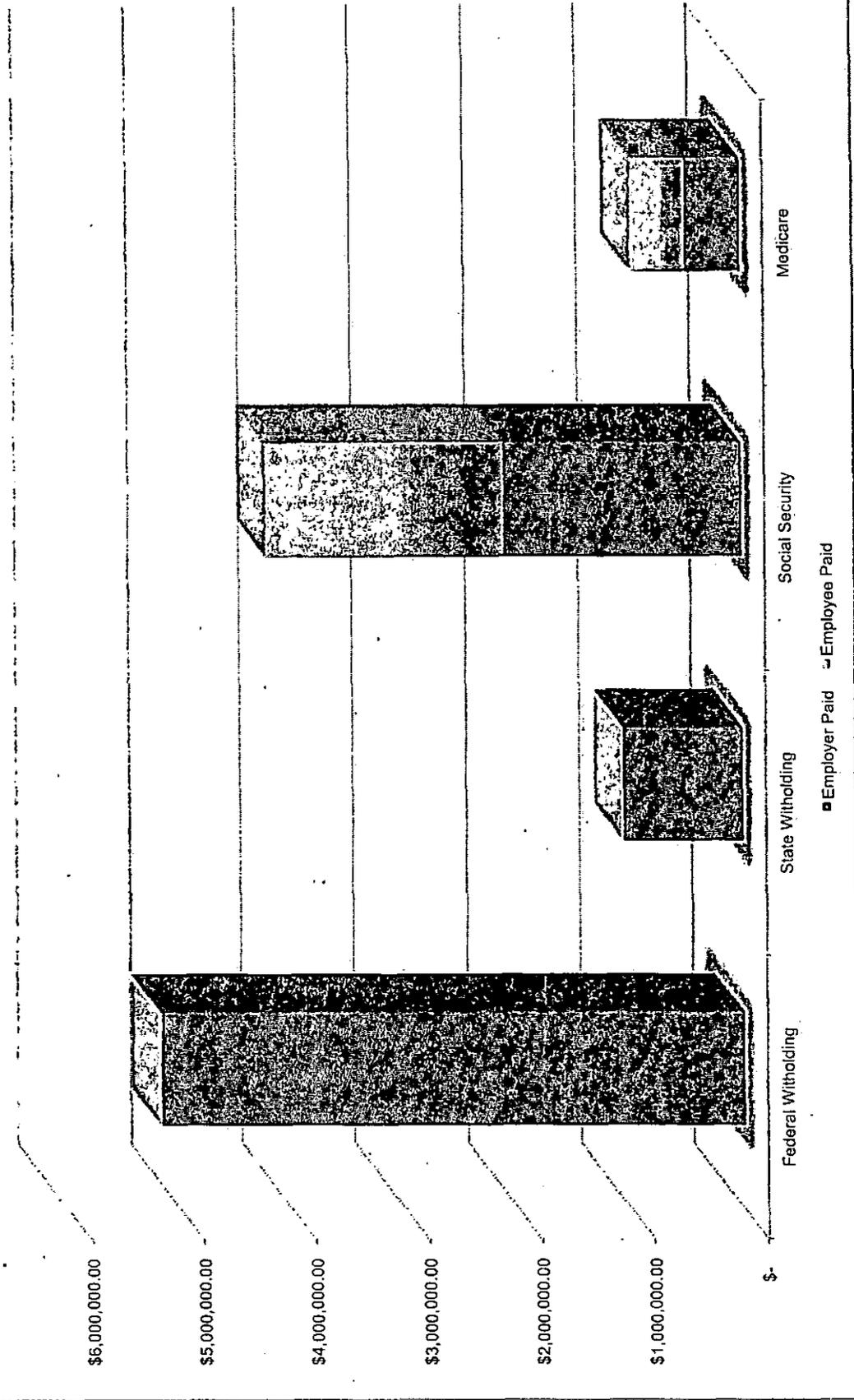
The planned Casino Revolution complex will generate payroll related taxes including Federal and State withholding, Social Security and Medicare taxes. *The planned Casino Revolution is estimated to generate almost \$11.5 million annually.*

The following table presents the estimated direct payroll related taxes that will be generated by the complex.

<u>Annual Payroll Related Taxes</u>	
Federal Withholding	\$5,181,000
State Withholding	1,060,000
Social Security - <b>Employer</b> Paid	2,107,000
Social Security - <b>Employee</b> Paid	2,107,000
Medicare - <b>Employer</b> Paid	484,000
Medicare - <b>Employee</b> Paid	<u>484,000</u>
<b>Total</b>	<b>\$11,423,000</b>

Source: Casino Revolution Project Team and KlasRobinson Q.E.D.

# Annual Payroll Related Taxes



## OTHER TAXES AND FEES

### Gaming Taxes

Gaming taxes are based on the current structure paid by commercial casinos in Pennsylvania to the state.

In Pennsylvania, State Slot Taxes equal 34.0 percent of net slot win. ***State Slot Taxes are estimated to equal approximately \$78.0 million in year one, increasing annually to \$88.0 million in year five.***

In addition, the host County receives a Local Share Assessment (LSA) of 2.0 percent of net slot win. The host Township also receives a Local Share Assessment (LSA) of 2.0 percent of net slot win. ***The LSA for the County is estimated to equal \$4.6 million in year one, increasing annually to \$5.2 million in year five. The LSA for the Township is estimated to equal \$4.6 million in year one, increasing annually to \$5.2 million in year five.***

There is an additional 5.0 percent tax on net slot revenue for the Pennsylvania Gaming Economic Development and Tourism Fund (EDTF). ***The EDTF is estimated to equal \$11.5 million in year one, increasing annually to \$12.9 million in year five.***

State Banked and Non-Banked Table Game Taxes each equals 16.0 percent of net table game win for the first two full years of operation, decreasing to 14.0 percent thereafter. ***State Banked Table Game Taxes are estimated to equal between \$9.2 million and \$9.5 million for the period under analysis. State Non-Banked Table Game Taxes are estimated to equal between \$1.0 million and \$1.1 million for the period under analysis.***

In addition, there is also a Local Share Assessment (LSA) of 2.0 percent of net table win for both Banked and Non-Banked table games. ***Total Banked and Non-Banked Table Game LSAs are estimated to equal approximately \$1.5 million in year one, increasing annually to almost \$1.7 million in year five.***

The Pennsylvania Race Horse Development Fund (PRHDF) also receives a portion of gaming revenues to supplement its purses. ***The PRHDF is estimated to receive approximately \$25.3 million in year one, increasing annually to \$28.5 million in year five.***

### Gaming Regulatory Fees

Regulatory Fees paid to the Pennsylvania Gaming Control Board are estimated to equal 1.5 percent of net gaming revenues. **Regulatory fees are estimated to equal \$4.6 million in year one, increasing annually to \$5.2 million in year five.**

**Combined, total gaming taxes and regulatory fees are estimated to equal \$141.0 million in year one, increasing annually to \$157.0 million in year five.**

### Property Taxes

Estimated Gross Property Taxes are based on current property tax rates in Philadelphia, Pennsylvania and estimated value of the improved property. **Property taxes are estimated to equal \$4.1 million in year one, increasing annually to almost \$4.4 million in year five.**

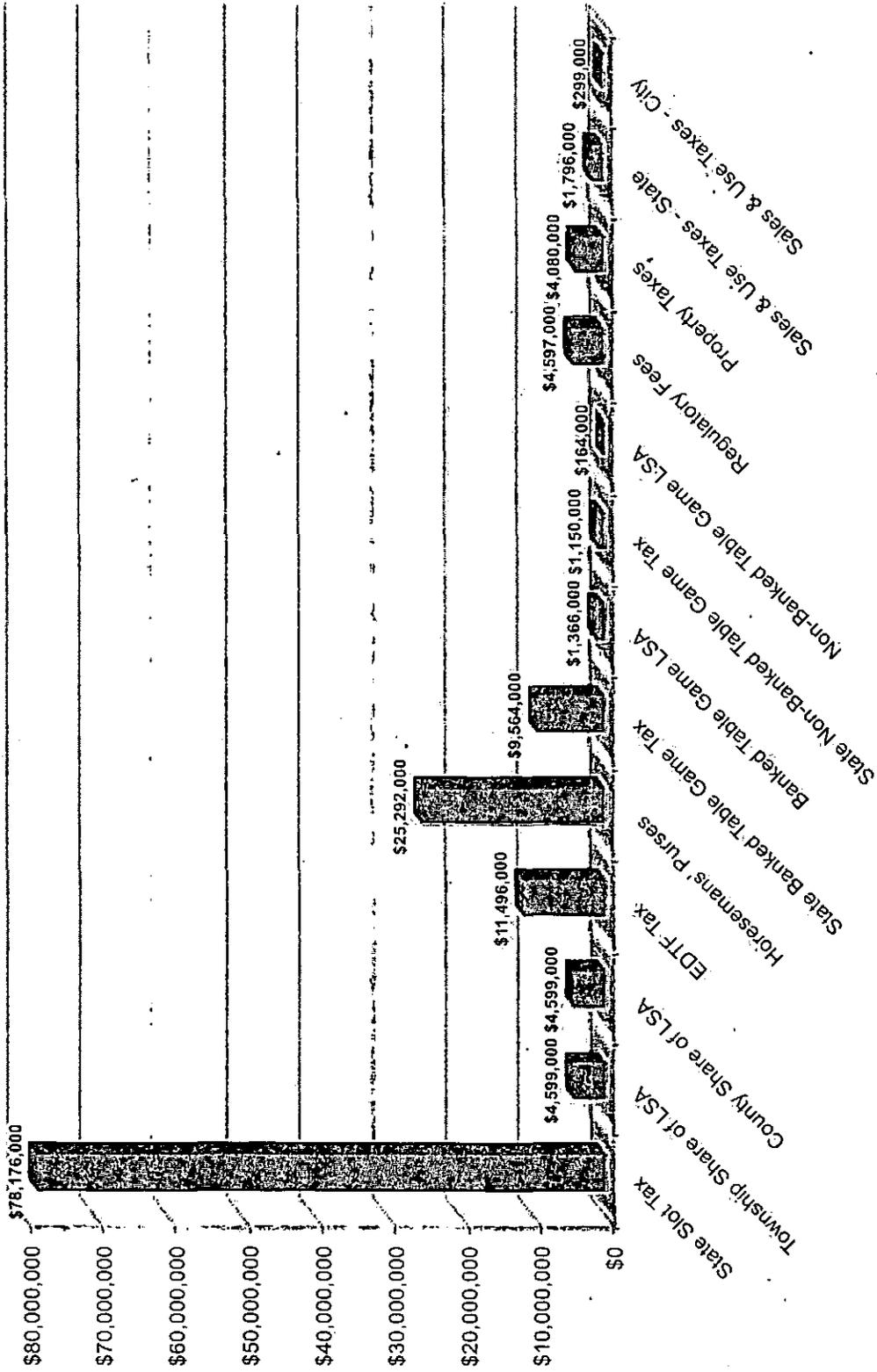
### Sales and Use Taxes

The State of Pennsylvania has a Sales and Use Tax on the purchase of tangible personal property and some services of 6.0 percent which applies to hotel overnight stays (Of less than 30 days), retail sales as well as sales at bars and restaurants. **Sales and Use Taxes for the State of Pennsylvania are estimated to equal \$1.8 million in year one, increasing to \$2.0 million in year five.**

The City of Philadelphia currently has an additional City Sales and Use Tax of 2.0 percent, also applicable to hotel overnights, retail sales and sales at bars and restaurants. The Sales and Use Tax in Philadelphia is estimated to be reduced to 1.0 percent in July 2014. Based on the new rate of 1.0 percent, **Sales and Use Taxes for the City of Philadelphia are estimated to equal almost \$300,000 in year one, increasing to over \$330,000 in year five.**

The graph on the following page presents a summary of annual other taxes and fees for the planned Casino Revolution complex.

# ANNUAL OTHER TAXES AND FEES - YEAR ONE



∴ DIRECT IMPACTS

## PURCHASES OF GOODS AND SERVICE

In addition to employment, wages and taxes, the planned Casino Revolution complex will spend considerable sums within the county and the state to purchase goods and services for on-going operations. Estimates of goods and services purchased were derived from estimates provided by members of the project team. Departmental costs were then segmented into the various sub-classifications of expenditures presented in this study. The following table presents a summary of the estimated annual expenditures by the planned Casino Revolution for goods and services. Player comps and other internal discounts have been excluded. Descriptions of the various categories are on the page that follows.

<u>Direct Annual Expenditures for Goods &amp; Services</u>	
<u>CATEGORY</u>	<u>TOTAL</u>
ADVERTISING & PROMOTION	\$28,702,000
FOOD & BEVERAGE	6,939,000
GAMING SUPPLIES	1,354,000
NON-GAMING SUPPLIES	6,126,000
CONTRACT & SERVICES	6,351,000
UTILITIES	1,596,000
GENERAL INSURANCE	3,000,000
MAINTENANCE SUPPLIES & CONTRACTS	989,000
<u>OTHER ADMINISTRATION</u>	<u>1,454,000</u>
<b>TOTAL</b>	<b>\$56,511,000<sup>1</sup></b>

Source: KlasRobinson Q.E.D.

As presented above, on a stabilized basis, the *planned Casino Revolution Complex is estimated to purchase over \$56.5 million annually in goods and services for on-going operations.*

The various expenditure categories listed in the previous table and graph are described below.

- ∴ **Advertising & Promotion** Includes expenditures for advertising in the print, radio or television media, as well as outdoor signs. Also included are the costs of production for advertising, purchases of prizes and awards, and donations and sponsorships.
- ∴ **Food & Beverage** Includes purchases of food and beverage raw materials for the restaurant and bar operations.
- ∴ **Gaming Supplies** Includes purchases of gaming supplies for the casino, bingo and other gaming activities for on-going operations.
- ∴ **Non-Gaming Supplies** Includes the costs of office supplies, paper and cleaning products and other supplies needed for on-going operations. Also included are the supply costs for the hotel, convention/entertainment complex, food and beverage operations, as well as the cost of goods sold in the gift/retail outlets.
- ∴ **Contracts & Services** Includes fees for live performers, professional fees, contract labor, linen and cleaning services and other related items. Also included are fees for leased equipment.
- ∴ **Utilities** Includes, as applicable, the costs of electricity, gas, fuel, water and waste removal, as well as telephone costs.
- ∴ **Insurance** Includes property insurance and liability insurance.
- ∴ **Maintenance Supplies & Contracts** Includes supplies and repair costs as well as maintenance contracts. Maintenance labor costs are included under the wage estimates previously discussed.
- ∴ **Other Administrative** Includes bank charges, other cash handling costs, dues and fees, travel and business entertainment and the multitude of other miscellaneous administrative costs attendant to a complex of this size.

## IMPACT ON TOURISM

The planned Casino Revolution complex will attract millions of visitors each year. *The annual number of visitors at the planned casino is estimated to equal approximately 4.1 million visitors on an annual basis*, based on an average gaming expenditure per patron of \$75.00 per visit.

While casinos in Pennsylvania do not publish attendance figures, such information is available for numerous casinos in other markets around the country. The following table presents the average win per attendee for casinos and casino markets around the United States.

### Average Win Per Admission

Market/Facility	Avg. Win Per Admission
Metropolis, IL (1)	\$116
Louisville Area - IN (1)	\$108
Chicago Area IL (5)	\$107
Chicago Area IN (4)	\$105
Cincinnati Area - IN (3)	\$100
Baton Rouge, LA (2)	\$98
Evansville, IN (1)	\$88
East Peoria, IL (1)	\$88
Marquette, IA (1)	\$84
Council Bluffs, IA (3)	\$80
Michigan City, IN (1)	\$77
French Lick, IN (1)	\$77
MS - Gulf Coast Counties (11)	\$75
New Orleans, LA (5)	\$74
Altoona, IA (1)	\$72
Lake Charles, LA (2)	\$72
MS - Mississippi River Counties (19)	\$71
Osceola, IA (1)	\$70
Saint Louis Area - IL (2)	\$68
Sioux City, IA (1)	\$67
Shreveport/Bossier City, LA (5)	\$67
Northwood, IA (1)	\$62
Quad Cities IA (2)	\$61
Emmetsburg, IA (1)	\$60
Dubuque, IA (2)	\$57
Quad Cities IL (1)	\$57
Fort Madison, IA (1)	\$57
Waterloo, IA (1)	\$57
Clinton, IA (1)	\$56
Riverside, IA (1)	\$45
Larchwood, IA (1)	\$40
Booneville, MO (1)	\$35
Caruthersville, MO (1)	\$34
Kansas City, MO (4)	\$33
Saint Louis Area - MO (4)	\$32
St. Joseph, MO (1)	\$31
LaGrange, MO (1)	\$30
<i>Average (Mean)</i>	<i>\$67.86</i>
<i>Median</i>	<i>\$68.00</i>
<i>Planned Casino Revolution</i>	<i>\$75.00</i>

Source: KlasRobinson Q.E.D.

As presented on the preceding table, the average win per admission ranges from a low of \$30.00 to a high of \$116.00 per admission, with an average (mean) of \$67.86 and a median of \$68.00 per admission. In comparison, the planned Casino Revolution complex is estimated to achieve an average win per admission of \$75.00, well within the range, albeit slightly above the mean and median of published properties and markets. The planned casino will have a hotel, as well as significant ancillary facilities and amenities, superior, if not comparable to the casinos and casino markets presented above. Accordingly, the estimated average win per admission at the planned Casino Revolution complex is considered reasonable, if not conservative.

These 4.1 million visitors will not only visit the subject property for the day, but also spend the night, particularly those from outside the Philadelphia area. As discussed previously, the planned Casino Revolution will include a 250-unit hotel.

According to estimates provided by members of the project team, the hotel component is estimated to achieve a stabilized occupancy rate of 80.0 percent, which equates to almost **73,000 roomnights per year**.

By applying an average of 1.8 guests per room, standard for the casino industry, this equates to **more than 131,000 visits annually by overnight casino patrons**, not to mention casino visitors staying at other hotels in the area. These overnight casino guests will not only spend money at the planned Casino Revolution complex, but at area gas stations, restaurants, bars, retail establishments and attractions. Furthermore, the more time visitors spend in the Philadelphia area, the greater the amount of money spent at area businesses.

**INDIRECT AND INDUCED  
IMPACTS**

## GENERAL

The concepts of indirect and induced impact are among the most widely used and poorly understood tools in economic analysis. Fundamentally they are based upon an extension of the direct expenditures by the businesses and their patrons described above. Money spent at tribal enterprises is redistributed back into the economy in the form of wages, taxes and expenditures for goods and services.

In the case of gaming operations, money is never actually "lost" in a casino. Rather it too is redistributed back into the economy in the form of wages, taxes and expenditures for goods and services. In the same manner that the casino redistributes the gaming win and other revenue it receives, the people to whom those wages are paid and from whom the goods and services are purchased further redistribute the money they receive in wages to their employees and purchases for their own operating needs. It is the measurement of this on-going cycle of redistribution which estimates of indirect and induced impact attempt.

Estimates of indirect and induced impact were prepared by Klas Robinson Q.E.D. using the IMPLAN (Impact Analysis for PLANing) economic model originally developed for the USDA Forest Service in cooperation with the Federal Emergency Management Agency and the USDI Bureau of Land Management. The IMPLAN model was developed at the University of Minnesota and is maintained by Minnesota IMPLAN Group in Stillwater. The IMPLAN model has been in use since 1979. The IMPLAN model accounts closely follow the accounting conventions used in the "Input-Output Study of the U.S. Economy" by the Bureau of Economic Analysis and the rectangular format recommended by the United Nations.

Induced impact calculated by the IMPLAN model reflects changes in spending from households as income/population increases or decreases due to changes in production, effectively measuring the impact of wages paid as they cycle through the economy. Indirect impact calculated by the IMPLAN model reflects changes in inter-industry purchase, effectively measuring the impact of expenditures for other goods and services by the tribal enterprises as they too cycle through the economy. Three levels of impact have been calculated: output - equivalent to GDP, employment, and earnings - equivalent to personal income.

## OUTPUT

Indirect and induced output includes increases in production and/or sales at area businesses due to the increased demand generated by the planned Casino Revolution development, as well as at businesses impacted by the providers of goods and services to the planned Casino Revolution development. Based upon estimates of direct output provided by members of the project team, the total induced and indirect impact on the economic output (GDP) of Philadelphia County from operations at the planned Casino Revolution development is estimated to equal approximately \$197.0 million annually. Total induced and indirect output impact on the State of Pennsylvania as a whole is estimated to equal approximately \$250.0 million annually.

Adding the direct impact on annual output from the planned Casino Revolution development to the indirect and induced annual impact yields a total estimated annual impact on output of approximately \$534.0 million for Philadelphia County and \$587.0 million for the State of Pennsylvania as a whole.

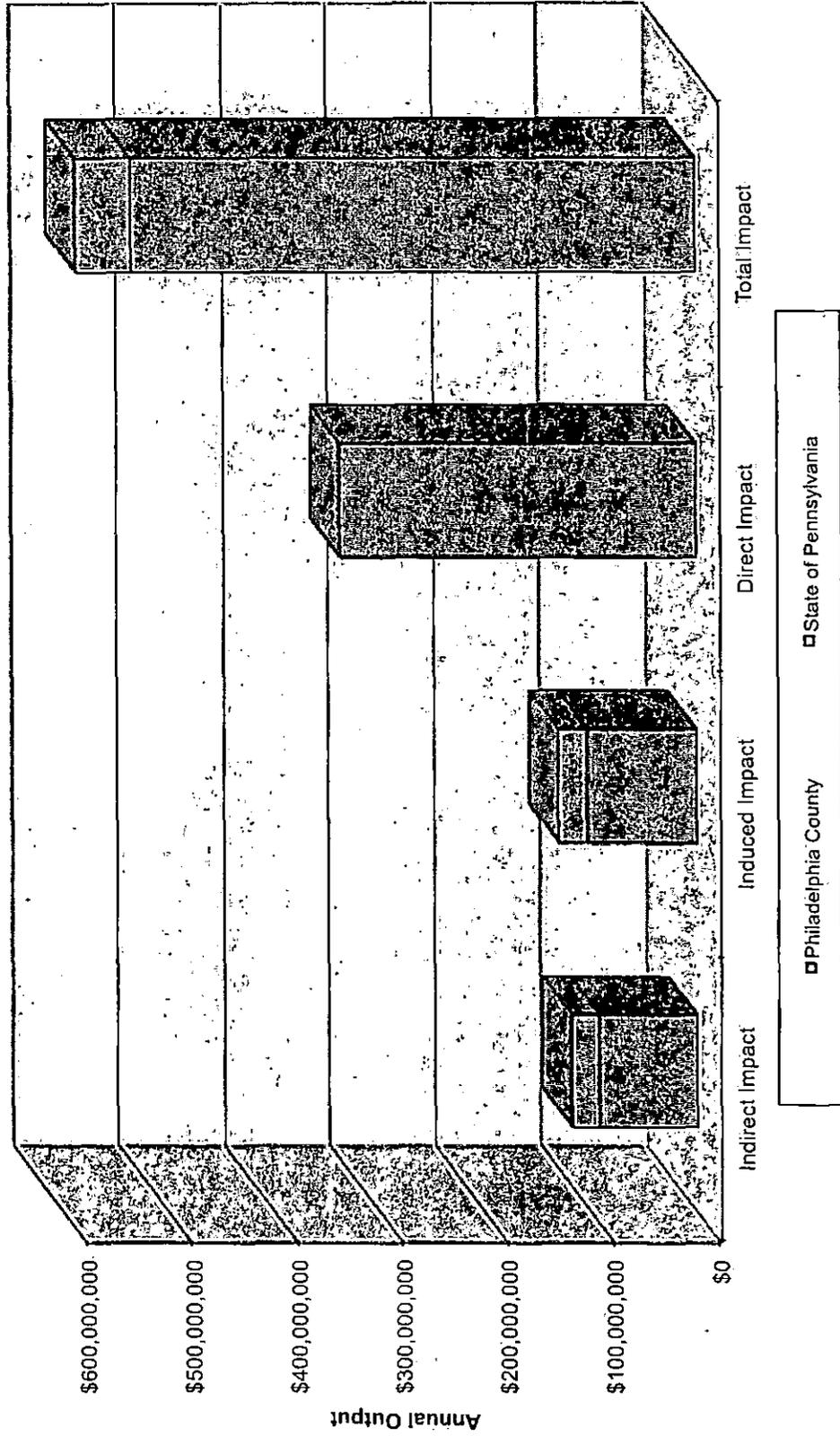
The following table presents a summary of the estimated annual impact on economic output from the planned Casino Revolution development. The chart on the next page presents the following information graphically.

<b><u>Estimated Direct, Indirect and Induced Annual Output Impact</u></b>		
<b><u>Impact</u></b>	<b><u>Philadelphia County</u></b>	<b><u>State of Pennsylvania*</u></b>
Indirect Impact	\$93,324,000	\$118,828,000
Induced Impact	\$103,495,000	\$130,762,000
<b>Total Multiplier</b>	<b>\$196,819,000</b>	<b>\$249,590,000</b>
Direct Impact	\$337,549,000	\$337,549,000
<b>Total Impact</b>	<b>\$534,368,000</b>	<b>\$587,139,000</b>

\* State of Pennsylvania includes Philadelphia County total

Source: KlasRobinson Q.E.D.

**ANNUAL OUTPUT IMPACT**



**INDIRECT AND INDUCED IMPACTS**

## **EMPLOYMENT**

Indirect and induced employment includes increases in employment at area businesses due to the increased demand generated by the planned Casino Revolution development, as well as at businesses impacted by the providers of goods and services to the planned Casino Revolution development. Based upon estimates of direct output provided by members of the project team, the total induced and indirect impact on employment in Philadelphia County from the planned Casino Revolution development is estimated to equal approximately 1,230 jobs. Total induced and indirect employment impact on the State of Pennsylvania as a whole is estimated to equal approximately 1,819 jobs.

Adding the direct impact on employment from the planned Casino Revolution development to the indirect and induced impact yields a total estimated impact on employment of approximately 2,599 jobs for Philadelphia County and 3,188 jobs for the State of Pennsylvania as a whole.

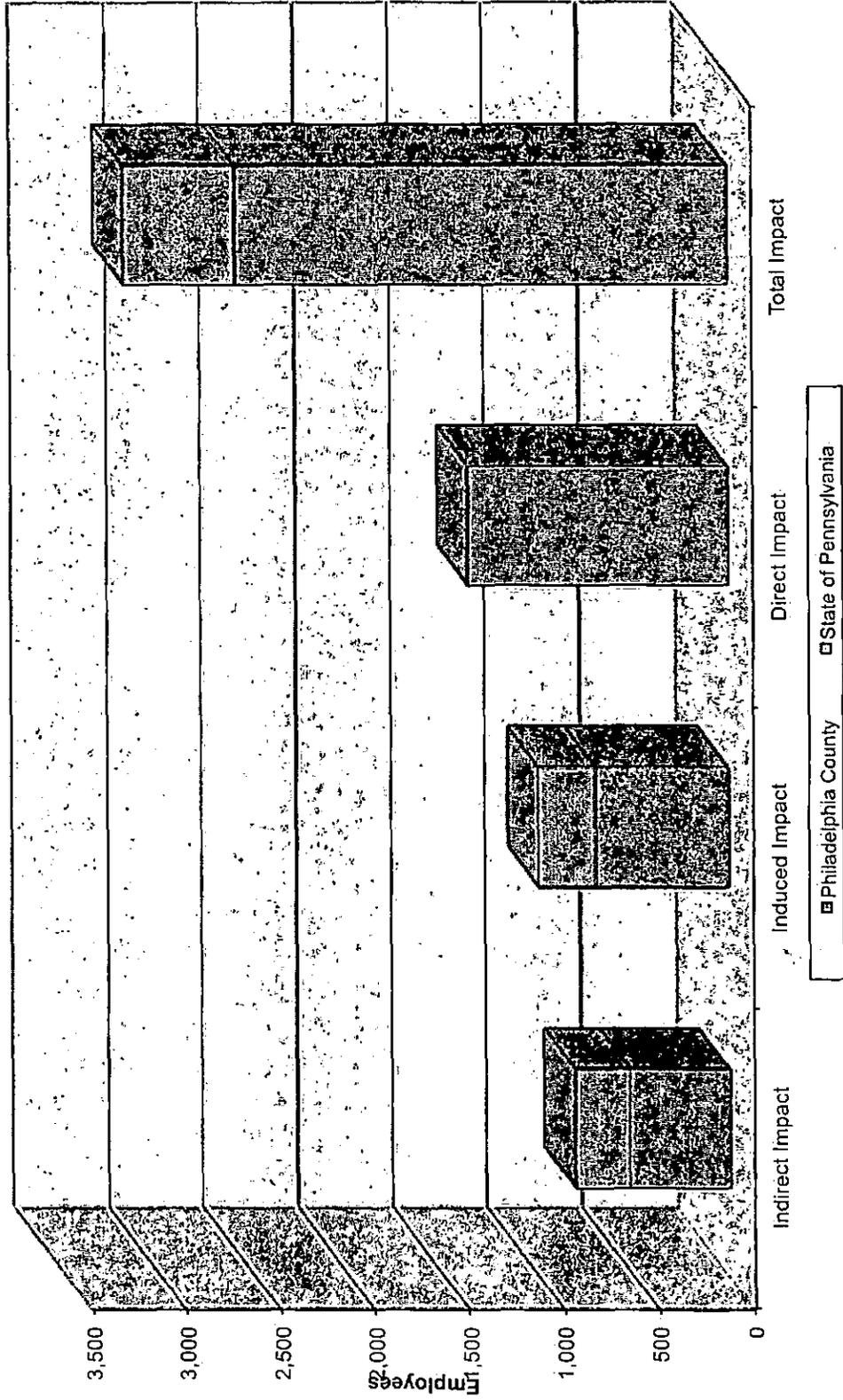
The following table presents a summary of the estimated impact on employment from the planned Casino Revolution development. The chart on the next page presents the following information graphically.

<b><u>Estimated Direct, Indirect and Induced Employment Impact</u></b>		
<b><u>Employment Impact</u></b>	<b><u>Philadelphia County</u></b>	<b><u>State of Pennsylvania*</u></b>
Indirect Impact	528	815
Induced Impact	702	1,004
<b>Total Multiplier</b>	<b>1,230</b>	<b>1,819</b>
Direct Impact	1,369	1,369
<b>Total Impact</b>	<b>2,599</b>	<b>3,188</b>

\* State of Pennsylvania includes Philadelphia County total

Source: KlasRobinson Q.E.D.

**EMPLOYMENT IMPACT (STABILIZED)**



**INDIRECT AND INDUCED IMPACTS**

## **EARNINGS**

Indirect and induced earnings include increases in earnings at area businesses due to the increased demand generated by the planned Casino Revolution development, as well as at businesses impacted by the providers of goods and services to the planned Casino Revolution development. Based upon estimates of direct output provided by members of the project team, the total induced and indirect impact on personal income in Philadelphia County from the planned Casino Revolution development is estimated to equal almost \$66.0 million annually. Total induced and indirect earnings impact on the State of Pennsylvania as a whole is estimated to equal almost \$93.0 million annually.

Adding the direct impact on earnings from the planned Casino Revolution development to the indirect and induced impact yields a total estimated impact on personal income of almost \$105.0 million annually for Philadelphia County and almost \$132.0 million annually for the State of Pennsylvania as a whole.

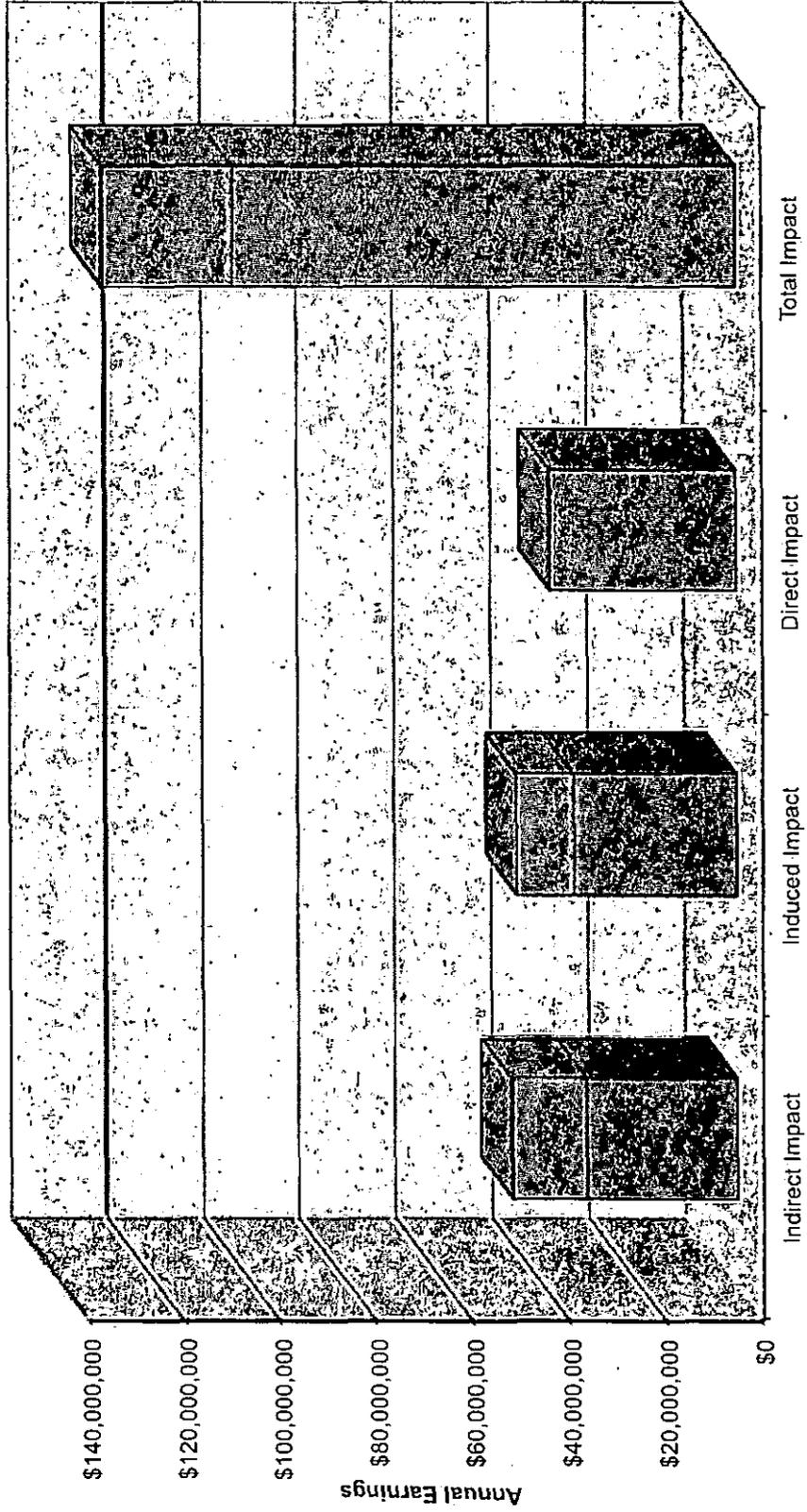
The following table presents a summary of the estimated annual impact on personal income from the planned Casino Revolution development. The chart on the next page presents the following information graphically.

<b><u>Estimated Direct, Indirect and Induced Annual Earnings Impact</u></b>		
<b><u>Earnings Impact</u></b>	<b><u>Philadelphia County</u></b>	<b><u>State of Pennsylvania*</u></b>
Indirect Impact	\$31,645,000	\$47,036,000
Induced Impact	\$34,105,000	\$45,915,000
<b>Total Multiplier</b>	<b>\$65,750,000</b>	<b>\$92,951,000</b>
Direct Impact	\$38,878,000	\$38,878,000
<b>Total Impact</b>	<b>\$104,628,000</b>	<b>\$131,829,000</b>

\* State of Pennsylvania includes Philadelphia County total

Source: KlasRobinson Q.E.D.

**ANNUAL EARNINGS IMPACT**



Philadelphia County 
  State of Pennsylvania

**:: INDIRECT AND INDUCED IMPACTS**

# ADDENDUM:

PROFILE OF



# OUR COMPANY

KlasRobinson Q.E.D. provides market research, financial feasibility analysis, economic impact analysis, litigation support and other development consulting to such diverse types of industries and businesses as:

- Casinos, Bingo Halls and Racetracks
- Gas Stations, Truck Stops and Convenience Stores
- Hotels and Resorts
- Amusements and Attractions
- Convention Centers and Exhibit Halls
- Golf Courses
- RV Parks and Campgrounds
- Bowling Alleys
- Restaurants and Nightclubs
- Theaters and Other Entertainment Facilities
- Tribal and Community Development Planning
- Water Parks

We perform comprehensive market research as a foundation for all of our feasibility studies, focusing on key demographic characteristics, tourism patterns, transportation infrastructure and other elements affecting the ability of a project to attract demand. We work in concert with the project team to develop facility recommendations that match the identified needs of the market and the goals of the project developers.

Due to our extensive experience with a broad array of leisure industry projects, we need not rely solely on published information on in projecting future financial performance. Our projections are based upon years of experience working with leisure industry projects of all types and sizes that has given us access to operating and market data not available to the general public.

Our analyses of direct, indirect and induced economic impact provide not merely facts and figures, but the context necessary to make them real and understandable to the reader. KlasRobinson Q.E.D. emphasizes hands-on, client-oriented consulting, based on our founding principles of integrity, accuracy and respect.

Our comprehensive approach ensures accountability through the direct, absolute and exclusive involvement of the principals in each project, including meetings, market research, analysis, report writing and presentation.

Summaries of the qualifications of our professional staff and a listing of recent engagements are provided on the following pages.

## **JAMES M. KLAS FOUNDER & PRINCIPAL**

Co-founder and Principal of KlasRobinson Q.E.D., Matt Robinson has been a consultant in the hospitality industry for almost 20 years, specializing in market research, feasibility analyses and economic impact studies. Mr. Robinson has consulted on numerous casino, hotel and other hospitality and leisure industry projects. With a background in planning and economic development, Mr. Robinson has specific expertise working in Indian Country on gaming and other tribal economic diversification projects. Mr. Robinson recently completed his second consecutive term on the Executive Board of the National Indian Gaming Association and currently serves on NIGA's Spirit of Sovereignty Committee.

Mr. Robinson is a frequent speaker at national and regional conferences on issues related to feasibility, economic impact and planning. He is a guest lecturer at colleges and universities including his alma mater Macalester College. Mr. Robinson is also a featured contributor to a variety of national trade publications including *Indian Gaming Magazine* and *Casino Enterprise Management Magazine* and is often quoted in regional and national periodicals.

Mr. Robinson has a Masters degree in Planning with a secondary concentration in economic and community development from the Humphrey Institute at the University of Minnesota. While at the Humphrey Institute, Mr. Robinson conducted research at the Tourism Center of the University of Minnesota, specializing in rural tourism development. He is a graduate of Macalester College with a Bachelor of Arts degree in three majors: Economics, Spanish and International Studies. During the 1988-89 academic year, he attended the Universidad De Complutense and the Institute of European Studies in Madrid, Spain.

Mr. Robinson also has more than five years of operational and management experience working in various facets of the hospitality industry both at home and abroad. He is fluent in oral and written Spanish and is a member of La Sociedad Hispanica Sigma Delta of the National Spanish Honor Society. Mr. Robinson is also a member of Omicron Delta Epsilon of the National Economics Honor Society.

Prior to co-founding KlasRobinson Q.E.D., Mr. Robinson was Vice President of the Hospitality Group of GVA Marquette Advisors, a national consulting firm. During his eight-plus years with The Hospitality Group, Mr. Robinson consulted on numerous gaming, hotel and other hospitality and leisure industry projects and was the editor and analyst of both The Twin Cities Hotel Report and The Seattle Hotel Report, quarterly publications on lodging industry trends.

## **MATTHEW S. ROBINSON**

### **FOUNDER & PRINCIPAL**

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## RELEVANT ENGAGEMENTS COMPLETED BY THE PRINCIPALS OF KLASROBINSON Q.E.D.

**ARIZONANS FOR TRIBAL GOVERNMENT GAMING - Phoenix, Arizona:** Impact analysis on behalf of Arizonans for Tribal Government Gaming for the introduction of slot machines and table games at racetracks in the State. Analysis included estimates of revenue at up to nine planned racinos and the corresponding impact at Indian casinos throughout the State of Arizona.

**COASTAL DEVELOPMENT MASSACHUSETTS LLC – New York, New York:** Preliminary market analysis and revenue projections for a proposed casino resort complex gaming facility at *Suffolk Downs* in Boston, Massachusetts.

**EXCELSIOR RACING ASSOCIATES LLC – NEW YORK, NEW YORK:** Preliminary analysis and utilization estimates for the planned VLT gaming facility components at *Aqueduct* and *Belmont Park* in New York, as well as a scenario that assumes that Belmont Park does not operate VLTs (video lottery terminals).

**FLANDREAU SANTEE SIOUX TRIBE - Flandreau, South Dakota:** Economic impact on the Greater Sioux Falls Area of South Dakota due to the planned Lyon County Casino and Golf Resort in neighboring Iowa. Analysis included estimates of revenues, expenditures, purchases and employment at the planned Lyon County casino project, as well as the corresponding impact on employment, tourism and video lottery terminals in the Greater Sioux Falls Area.

**GREATER DUBUQUE RIVERBOAT COMPANY - Dubuque, Iowa:** Market analysis and projection of total market gaming revenue for installation of slot machines at *Dubuque Greyhound Park*.

**HO-CHUNK DEVELOPMENT, LLC – Winnebago, Nebraska:** Feasibility study and economic impact analysis on behalf of Ho-Chunk Development, LLC for its planned Warrior Casino and Hotel in downtown Sioux City which would replace Argosy Casino-Sioux City for the Woodbury County, Iowa gaming license.

**MÉRIT MANAGEMENT GROUP, LP – Burr Ridge, Illinois:** Preliminary market analysis for a proposed racino in Raton, New Mexico.

**MINNESOTA STATE LOTTERY - Roseville, Minnesota:** Impact study on the economic benefits of the Minnesota State Lottery in the State of Minnesota on local and state economies and tax revenue generated to the state and federal government.

**MISSISSIPPI BAND OF CHOCTAW - Choctaw, Mississippi:** Feasibility study and economic impact study on behalf of the Mississippi Band of Choctaw Indians for a proposed casino resort complex along the Mississippi Gulf Coast in Jackson County, Mississippi.

**PRAIRIE MEADOWS RACETRACK - Polk County, Iowa:** Feasibility study for the financing of a complete track renovation and installation of 1,100 slot machines at *Prairie Meadows Racetrack*, including estimates of the impact upon pari-mutuel handle.

**QUANTUM ENTERTAINMENT COMPANY - Santa Fe, New Mexico:** Feasibility study for a proposed horse track and racino in Hobbs, New Mexico.

**ADDITIONAL LISTINGS OF ENGAGEMENTS UPON REQUEST**

SITE IMPACT STUDY

FOR A

PROPOSED CASINO

AT

Proocacci Brothers

3499-3501 S 3<sup>rd</sup> Street

3333 S Front Street

3250 S Front Street

3051 S Front Street

Date: November 14, 2012

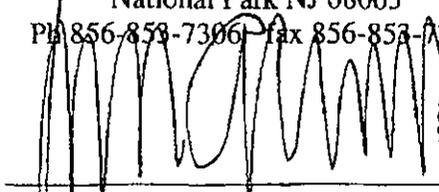
Prepared by:

James A Clancy, PE

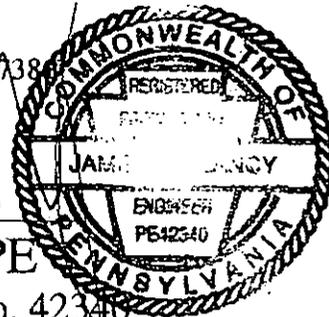
601 Asbury Ave

National Park NJ 08063

Ph 856-853-7306 Fax 856-853-7386

  
James A Clancy, PE

PA Professional Engineer No. 42348



The existing flows were taken from actual meter readings using the combined peak flows from 3501 S 3<sup>rd</sup> Street and 3333 S Front Street copies enclosed.

3501 S 3<sup>rd</sup> Street for March 2012 produced a peak flow of about 600gpd (gallons per day)

3333 S Front Street for March 2012 produced a peak flow of about 70,000gpd

This gives an existing peak flow of 70600gpd

The proposed Casino (based on information provided by Barry Edmondson) is

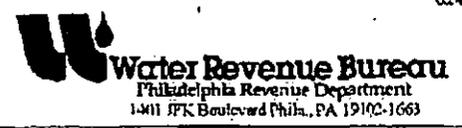
- 832 employees times 10gpd = 8320gpd
- 8030 gamblers per day times 5gpd = 40150gpd
- 250 rooms at 80% occupancy times 100gal/unit =20000gal/day

Total Casino flow  $8320+40150+20000=68470$ gpd

Therefore there is no impact to the Philadelphia water and sewer system. Actually there will be a minor reduction.

# City of Philadelphia Water/Sewer/Stormwater Bill

Questions? Call: 215-686-6880(Water/Sewer) 215-685-6300(Stormwater)



## Account Information

Customer Name: PROCACCI BROTHERS  
 Service Address: 3333 S FRONT ST  
 Account Number: 028-35220-03333-001

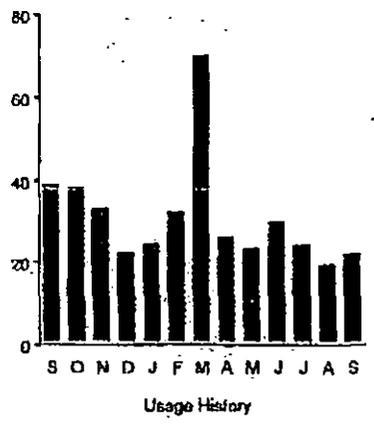
07

Billing Date: 09/13/12  
 Includes Payments through: 09/13/12

Previous Balance	Payments/Adjustments	Charges	Account Balance	Payment Due
\$550.25	-\$1,172.73	\$1,187.97	\$565.49	\$565.49

## Service Information

Previous Account Balance	Payment Due
\$550.25	\$550.25
Payments/Adjustments	-\$1,172.73
Payment Received (on 09/05/12 Thank You!)	-\$550.25
Adjustments	-\$622.48
Current Charges	\$1,187.97
Usage Charge	\$119.73
Service Charge	\$10.78
Stormwater Charge (See Back for Details)	* \$1,057.46



Total Account Balance

RECEIVED  
SEP 19 2012

\$565.49

Please Pay this Amount **PROCACCI BROTHERS** \$565.49

Meter Number	ERT Number	Service	From Reading	To Reading	Usage (ccf)
0164705	0068119571	41R	08/06/12 1295	09/07/12 1317	22

## Message

PAY BY PHONE (877) 309-3709; CREDIT CARD OR E-CHECK AT WWW.PHILA.GOV FROM Make a Payment MENU  
 SELECT Pay Water Bill.



Scan this QR code with your mobile device QR reader to access the City of Philadelphia's online payment center.

VOUCHER # \_\_\_\_\_

REF# 077412 707507

VENDOR ID \_\_\_\_\_ ENTERED DATE \_\_\_\_\_

PD DATE 9/27/12 CHECK# 300448

# City of Philadelphia Water/Sewer/Stormwater Bill



Questions? Call: 215-686-6880 (Water/Sewer) 215-685-6300 (Stormwater)

## Account Information

Customer Name: OSCAR MAYER FOODS CORP  
 Service Address: 006 3333 S FRONT ST  
 Account Number: 028-35220-03333-006

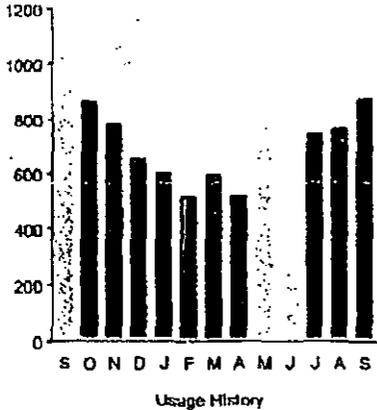
07

Billing Date: 09/13/12  
 Includes Payments through: 09/13/12

Previous Balance	Payments/Adjustments	Charges	Account Balance	Payment Due
\$3,463.96	-\$3,848.74	\$4,205.74	\$3,820.96	\$3,820.96

## Service Information

Previous Account Balance	Payment Due
\$3,463.96	\$3,463.96
Payments/Adjustments	-\$3,848.74
Payment Received (on 09/05/12 Thank You!)	-\$3,463.96
Adjustments	-\$384.78
Current Charges	\$4,205.74
Usage Charge	\$2,963.82
Service Charge	\$90.74
Stormwater Charge (See Back for Details)	\$1,151.18



Total Account Balance

**RECEIVED**

SEP 19 2012

\$3,820.96

Please Pay this Amount

PROCCACCIBROTHERS

\$3,820.96

Meter Number	ERT Number	Service	From Reading	To Reading	Usage (ccf)
0652581	0033021414	H1X	08/06/12 5832	09/07/12 6702	870

## Message

PAY BY PHONE (877) 309-3709; CREDIT CARD OR E-CHECK AT WWW.PHILA.GOV FROM Make a Payment MENU  
 SELECT Pay Water Bill.



Scan this QR code with your mobile device QR reader to access the City of Philadelphia's online payment center.

APR 9/21 DATE

CHECK # 1077411

REF # \_\_\_\_\_ ACCT# 707507

VENDOR ID 9/20/12 ENTERED DATE 30087

*PHL LOCAL GAMING, LLC*

*Slot Operator and Management Company – Application and Disclosure Information Form*

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APPENDIX 45: PROVIDE A SUMMARY OF ALL PERSONS WHO HOLD AN OWNERSHIP OR OTHER BENEFICIAL INTEREST IN THE APPLICANT AND ANY SUCH INTEREST IN ANY OF ITS PRINCIPAL AFFILIATES OR PRINCIPAL ENTITIES REQUIRED TO BE LICENSED OR PERMITTED IN PENNSYLVANIA; PROVIDED HOWEVER, IF ANY OF THE ENTITIES ARE PUBLICLY TRADED, ONLY INTERESTS EQUAL TO OR EXCEEDING FIVE PERCENT MUST BE DISCLOSED. OWNERSHIP INTEREST SHOULD BE PROVIDED IN A MANNER CONSISTENT WITH THE OWNERSHIP INTEREST REPORT FOUND ON THE BOARD'S WEBSITE UNDER LICENSURE/REPORTS AND GENERAL INFORMATION.

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Joseph G. Procacci is the sole owner of PHL LOCAL GAMING, LLC, holding 100% of the outstanding units. There are no other beneficial owners.

*JP 11/14/12*