

IX. Transformative Vision



MEMORANDUM

Re: Tax Revenue/Economic Impact Analysis for the Proposed South Philadelphia Entertainment & Recreation District

To: Joe Canfora
President
PHL Local Gaming, LLC

Date: July 23, 2013

From: Mike Weber
Andy Struckhoff
Jeremy Hayes

Introduction

PGAV Planners was retained to review the South Philadelphia Entertainment and Recreation District Master Plan (the “Master Plan”) and develop order of magnitude estimates of the tax revenue generation and annual economic activity generated by each component of the Master Plan in terms of annual visitors, spending, jobs created, and payroll. This memorandum summarizes these estimated impacts. Detailed tables are transmitted herewith and provide the methods of analysis and assumptions.

Master Plan Summary and Basis for Assumptions

PGAV Planners was provided with Master Plan drawings and documents prepared by the Philadelphia architecture firm Varenhorst for PHL Local Gaming, LLC, dated April 16, 2013. The Master Plan illustrates a large multi-use commercial entertainment and recreation district to be developed in the area roughly between existing stadiums west of Seventh Street and PHL Gaming’s proposed Casino Revolution at the intersection of Front Street and Pattison Avenue. For the purposes of our analysis, we divided uses in the Master Plan into the following five categories:

- commercial recreation;
- entertainment;
- lodging;
- restaurant/bar; and
- retail.

The Master Plan provides for development to occur in four phases: expedited, near-term, medium-term, and long-term. In total, the Master Plan consists of 28 separate components. All of the analysis presented in the following tables is based on information presented in narrative or graphic form in the Master Plan.

MEMORANDUM

Summary of Analysis

Two summary tables are presented in this memorandum. The first is a Tax Revenue Estimate summarizing the Master Plan’s impacts by development phase. The table provides the following measures of economic activity that would be created by the development envisioned in the Master Plan: retail sales, hotel revenue, admissions to entertainment and recreation venues, employment, and payroll. The rows in the Tax Revenue Estimate table shaded in gray are key streams of tax revenue that would be created by this economic activity.

Tax Revenue Estimate Summary
South Philadelphia Entertainment & Recreation District Master Plan

	By Project Phase				TOTAL, ALL PHASES
	Expedited	Near-Term	Medium-Term	Long-Term	
Assessed Value of Improvements	\$ 23,560,000	\$ 94,000,000	\$ 53,420,000	\$ 107,080,000	\$ 278,060,000
Annual Property Tax Revenue	\$ 315,704	\$ 1,259,600	\$ 715,828	\$ 1,434,872	\$ 3,726,004
Annual Taxable Retail Sales	\$ 36,050,000	\$ 97,450,000	\$ 14,450,000	\$ 109,400,000	\$ 257,350,000
Annual Sales Tax Revenue to City	\$ 721,000	\$ 1,949,000	\$ 289,000	\$ 2,189,000	\$ 5,148,000
Annual Sales Tax Revenue to State	\$ 2,163,000	\$ 5,847,000	\$ 867,000	\$ 6,567,000	\$ 15,444,000
Total Annual Sales Tax Revenue	\$ 2,884,000	\$ 7,796,000	\$ 1,156,000	\$ 8,752,000	\$ 20,588,000
Annual Taxable Hotel Revenue		\$ 7,824,688	\$ 2,044,000	\$ 11,178,125	\$ 21,046,813
Annual Hotel Tax Revenue		\$ 665,098	\$ 173,740	\$ 950,141	\$ 1,788,979
Annual Admissions to Ent./Rec. Venues	\$ 310,000	\$ 3,375,000	\$ 37,750,000	\$ 11,915,000	\$ 53,350,000
Annual Amusement Tax Revenue	\$ 15,500	\$ 168,750	\$ 1,887,500	\$ 595,750	\$ 2,667,500
Projected employment (FTE)	299	883	251	1,027	2,459
Annual Payroll	\$ 8,748,492	\$ 26,122,897	\$ 7,489,063	\$ 30,576,418	\$ 72,936,871
Annual Wage Tax Revenue	\$ 318,145	\$ 949,977	\$ 272,345	\$ 1,111,933	\$ 2,652,400
Total Annual Tax Revenue	\$ 3,533,349	\$ 10,839,426	\$ 4,205,413	\$ 12,844,695	\$ 31,422,883

The development envisioned by the Master Plan would generate more than \$263 million in assessed value, nearly \$260 million in annual retail sales, and well over \$70 million in annual revenue to hotels, entertainment, and recreation venues. This activity would require the employment of more than 2,400 full-time equivalent (FTE) jobs that would provide nearly \$73 million in annual payroll. All of this activity would generate in excess of \$31 million in tax revenue to units of state and local government to support public services.

The second main component of our analysis was to assess the larger economic activity that the Master Plan would spur in the local economy using the Regional Input-Output Modeling System (RIMS II). This model was developed by the US Bureau of Economic Analysis to assess the potential impacts of economic activities on regional economies. This model provides multipliers that illustrate the cumulative effect that an initial input (e.g. hotel revenue) has on key regional economic outputs (e.g. jobs created) in addition to those directly created by the project in question.

MEMORANDUM

As is shown in the Economic Impact Summary table, the development proposed in the Master Plan would create approximately 2,600 construction jobs and more than 6,000 additional permanent jobs. The total economic output that would be induced by the development is estimated to be in excess of \$550 million. This economic impact is above and beyond the direct impact created by components of the Master Plan.

Economic Impact Summary
South Philadelphia Entertainment & Recreation District Master Plan

	By Project Phase				TOTAL, ALL PHASES
	Expedited	Near-Term	Medium-Term	Long-Term	
CONSTRUCTION					
Capital Investment					\$ 431,950,000
Construction Payroll					\$ 194,377,500
Construction Jobs					2,592
RETAIL					
Total Induced Economic Output	\$ 31,640,400	\$ 84,374,400	-	\$ 94,921,200	\$ 210,936,000
Total Jobs Created (Direct & Indirect)	318	848	0	954	2,121
RESTAURANT & BAR					
Total Induced Economic Output	\$ 21,611,760	\$ 57,631,360	\$ 6,780,160	\$ 64,835,280	\$ 150,858,560
Total Jobs Created (Direct & Indirect)	257	684	81	770	1,791
LODGING					
Total Induced Economic Output	-	\$ 17,230,604	\$ 4,581,881	\$ 24,568,260	\$ 46,380,745
Total Jobs Created (Direct & Indirect)	0	136	36	194	366
ENTERTAINMENT					
Total Induced Economic Output	\$ 244,213	\$ 8,277,405	\$ 35,692,640	-	\$ 44,214,258
Total Jobs Created (Direct & Indirect)	3	92	395	0	490
RECREATION					
Total Induced Economic Output	\$ 1,519,245	-	\$ 67,177,500	\$ 29,382,405	\$ 98,079,150
Total Jobs Created (Direct & Indirect)	20	0	883	386	1,289
TOTAL NON-CONSTRUCTION IMPACTS					
Total Induced Economic Output	\$ 55,015,618	\$ 167,513,769	\$ 114,232,181	\$ 213,707,145	\$ 550,468,713
Total Jobs Created (Direct & Indirect)	597	1,760	1,395	2,304	6,057

MEMORANDUM

Supporting Tables

Included with this memorandum is a collection of detailed tables that illustrate the consultant's methodology and underlying assumptions. Each detailed table is listed below:

Table 1 – Development Project Concept, by Phase

Table 2 – Project Concept by Use Category

Table 3 – Estimated Property Tax Revenue Projections

Table 4 – Estimated Retail Sales and Sales Tax Revenue Projections

Table 5 – Estimated Hotel Tax Revenue Projections

Table 6 – Estimated Amusement Tax Revenue Projections

Table 7 – Estimated Annual Payroll and Wage Tax Revenue

Table 8 – Economic Impact Analysis-Construction

Tables 9 through 12 – Economic Impact Analysis – Retail

Tables 13 through 16 – Economic Impact Analysis – Restaurant & Bar

Tables 17 through 20 – Economic Impact Analysis – Lodging

Tables 21 through 24 – Economic Impact Analysis – Entertainment

Tables 25 through 28 – Economic Impact Analysis – Recreation

Table 1
Development Project Concept, by Phase
 South Philadelphia Entertainment & Recreation District Master Plan

Phase	Component	Use Category	Size	Unit	Notes
Expedited	Swimming Pool	Commercial Recreation	1	Facility	Includes F & B concessions
Expedited	Retail Food & Beverage	Retail	102,000	Sq. Ft.	Retail portion of 4 "retail F & B" structures on Pattison Ave. west of pool
Expedited	Retail Food & Beverage	Restaurant/Bar	25,500	Sq. Ft.	Restaurant/bar portion of 4 "retail F & B" structures on Pattison Ave. west of pool
Expedited	Tailgate Park	Entertainment	1	Facility	South side of Pattison with frontage on I-95. Includes bleachers and F & B concessions.
Near-Term	East Hotel	Lodging	175	Rooms	High-rise hotel east of Front Street
Near-Term	Cinema	Entertainment	142,000	Sq. Ft.	15-screen cinema
Near-Term	Retail Food & Beverage	Retail	272,000	Sq. Ft.	Retail portion of 12 "retail F & B" structures on south side of Pattison Ave.
Near-Term	Retail Food & Beverage	Restaurant/Bar	68,000	Sq. Ft.	Restaurant/bar portion of 12 "retail F & B" structures on south side of Pattison Ave.
Medium-Term	6,000-Seat Entertainment Theater	Entertainment	1	Facility	6,000-seat theater, music museum, dining theater, night club w/ F & B on 6.38 ac.
Medium-Term	Soundscape Black Box Theater/Dining	Entertainment	1	Facility	Part of theater complex
Medium-Term	Soundscape Music Museum	Entertainment	1	Facility	Part of theater complex (5,000 sq. ft.)
Medium-Term	Soundscape Nightclub	Restaurant/Bar	8,000	Sq. Ft.	Part of theater complex
Medium-Term	Circus	Entertainment	1	Facility	Includes F & B concessions. On 1.95 ac.
Medium-Term	Water-Park	Commercial Recreation	1	Facility	Includes 3 restaurants. On 8.03 ac.
Medium-Term	Ski Resort	Commercial Recreation	1	Facility	Includes 50-room lodge, F & B, with pro shop retail on 8.84 ac.
Medium-Term	Lodge for Ski Resort	Lodging	50	Rooms	Part of 8.8-acre ski lodge
Medium-Term	Climbing Park	Commercial Recreation	1	Facility	Includes F & B concessions, pro shop retail
Long-Term	Hotel	Lodging	250	Rooms	High-rise hotel on Pattison Ave. west of Lawrence St.
Long-Term	Retail Food & Beverage	Retail	306,000	Sq. Ft.	Retail portion of approx. 10 "F & B retail" buildings on north side of Pattison
Long-Term	Retail Food & Beverage	Restaurant/Bar	76,500	Sq. Ft.	Restaurant portion of approx. 10 "F & B retail" buildings on north side of Pattison
Long-Term	Skating Rink (Ice)	Commercial Recreation	1	Facility	Includes restaurant/bar. On 1.91 acres.
Long-Term	Roller Rink	Commercial Recreation	1	Facility	
Long-Term	Racquet Sports Center	Commercial Recreation	1	Facility	Tennis, squash, raquetball, & badmitton courts with club facilities, concessions and pro shop retail. "Center Court" tennis venue. 3.44 ac. complex.
Long-Term	Paintball Park	Commercial Recreation	1	Facility	
Long-Term	Go-Kart Racing Track	Commercial Recreation	1	Facility	
Long-Term	Soccer Fields	Commercial Recreation	1	Facility	Three soccer fields with bleachers and dedicated surface parking
Long-Term	Golf Driving Range	Commercial Recreation	1	Facility	Includes F & B concessions and pro shop retail
Long-Term	Zip-Line Park	Commercial Recreation	1	Facility	Includes elevators

Table 2
Development Project Concept, by Use Category
 South Philadelphia Entertainment & Recreation District Master Plan

Phase	Component	Use Category	Size	Unit	Notes
Expedited	Retail Food & Beverage	Retail	102,000	Sq. Ft.	Retail portion of 4 "retail F & B" structures on Pattison Ave. west of pool
Near-Term	Retail Food & Beverage	Retail	272,000	Sq. Ft.	Retail portion of 12 "retail F & B" structures on south side of Pattison Ave.
Long-Term	Retail Food & Beverage	Retail	306,000	Sq. Ft.	Retail portion of approx. 10 "F & B retail" buildings on north side of Pattison
<i>Retail Subtotal</i>			<i>680,000</i>	<i>Sq. Ft.</i>	
Expedited	Retail Food & Beverage	Restaurant/Bar	25,500	Sq. Ft.	Restaurant/bar portion of 4 "retail F & B" structures on Pattison Ave. west of pool
Medium-Term	Soundscape Nightclub	Restaurant/Bar	8,000	Sq. Ft.	Part of theater complex
Near-Term	Retail Food & Beverage	Restaurant/Bar	68,000	Sq. Ft.	Restaurant/bar portion of 12 "retail F & B" structures on south side of Pattison Ave.
Long-Term	Retail Food & Beverage	Restaurant/Bar	76,500	Sq. Ft.	Restaurant portion of approx. 10 "F & B retail" buildings on north side of Pattison
<i>Restaurant/Bar Subtotal</i>			<i>178,000</i>	<i>Sq. Ft.</i>	
Near-Term	East Hotel	Lodging	175	Rooms	High-rise hotel east of Front Street
Medium-Term	Lodge for Ski Resort	Lodging	50	Rooms	Part of 8.8-acre ski lodge
Long-Term	Hotel	Lodging	250	Rooms	High-rise hotel on Pattison Ave. west of Lawrence St.
<i>Lodging Subtotal</i>			<i>475</i>	<i>Rooms</i>	
Expedited	Tailgate Park	Entertainment	1	Facility	South side of Pattison with frontage on I-95. Includes bleachers and F & B concessions.
Near-Term	Cinema	Entertainment	142,000	Sq. Ft.	15-screen cinema
Medium-Term	6,000-Seat Entertainment Theater	Entertainment	1	Facility	6,000-seat theater, music museum, dining theater, night club w/ F & B on 6.38 ac.
Medium-Term	Soundscape Black Box Theater/Dining	Entertainment	1	Facility	Part of theater complex
Medium-Term	Soundscape Music Museum	Entertainment	1	Facility	Part of theater complex (5,000 sq. ft.)
Medium-Term	Circus	Entertainment	1	Facility	Includes F & B concessions
Expedited	Swimming Pool	Commercial Recreation	1	Facility	Includes F & B concessions
Medium-Term	Water-Park	Commercial Recreation	1	Facility	Includes 3 restaurants
Medium-Term	Ski Resort	Commercial Recreation	1	Facility	Includes F & B, pro shop retail
Medium-Term	Climbing Park	Commercial Recreation	1	Facility	Includes F & B concessions, pro shop retail
Long-Term	Skating Rink (Ice)	Commercial Recreation	1	Facility	Includes restaurant/bar
Long-Term	Roller Rink	Commercial Recreation	1	Facility	
Long-Term	Racquet Sports Center	Commercial Recreation	1	Facility	Tennis, squash, raquetball, & badminton courts with club facilities, concessions and pro shop retail. "Center Court" tennis venue. 3.44 ac. complex.
Long-Term	Paintball Park	Commercial Recreation	1	Facility	
Long-Term	Go-Kart Racing Track	Commercial Recreation	1	Facility	
Long-Term	Soccer Fields	Commercial Recreation	1	Facility	Fields, bleachers, and surface parking
Long-Term	Golf Driving Range	Commercial Recreation	1	Facility	Includes F & B concessions and pro shop retail
Long-Term	Zip-Line Park	Commercial Recreation	1	Facility	Includes elevators

Table 3
Estimated Property Tax Revenue Projections
 South Philadelphia Entertainment & Recreation District Master Plan

Phase	Component	Use Category	Size	Unit	Construction Cost / Unit ¹	Construction Cost	Assessed Value of Improvements ²	Projected Annual Property Tax Revenue ³
Expedited	Swimming Pool ⁴	Commercial Recreation	1	Facility	\$ 12,000,000	\$ 12,000,000	\$ 4,800,000	\$ 64,320
Expedited	Retail Food & Beverage	Retail	102,000	Sq. Ft.	\$ 150	\$ 15,300,000	\$ 12,240,000	\$ 164,016
Expedited	Retail Food & Beverage	Restaurant/Bar	25,500	Sq. Ft.	\$ 300	\$ 7,650,000	\$ 6,120,000	\$ 82,008
Expedited	Tailgate Park	Entertainment	1	Facility	\$ 500,000	\$ 500,000	\$ 400,000	\$ 5,360
<i>Subtotal for Expedited Phase</i>						\$ 35,450,000	\$ 23,560,000	\$ 315,704
Near-Term	East Hotel	Lodging (upper/upscale)	175	Rooms	\$ 200,000	\$ 35,000,000	\$ 28,000,000	\$ 375,200
Near-Term	Cinema	Entertainment	142,000	Sq. Ft.	\$ 150	\$ 21,300,000	\$ 17,040,000	\$ 228,336
Near-Term	Retail Food & Beverage	Retail	272,000	Sq. Ft.	\$ 150	\$ 40,800,000	\$ 32,640,000	\$ 437,376
Near-Term	Retail Food & Beverage	Restaurant/Bar	68,000	Sq. Ft.	\$ 300	\$ 20,400,000	\$ 16,320,000	\$ 218,688
<i>Subtotal for Near-Term Phase</i>						\$ 117,500,000	\$ 94,000,000	\$ 1,259,600
Medium-Term	6,000-Seat Entertainment Theater	Entertainment	6,000	Seats	\$ 5,000	\$ 30,000,000	\$ 24,000,000	\$ 321,600
Medium-Term	Soundscape Black Box Theater/Dining	Entertainment	15,000	Sq. Ft.	\$ 300	\$ 4,500,000	\$ 3,600,000	\$ 48,240
Medium-Term	Soundscape Music Museum	Entertainment	5,000	Sq. Ft.	\$ 250	\$ 1,250,000	\$ 1,000,000	\$ 13,400
Medium-Term	Soundscape Nightclub	Restaurant/Bar	8,000	Sq. Ft.	\$ 300	\$ 2,400,000	\$ 1,920,000	\$ 25,728
Medium-Term	Circus ⁵	Entertainment	1	Facility	\$ 3,500,000	\$ 3,500,000	\$ 700,000	\$ 9,380
Medium-Term	Water-Park ⁵	Commercial Recreation	1	Facility	\$ 60,000,000	\$ 60,000,000	\$ 12,000,000	\$ 160,800
Medium-Term	Ski Resort ⁵	Commercial Recreation	1	Facility	\$ 20,000,000	\$ 20,000,000	\$ 4,000,000	\$ 53,600
Medium-Term	Lodge for Ski Resort	Lodging	50	Rooms	\$ 150,000	\$ 7,500,000	\$ 6,000,000	\$ 80,400
Medium-Term	Climbing Park ⁵	Commercial Recreation	1	Facility	\$ 1,000,000	\$ 1,000,000	\$ 200,000	\$ 2,680
<i>Subtotal for Medium-Term Phase</i>						\$ 130,150,000	\$ 53,420,000	\$ 715,828
Long-Term	Hotel	Lodging	250	Rooms	\$ 200,000	\$ 50,000,000	\$ 40,000,000	\$ 536,000
Long-Term	Retail Food & Beverage	Retail	306,000	Sq. Ft.	\$ 150	\$ 45,900,000	\$ 36,720,000	\$ 492,048
Long-Term	Retail Food & Beverage	Restaurant/Bar	76,500	Sq. Ft.	\$ 300	\$ 22,950,000	\$ 18,360,000	\$ 246,024
Long-Term	Skating Rink (ice) ⁴	Commercial Recreation	1	Facility	\$ 10,000,000	\$ 10,000,000	\$ 4,000,000	\$ 53,600
Long-Term	Roller Rink ⁴	Commercial Recreation	1	Facility	\$ 5,000,000	\$ 5,000,000	\$ 2,000,000	\$ 26,800
Long-Term	Racquet Sports Center ⁴	Commercial Recreation	1	Facility	\$ 10,000,000	\$ 10,000,000	\$ 4,000,000	\$ 53,600
Long-Term	Paintball Park ⁴	Commercial Recreation	1	Facility	\$ 500,000	\$ 500,000	\$ 200,000	\$ 2,680
Long-Term	Go-Kart Racing Track ⁴	Commercial Recreation	1	Facility	\$ 500,000	\$ 500,000	\$ 200,000	\$ 2,680
Long-Term	Soccer Fields ⁴	Commercial Recreation	1	Facility	\$ 2,000,000	\$ 2,000,000	\$ 800,000	\$ 10,720
Long-Term	Golf Driving Range ⁴	Commercial Recreation	1	Facility	\$ 1,000,000	\$ 1,000,000	\$ 400,000	\$ 5,360
Long-Term	Zip-Line Park ⁴	Commercial Recreation	1	Facility	\$ 1,000,000	\$ 1,000,000	\$ 400,000	\$ 5,360
<i>Subtotal for Long-Term Phase</i>						\$ 148,850,000	\$ 107,080,000	\$ 1,434,872
GRAND TOTAL, ALL PHASES						\$ 431,950,000	\$ 278,060,000	\$ 3,726,004

¹ Construction cost based on national averages for comparable facilities and adjusted based on comparable assessment data for Philadelphia.

² Assessed value based on 80% of estimated construction cost except as otherwise noted.

³ Property tax revenue calculated using a 2014 property tax rate of 1.34% as adopted by the Philadelphia City Council on 6/13/13.

⁴ Assessed value based on 40% of estimated construction cost due to the unique nature of improvements.

⁵ Assessed value based on 20% of estimated construction cost due to unique nature of improvements and limited marketability for re-use.

Table 4
Estimated Retail Sales and Sales Tax Revenue Projections
 South Philadelphia Entertainment & Recreation District Master Plan

Phase	Component	Use Category	Size	Unit	Notes	Taxable Retail Sales/Unit ¹	Annual Retail Sales	Annual Retail Sales Tax Revenue ²		
								State	City	Total
Expedited	Swimming Pool	Commercial Recreation	1	Facility	Includes F & B concessions	\$ 250,000	\$ 250,000	\$ 15,000	\$ 5,000	\$ 20,000
Expedited	Retail Food & Beverage	Retail	102,000	Sq. Ft.	Retail portion of 4 "retail F & B" structures on Pattison Ave. west of pool	\$ 250	\$ 25,500,000	\$ 1,530,000	\$ 510,000	\$ 2,040,000
Expedited	Retail Food & Beverage	Restaurant/Bar	25,500	Sq. Ft.	Restaurant/bar portion of 4 "retail F & B" structures on Pattison Ave. west of pool	\$ 400	\$ 10,200,000	\$ 612,000	\$ 204,000	\$ 816,000
Expedited	Tailgate Park	Entertainment	1	Facility	South side of Pattison with frontage on I-95. Includes bleachers and F & B concessions.	\$ 100,000	\$ 100,000	\$ 6,000	\$ 2,000	\$ 8,000
<i>Subtotal for Expedited Phase</i>							\$ 36,050,000	\$ 2,163,000	\$ 721,000	\$ 2,884,000
Near-Term	East Hotel	Lodging	1	Facility	High-rise hotel east of Front Street	\$ 50,000	\$ 50,000	\$ 3,000	\$ 1,000	\$ 4,000
Near-Term	Cinema	Entertainment	15	Screens	15-screen cinema	\$ 150,000	\$ 2,250,000	\$ 135,000	\$ 45,000	\$ 180,000
Near-Term	Retail Food & Beverage	Retail	272,000	Sq. Ft.	Retail portion of 12 "retail F & B" structures on south side of Pattison Ave.	\$ 250	\$ 68,000,000	\$ 4,080,000	\$ 1,360,000	\$ 5,440,000
Near-Term	Retail Food & Beverage	Restaurant/Bar	68,000	Sq. Ft.	Restaurant/bar portion of 12 "retail F & B" structures on south side of Pattison Ave.	\$ 400	\$ 27,200,000	\$ 1,632,000	\$ 544,000	\$ 2,176,000
<i>Subtotal for Near-Term Phase</i>							\$ 97,450,000	\$ 5,847,000	\$ 1,949,000	\$ 7,796,000
Medium-Term	6,000-Seat Entertainment Theater	Entertainment	1	Facility	6,000-seat theater, music museum, dining theater, night club w/ F & B on 6.38 ac.	\$ 750,000	\$ 750,000	\$ 45,000	\$ 15,000	\$ 60,000
Medium-Term	Soundscape Black Box Theater/Dining	Entertainment	1	Facility	Part of theater complex	\$ 2,000,000	\$ 2,000,000	\$ 120,000	\$ 40,000	\$ 160,000
Medium-Term	Soundscape Music Museum	Entertainment	1	Facility	Part of theater complex (5,000 sq. ft.)	\$ 200,000	\$ 200,000	\$ 12,000	\$ 4,000	\$ 16,000
Medium-Term	Soundscape Nightclub	Restaurant/Bar	8,000	Sq. Ft.	Part of theater complex	\$ 400	\$ 3,200,000	\$ 192,000	\$ 64,000	\$ 256,000
Medium-Term	Circus	Entertainment	1	Facility	Includes F & B concessions. On 1.95 ac.	\$ 500,000	\$ 500,000	\$ 30,000	\$ 10,000	\$ 40,000
Medium-Term	Water-Park	Commercial Recreation	1	Facility	Includes 3 restaurants. On 8.03 ac.	\$ 6,000,000	\$ 6,000,000	\$ 360,000	\$ 120,000	\$ 480,000
Medium-Term	Ski Resort	Commercial Recreation	1	Facility	Includes 50-room lodge, F & B, with pro shop retail on 8.84 ac.	\$ 1,500,000	\$ 1,500,000	\$ 90,000	\$ 30,000	\$ 120,000
Medium-Term	Lodge for Ski Resort	Lodging	50	Facility	Part of 8.8-acre ski lodge	\$ 50,000	\$ 50,000	\$ 3,000	\$ 1,000	\$ 4,000
Medium-Term	Climbing Park	Commercial Recreation	1	Facility	Includes F & B concessions, pro shop retail	\$ 250,000	\$ 250,000	\$ 15,000	\$ 5,000	\$ 20,000
<i>Subtotal for Medium-Term Phase</i>							\$ 14,450,000	\$ 867,000	\$ 289,000	\$ 1,156,000
Long-Term	Hotel	Lodging	250	Rooms	High-rise hotel on Pattison Ave. west of Lawrence St.	\$ 50,000	\$ 50,000	\$ 3,000	\$ 1,000	\$ 4,000
Long-Term	Retail Food & Beverage	Retail	306,000	Sq. Ft.	Retail portion of approx. 10 "F & B retail" buildings on north side of Pattison	\$ 250	\$ 76,500,000	\$ 4,590,000	\$ 1,530,000	\$ 6,120,000
Long-Term	Retail Food & Beverage	Restaurant/Bar	76,500	Sq. Ft.	Restaurant portion of approx. 10 "F & B retail" buildings on north side of Pattison	\$ 400	\$ 30,600,000	\$ 1,836,000	\$ 612,000	\$ 2,448,000
Long-Term	Skating Rink (Ice)	Commercial Recreation	1	Facility	Includes restaurant/bar. On 1.91 acres.	\$ 500,000	\$ 500,000	\$ 30,000	\$ 10,000	\$ 40,000
Long-Term	Roller Rink	Commercial Recreation	1	Facility	Includes concessions, incidental retail sales.	\$ 200,000	\$ 200,000	\$ 12,000	\$ 4,000	\$ 16,000
Long-Term	Racquet Sports Center	Commercial Recreation	1	Facility	Tennis, squash, racketball, & badminton courts with club facilities, concessions and pro shop retail. "Center Court" tennis venue. 3.44 ac. complex.	\$ 750,000	\$ 750,000	\$ 45,000	\$ 15,000	\$ 60,000
Long-Term	Paintball Park	Commercial Recreation	1	Facility		\$ 200,000	\$ 200,000	\$ 12,000	\$ 4,000	\$ 16,000
Long-Term	Go-Kart Racing Track	Commercial Recreation	1	Facility		\$ 50,000	\$ 50,000	\$ 3,000	\$ 1,000	\$ 4,000
Long-Term	Soccer Fields	Commercial Recreation	1	Facility	Three soccer fields with bleachers and dedicated surface parking	\$ 50,000	\$ 50,000	\$ 3,000	\$ 1,000	\$ 4,000
Long-Term	Golf Driving Range	Commercial Recreation	1	Facility	Includes F & B concessions and pro shop retail	\$ 500,000	\$ 500,000	\$ 30,000	\$ 10,000	\$ 40,000
Long-Term	Zip-Line Park	Commercial Recreation	1	Facility	Includes elevators	\$ 50,000	\$ 50,000	\$ 3,000	\$ 1,000	\$ 4,000
<i>Subtotal for Long-Term Phase</i>							\$ 109,400,000	\$ 6,567,000	\$ 2,189,000	\$ 8,752,000
GRAND TOTAL, ALL PHASES							\$ 257,350,000	\$ 15,444,000	\$ 5,148,000	\$ 20,588,000

¹ Projected taxable retail sales per unit is based on national averages for comparable uses.

² Calculated using 8.0% retail sales tax rate (6% to State of Pennsylvania, 2% to City of Philadelphia).

Table 5
Estimated Hotel Tax Revenue Projections
 South Philadelphia Entertainment & Recreation District Master Plan

Phase	Component	Use Category	Size	Unit	Notes	Average Daily Room Rate ¹	Average Occupancy Rate ¹	Annual Taxable Revenue	Annual Hotel Tax Revenue ²
Near-Term	East Hotel	Lodging	175	Rooms	High-rise hotel east of Front Street	\$ 175	70%	\$ 7,824,688	\$ 665,098
Medium-Term	Lodge for Ski Resort	Lodging	50	Rooms	Part of 8.8-acre ski lodge	\$ 160	70%	\$ 2,044,000	\$ 173,740
Long-Term	Hotel	Lodging	250	Rooms	High-rise hotel on Pattison Ave. west of Lawrence St.	\$ 175	70%	\$ 11,178,125	\$ 950,141
GRAND TOTAL, ALL PHASES								\$ 21,046,813	\$ 1,788,979

¹ Average daily room rate and assumed occupancy rate based on data included in 2012 Philadelphia Hotel Development report published by Philadelphia Industrial Development Corporation.

² Annual hotel tax revenue calculated using 8.5% rate (increase effective July 2013).

Table 6
Estimated Amusement Tax Revenue Projections
 South Philadelphia Entertainment & Recreation District Master Plan

Phase	Component	Use Category	Size	Unit	Notes	Estimated Annual Admissions	Average Admission per Visitor	Taxable Admission Fees ¹	Annual Amusement Tax Revenue ²
Expedited	Swimming Pool	Commercial Recreation	1	Facility	Includes F & B concessions	30,000	\$ 7.00	\$ 210,000	\$ 10,500
Expedited	Tailgate Park	Entertainment	1	Facility	South side of Pattison with frontage on I-95. Includes bleachers and F & B concessions.	4,000	\$ 25.00	\$ 100,000	\$ 5,000
<i>Subtotal for Expedited Phase</i>								\$ 310,000	\$ 15,500
Near-Term	Cinema	Entertainment	15	Screens	15-screen cinema			\$ 3,375,000	\$ 168,750
<i>Subtotal for Near-Term Phase</i>								\$ 3,375,000	\$ 168,750
Medium-Term	6,000-Seat Entertainment Theater	Entertainment	1	Facility	6,000-seat theater, music museum, dining theater, night club w/ F & B on 6.38 ac.	250,000	\$ 30.00	\$ 7,500,000	\$ 375,000
Medium-Term	Soundscene Black Box Theater/Dining	Entertainment	1	Facility	Part of theater complex	50,000	\$ 25.00	\$ 1,250,000	\$ 62,500
Medium-Term	Soundscene Music Museum	Entertainment	1	Facility	Part of theater complex (5,000 sq. ft.)	50,000	\$ 10.00	\$ 500,000	\$ 25,000
Medium-Term	Soundscene Nightclub	Restaurant/Bar	8,000	Sq. Ft.	Part of theater complex	50,000	\$ 25.00	\$ 1,250,000	\$ 62,500
Medium-Term	Circus	Entertainment	1	Facility	Includes F & B concessions. On 1.95 ac.	100,000	\$ 25.00	\$ 2,500,000	\$ 125,000
Medium-Term	Water-Park	Commercial Recreation	1	Facility	Includes 3 restaurants. On 8.03 ac.	400,000	\$ 45.00	\$ 18,000,000	\$ 900,000
Medium-Term	Ski Resort	Commercial Recreation	1	Facility	Includes 50-room lodge, F & B, with pro shop retail on 8.84 ac.	150,000	\$ 40.00	\$ 6,000,000	\$ 300,000
Medium-Term	Climbing Park	Commercial Recreation	1	Facility	Includes F & B concessions, pro shop retail	50,000	\$ 15.00	\$ 750,000	\$ 37,500
<i>Subtotal for Medium-Term Phase</i>								\$ 37,750,000	\$ 1,887,500
Long-Term	Skating Rink (Ice)	Commercial Recreation	1	Facility	Includes restaurant/bar. On 1.91 acres.	105,000	\$ 12.00	\$ 1,260,000	\$ 63,000
Long-Term	Roller Rink	Commercial Recreation	1	Facility		35,000	\$ 8.00	\$ 280,000	\$ 14,000
Long-Term	Racquet Sports Center	Commercial Recreation	1	Facility	Tennis, squash, raquetball, & badminton courts with club facilities, concessions and pro shop retail. "Center Court" tennis venue. 3.44 ac. complex.	165,000	\$ 10.00	\$ 1,650,000	\$ 82,500
Long-Term	Paintball Park	Commercial Recreation	1	Facility		85,000	\$ 15.00	\$ 1,275,000	\$ 63,750
Long-Term	Go-Kart Racing Track	Commercial Recreation	1	Facility		100,000	\$ 18.00	\$ 1,800,000	\$ 90,000
Long-Term	Soccer Fields	Commercial Recreation	1	Facility	Three soccer fields with bleachers and dedicated surface parking	50,000	\$ 8.00	\$ 400,000	\$ 20,000
Long-Term	Golf Driving Range	Commercial Recreation	1	Facility	Includes F & B concessions and pro shop retail	170,000	\$ 15.00	\$ 2,550,000	\$ 127,500
Long-Term	Zip-Line Park	Commercial Recreation	1	Facility	Includes elevators	150,000	\$ 18.00	\$ 2,700,000	\$ 135,000
<i>Subtotal for Long-Term Phase</i>								\$ 11,915,000	\$ 595,750
GRAND TOTAL, ALL PHASES								\$ 53,350,000	\$ 2,667,500

¹ Taxable admission fees estimated based on average attendance and admission rates at comparable facilities.

² Annual amusement tax revenue calculated using 5.0% rate.

Table 7
Estimated Annual Payroll and Wage Tax Revenue
 South Philadelphia Entertainment & Recreation District Master Plan

Phase	Component	Use Category	Size	Unit	Detailed Employment Calculations					Estimated FTE Employment ¹	Estimated Avg. Hourly Wage ²	Annual Payroll	Annual Wage Tax Revenue ³
					Operating Hrs/Wk	Avg PT EE's on site	PT ee's hrs/wk	Weekly FTE of PT EE's	Average Units per FTE				
Expedited	Swimming Pool	Commercial Recreation	1	Facility	84.0	8	672.0	16.8	NA	20	\$ 12.22	\$ 508,352	\$ 18,487
Expedited	Retail Food & Beverage	Retail	102,000	Sq. Ft.					500	204	\$ 13.16	\$ 6,123,444	\$ 222,683
Expedited	Retail Food & Beverage	Restaurant/Bar	25,500	Sq. Ft.					350	73	\$ 12.22	\$ 2,065,861	\$ 75,126
Expedited	Tailgate Park	Entertainment	1	Facility	1.5	16	24.6	0.6	NA	2	\$ 12.22	\$ 50,835	\$ 1,849
<i>Subtotal for Expedited Phase</i>										299		\$ 8,748,492	\$ 318,145
Near-Term	East Hotel	Lodging	175	Rooms					2	88	\$ 12.62	\$ 2,674,189	\$ 97,249
Near-Term	Cinema	Entertainment	142,000	Sq. Ft.					2500	57	\$ 12.22	\$ 1,610,562	\$ 58,569
Near-Term	Retail Food & Beverage	Retail	272,000	Sq. Ft.					500	544	\$ 13.16	\$ 16,329,183	\$ 593,822
Near-Term	Retail Food & Beverage	Restaurant/Bar	68,000	Sq. Ft.					350	194	\$ 12.22	\$ 5,508,964	\$ 200,337
<i>Subtotal for Near-Term Phase</i>										883		\$ 26,122,897	\$ 949,977
Medium-Term	6,000-Seat Entertainment Theater	Entertainment	1	Facility	10.8	60	646.2	16.2	NA	20	\$ 13.16	\$ 743,219	\$ 27,028
Medium-Term	Soundscape Black Box Theater/Dining	Entertainment	1	Facility	21.2	25	530.8	13.3	NA	17	\$ 12.22	\$ 432,099	\$ 15,714
Medium-Term	Soundscape Music Museum	Entertainment	1	Facility	45.0	8	360.0	9.0	NA	10	\$ 12.22	\$ 254,176	\$ 9,243
Medium-Term	Soundscape Nightclub	Restaurant/Bar	8,000	Sq. Ft.					350	23	\$ 12.22	\$ 654,721	\$ 23,809
Medium-Term	Circus	Entertainment	1	Facility	11.1	25	276.9	6.9	NA	10	\$ 12.00	\$ 249,600	\$ 9,077
Medium-Term	Water-Park	Commercial Recreation	1	Facility	20.2	175	3533.7	88.9	NA	100	\$ 13.16	\$ 3,128,806	\$ 113,781
Medium-Term	Ski Resort	Commercial Recreation	1	Facility	84.0	17	1428.0	35.7	NA	40	\$ 12.22	\$ 1,189,616	\$ 43,261
Medium-Term	Lodge for Ski Resort	Lodging	50	Rooms					2	25	\$ 13.16	\$ 684,320	\$ 24,886
Medium-Term	Climbing Park	Commercial Recreation	1	Facility	50.0	4	200.0	5.0	NA	6	\$ 12.22	\$ 152,506	\$ 5,546
<i>Subtotal for Medium-Term Phase</i>										251		\$ 7,489,063	\$ 272,345
Long-Term	Hotel	Lodging	250	Rooms					2	125	\$ 12.62	\$ 3,820,270	\$ 138,927
Long-Term	Retail Food & Beverage	Retail	306,000	Sq. Ft.					500	612	\$ 13.16	\$ 18,370,331	\$ 668,050
Long-Term	Retail Food & Beverage	Restaurant/Bar	76,500	Sq. Ft.					350	219	\$ 12.22	\$ 6,197,584	\$ 225,379
Long-Term	Skating Rinks	Commercial Recreation	1	Facility	56.0	16	896.0	22.4	NA	20	\$ 12.22	\$ 681,264	\$ 24,775
Long-Term	Racquet Sports Center	Commercial Recreation	1	Facility	50.0	8	400.0	10.0	NA	14	\$ 13.16	\$ 383,219	\$ 13,936
Long-Term	Paintball Park	Commercial Recreation	1	Facility	50.0	3	150.0	3.8	NA	5	\$ 12.22	\$ 127,088	\$ 4,622
Long-Term	Go-Kart Racing Track	Commercial Recreation	1	Facility	50.0	5	250.0	6.3	NA	7	\$ 13.16	\$ 191,610	\$ 6,968
Long-Term	Soccer Fields	Commercial Recreation	1	Facility	50.0	3	150.0	3.8	NA	5	\$ 12.22	\$ 127,088	\$ 4,622
Long-Term	Golf Driving Range	Commercial Recreation	1	Facility	65.0	6	390.0	9.8	NA	12	\$ 13.16	\$ 393,728	\$ 14,318
Long-Term	Zip-Line Park	Commercial Recreation	1	Facility	50.0	5	250.0	6.3	NA	8	\$ 13.16	\$ 284,237	\$ 10,336
<i>Subtotal for Long-Term Phase</i>										1,027		\$ 30,576,418	\$ 1,111,933
GRAND TOTAL, ALL PHASES										2,459		\$ 72,936,871	\$ 2,652,400

¹Employment per unit is based on national averages for comparable uses.

²Average hourly wages based on 2012 Occupation Employment Statistics (OES) dataset from the US Bureau of Labor Statistics for Philadelphia metro area. Wage rate shown in table is applied to hourly workers only; wage rates for management employees is calculated separately and factored into Annual Payroll.

³Projections of annual wage tax revenue is based on a tax rate of 3.6402%, which is a blend of resident and non-resident wage tax rate.

Table 8
Economic Impact Analysis - Construction
S. Philadelphia Entertainment & Rec. District Master Plan

Capital Investment	\$	431,950,000
Construction Payroll	\$	194,377,500
Construction Employment		2,592
Multiplier		
Output		2.3233
Impact on		
Output	\$	1,003,549,435

Table 9

**Economic Impact Analysis - Retail
(Expedited Phase)**

S. Philadelphia Entertainment & Rec. District Master Plan

Retail Sales (Less Cost of Goods Sold)	\$	15,300,000
Direct Employment		204
Multiplier		
Output		2.068
Earnings		0.6432
Employment		20.7938
Impact on		
Output	\$	31,640,400
Earnings	\$	9,840,960
Indirect Employment		114
Total Employment		318

Table 10

**Economic Impact Analysis - Retail
(Near-Term Phase)**

S. Philadelphia Entertainment & Rec. District Master Plan

Retail Sales (Less Cost of Goods Sold)		\$	40,800,000
Direct Employment			544
Multiplier			
	Output		2.068
	Earnings		0.6432
	Employment		20.7938
Impact on			
	Output	\$	84,374,400
	Earnings	\$	26,242,560
	Indirect Employment		304
	Total Employment		848

Table 11

**Economic Impact Analysis - Retail
(Medium-Term Phase)**

S. Philadelphia Entertainment & Rec. District Master Plan

Retail Sales (Less Cost of Goods Sold)	\$	-
Direct Employment		-
Multiplier		
Output		2.068
Earnings		0.6432
Employment		20.7938
Impact on		
Output	\$	-
Earnings	\$	-
Indirect Employment		-
Total Employment		-

Table 12

**Economic Impact Analysis - Retail
(Long-Term Phase)**

S. Philadelphia Entertainment & Rec. District Master Plan

Retail Sales (Less Cost of Goods Sold)	\$	45,900,000
Direct Employment		612
Multiplier		
Output		2.068
Earnings		0.6432
Employment		20.7938
Impact on		
Output	\$	94,921,200
Earnings	\$	29,522,880
Indirect Employment		342
Total Employment		954

Table 13

**Economic Impact Analysis - Restaurant & Bar
(Expedited Phase)**

S. Philadelphia Entertainment & Rec. District Master Plan

Restaurant & Bar Revenue	\$	10,200,000
Direct Employment		73
Multiplier		
Output		2.1188
Earnings		0.6207
Employment		25.157
Impact on		
Output	\$	21,611,760
Earnings	\$	6,331,140
Indirect Employment		184
Total Employment		257

Table 14

**Economic Impact Analysis - Restaurant & Bar
(Near-Term Phase)**

S. Philadelphia Entertainment & Rec. District Master Plan

Restaurant & Bar Revenue		\$	27,200,000
Direct Employment			194
<hr/>			
Multiplier			
	Output		2.1188
	Earnings		0.6207
	Employment		25.157
<hr/>			
Impact on			
	Output	\$	57,631,360
	Earnings	\$	16,883,040
	Indirect Employment		490
	Total Employment		684

Table 15

**Economic Impact Analysis - Restaurant & Bar
(Medium-Term Phase)**

S. Philadelphia Entertainment & Rec. District Master Plan

Restaurant & Bar Revenue	\$	3,200,000
Direct Employment		23
Multiplier		
Output		2.1188
Earnings		0.6207
Employment		25.157
Impact on		
Output	\$	6,780,160
Earnings	\$	1,986,240
Indirect Employment		58
Total Employment		81

Table 16

**Economic Impact Analysis - Restaurant & Bar
(Long-Term Phase)**

S. Philadelphia Entertainment & Rec. District Master Plan

Restaurant & Bar Revenue	\$	30,600,000
Direct Employment		219
Multiplier		
Output		2.1188
Earnings		0.6207
Employment		25.157
Impact on		
Output	\$	64,835,280
Earnings	\$	18,993,420
Indirect Employment		551
Total Employment		770

Table 17

**Economic Impact Analysis - Lodging
(Expedited Phase)**

S. Philadelphia Entertainment & Rec. District Master Plan

Hotel Room Sales	\$	-
Direct Employment		-
Multiplier		
Output		2.1881
Earnings		0.6099
Employment		17.2601
Impact on		
Output	\$	-
Earnings	\$	-
Indirect Employment		-
Total Employment		-

Table 18

**Economic Impact Analysis - Lodging
(Near-Term Phase)**

S. Philadelphia Entertainment & Rec. District Master Plan

Hotel Room Sales		\$	7,874,688
Direct Employment			88
Multiplier			
	Output		2.1881
	Earnings		0.6099
	Employment		17.2601
Impact on			
	Output	\$	17,230,604
	Earnings	\$	4,802,772
	Indirect Employment		48
	Total Employment		136

Table 19

**Economic Impact Analysis - Lodging
(Medium-Term Phase)**

S. Philadelphia Entertainment & Rec. District Master Plan

Hotel Room Sales	\$	2,094,000
Direct Employment		25
Multiplier		
Output		2.1881
Earnings		0.6099
Employment		17.2601
Impact on		
Output	\$	4,581,881
Earnings	\$	1,277,131
Indirect Employment		11
Total Employment		36

Table 20

**Economic Impact Analysis - Lodging
(Long-Term Phase)**

S. Philadelphia Entertainment & Rec. District Master Plan

Hotel Room Sales	\$	11,228,125
Direct Employment		125
Multiplier		
Output		2.1881
Earnings		0.6099
Employment		17.2601
Impact on		
Output	\$	24,568,260
Earnings	\$	6,848,033
Indirect Employment		69
Total Employment		194

Table 21

Economic Impact Analysis - Entertainment (Expedited Phase)

S. Philadelphia Entertainment & Rec. District Master Plan

Entertainment Venues Admission Revenue	\$	104,000
Direct Employment		2
Multiplier		
Output		2.3482
Earnings		0.8137
Employment		26.0105
Impact on		
Output	\$	244,213
Earnings	\$	84,625
Indirect Employment		1
Total Employment		3

Table 22

**Economic Impact Analysis - Entertainment
(Near-Term Phase)**

S. Philadelphia Entertainment & Rec. District Master Plan

Entertainment Venues Admission Revenue		\$	3,525,000
Direct Employment			57
Multiplier			
	Output		2.3482
	Earnings		0.8137
	Employment		26.0105
Impact on			
	Output	\$	8,277,405
	Earnings	\$	2,868,293
	Indirect Employment		35
	Total Employment		92

Table 23

**Economic Impact Analysis - Entertainment
(Medium-Term Phase)**

S. Philadelphia Entertainment & Rec. District Master Plan

Entertainment Venues Admission Revenue	\$	15,200,000
Direct Employment		57
Multiplier		
Output		2.3482
Earnings		0.8137
Employment		26.0105
Impact on		
Output	\$	35,692,640
Earnings	\$	12,368,240
Indirect Employment		338
Total Employment		395

Table 24

**Economic Impact Analysis - Entertainment
(Long-Term Phase)**

S. Philadelphia Entertainment & Rec. District Master Plan

Entertainment Venues Admission Revenue	\$	-
Direct Employment		-
Multiplier		
Output		2.3482
Earnings		0.8137
Employment		26.0105
Impact on		
Output	\$	-
Earnings	\$	-
Indirect Employment		-
Total Employment		-

Table 25

Economic Impact Analysis - Recreation (Expedited Phase)

S. Philadelphia Entertainment & Rec. District Master Plan

Recreational Venues Revenue	\$	735,000
Direct Employment		20
Multiplier		
Output		2.067
Earnings		0.6529
Employment		27.1633
Impact on		
Output	\$	1,519,245
Earnings	\$	479,882
Indirect Employment		(0)
Total Employment		20

Table 26

**Economic Impact Analysis - Recreation
(Near-Term Phase)**

S. Philadelphia Entertainment & Rec. District Master Plan

Recreational Venues Revenue			
Direct Employment			
Multiplier			
	Output		2.067
	Earnings		0.6529
	Employment		27.1633
Impact on			
	Output	\$	-
	Earnings	\$	-
	Indirect Employment		-
	Total Employment		-

Table 27

**Economic Impact Analysis - Recreation
(Medium-Term Phase)**

S. Philadelphia Entertainment & Rec. District Master Plan

Recreational Venues Revenue	\$	32,500,000
Direct Employment		146
Multiplier		
Output		2.067
Earnings		0.6529
Employment		27.1633
Impact on		
Output	\$	67,177,500
Earnings	\$	21,219,250
Indirect Employment		737
Total Employment		883

Table 28

**Economic Impact Analysis - Recreation
(Long-Term Phase)**

S. Philadelphia Entertainment & Rec. District Master Plan

Recreational Venues Revenue	\$ 14,215,000
Direct Employment	71
Multiplier	
Output	2.067
Earnings	0.6529
Employment	27.1633
Impact on	
Output	\$ 29,382,405
Earnings	\$ 9,280,974
Indirect Employment	315
Total Employment	386