



NEW YORK GAMING ASSOCIATION 2013 ANNUAL REPORT



BOARD OF DIRECTORS

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Timothy Rooney, Jr.
Daniel Gerrity
William Bissett
Charles Degliomini
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Thomas Osiecki
Michael Kane

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James Featherstonhaugh, President
Timothy Rooney, Jr., Vice President
William Bissett, Secretary
Christian Goode, Treasurer
Michael Wilton, Executive Director



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MESSAGE FROM THE PRESIDENT



The New York Gaming Association (NYGA) is pleased to present this 2013 Annual Report. The last year was, for better or for worse, a milestone year for the gaming industry in New York and a year of unprecedented success for our members, as you will see in the following pages.

After decades of failed attempts to legalize full-fledged commercial gaming, New York will begin to realize its true economic potential with the passage of the Upstate New York Gaming Economic Development Act. As it currently stands three of our members – Saratoga Casino & Raceway, Tioga Downs Casino and Monticello Casino & Raceway – have announced that they will bid for full licenses under the Act. In addition, Delaware North has been awarded the contract to open and operate the first Video Lottery Terminal (VLT) facility on Long Island.

Our members are thriving. Many have expanded their facilities and continue to uphold our legacy of providing exceptional entertainment to our visitors. In 2013 alone, NYGA members invested nearly \$120 million in capital improvement projects with additional projects planned for 2014.

NYGA members take pride in their facilities, the jobs they create, the entertainment they provide, the contributions they make to the communities they call home, and the neighbors they call friends. We look forward to continuing to be reliable partners with our regulators in state government and many years of continuing to contribute to the success and prosperity of the New York State economy.

A handwritten signature in black ink, reading "James Featherstonhaugh". The signature is written in a cursive, flowing style.

James Featherstonhaugh
President
New York Gaming Association

RECORD OF RESULTS

From the first facility opening in 2004 to the end of 2013,

New York Gaming Association members have had a significant economic impact that includes:

\$4.6
BILLION FOR
EDUCATION

\$198
MILLION TO LOCAL
GOVERNMENTS

\$1.1
BILLION FOR RACING
AND BREEDING
SUPPORT

WHO WE ARE

Formed in 2011, the New York Gaming Association is comprised of the state's nine racetrack gaming facilities.

Our members' facilities are located at thoroughbred and harness racing venues in communities across the state.

NYGA members are the heirs to New York State's storied legacy of horse racing, representing an aggregate of more than 626 years in operation. In 2001 New York State authorized

Video Lottery Terminals (VLTs), leading to the opening of the first facility in 2004. Since then, our members have become significant employers and growing contributors to state and local government revenues. In addition to providing a national model for effective gaming operations, our members are committed to being conscientious corporate citizens and proud supporters of organized labor.







Resorts World Casino New York City is owned by the Genting Group, the world's largest destination casino resort operator. The Genting Group has a combined market capitalization of \$40 billion and employs more than 50,000 people worldwide at locations including Singapore, London and soon Las Vegas. Located at the historic Aqueduct Racetrack, Resorts World Casino New York City opened in October 2011 and now boasts more than 5,000 slot and table game machines.



Yonkers Raceway was founded in 1899, with famous thoroughbreds including Seabiscuit gracing the track over the years. The fabled Rooney family acquired Yonkers Raceway in 1972 and opened Empire City Casino in October 2006, adding to their East Coast gaming operations. The facility now offers 5,400 slot and table game machines, live entertainment and trackside dining.



Owned by Nichols, NY-based American Racing and Entertainment, LLC, and located in the heart of the Southern Tier, Tioga Downs Casino offers live entertainment and dining in addition to gaming. The track has been in operation since the 1970s, and since Tioga Downs Casino opened its doors in July 2006, it has grown to include more than 800 slot and table game machines.



Vernon Downs Casino & Hotel, also owned by American Racing and Entertainment, LLC opened in October 2006 and now has more than 750 slot and table game machines. Set in idyllic farm country, the hotel's 150 suites feature trackside rooms with stunning views. A recent facilities expansion resulted in the creation of a 15,000 sq. ft. banquet room that includes an outdoor rooftop terrace overlooking the racetrack and surrounding countryside.



Batavia Downs is the oldest lighted harness track in North America, opening in 1940. Owned and operated by Western Regional Off Track Betting Corporation, Batavia Downs opened its gaming facility doors in May 2005 and offers more than 785 gaming machines to choose from. The facility also includes three great restaurants for patrons.



Managed by Delaware North Companies, Hamburg Gaming at Buffalo Raceway traces its origins as a harness racing track to 1942. Located on the Erie County Fairgrounds, it opened in March 2004 and has more than 900 video gaming machines. Buffalo Raceway became a harness racing fixture with the start of the 1960s and was considered one of the top ten tracks in America. The New York Sires Stakes, a series of statewide races for two- and three-year-old New York-bred horses, made their debut at the raceway in 1961. This stakes series remains a part of the current raceway program.



Monticello Casino & Raceway is owned by Empire Resorts, a publicly traded gaming and entertainment company. The track has hosted harness racing since 1958, and the casino opened its doors in June 2004. The facility boasts more than 1,100 slots and has already hosted more than 5.5 million visitors. In January 2013, the town of Thompson approved a multiphase development plan that would see Monticello Casino & Raceway move to the famed Concord Resort site in the Catskills.



Saratoga Casino & Raceway traces its history back to 1941, when the first harness racing program was run. In January 2004, Saratoga Casino & Raceway became the first of NYGA's members to open its doors and now boasts more than 1,750 slot and table game machines. Recently the company purchased a casino in Colorado and also operates a thoroughbred track in Kentucky.



Finger Lakes Gaming & Racetrack is owned by Delaware North Companies, a Buffalo, NY-based global leader in hospitality and food service. Owned by the Jacobs family, Delaware North is one of the largest privately owned corporations in America with more than \$2 billion in annual revenue and 55,000 employees. Delaware North operates gaming and racing facilities in six other states across the country. Opened in February 2004, the facility has nearly 1,550 video gaming machines.

JOB CREATION

At the end of 2013, our members directly employed nearly 6,000 people with total compensation for those employees exceeding \$192 million. Our predominantly union workforce earned an average of \$41,228 annually. Taking into account the impact of purchasing, construction, support for the racing industry, out-of-state visitor spending and other factors, we supported 17,700 direct and indirect jobs and nearly \$1.6 billion in economic output.

Total Economic Impact of NYGA Members in New York State, CY 2013 (jobs in FTE, wages and output in \$000's)

	Jobs	Wages	Output
NYGA Member Operations			
Direct employment	5,980	\$192,189.5	\$192,189.5
Purchasing and construction	1,146	\$86,437.1	\$222,240.7
Indirect and induced effects	2,115	\$131,306.6	\$341,392.5
Subtotal	9,241	\$409,933.2	\$755,822.7
State Lottery Division Contracts			
Direct impact	127	\$14,173.1	\$42,815.8
Indirect and induced effects	152	\$9,405.8	\$24,215.4
Subtotal	279	\$23,578.9	\$67,031.2
Support for Racing and Breeding			
Direct impact	4,038	\$125,664.3	\$234,733.1
Indirect and induced effects	1,729	\$98,354.8	\$247,577.9
Subtotal	5,768	\$224,019.2	\$482,311.0
Out-of-State Visitor Spending			
Direct impact	1,754	\$53,324.8	\$132,752.9
Indirect and induced effects	668	\$42,588.3	\$112,644.7
Subtotal	2,423	\$95,913.1	\$245,397.6
Total	17,711	\$753,444.4	\$1,550,562.4

* Output includes wages, salaries and benefits, and the purchases of goods and services

Many of our facilities are among the largest employers in their region, providing good paying jobs and benefits. NYGA members employ a diverse workforce and are committed to creating a working environment where employees feel valued and have the opportunity to grow and advance their careers. Our employees include a mix of management and union professionals, hospitality staff, security personnel and equine specialists.

6,000
DIRECT JOBS

17,700
TOTAL JOBS

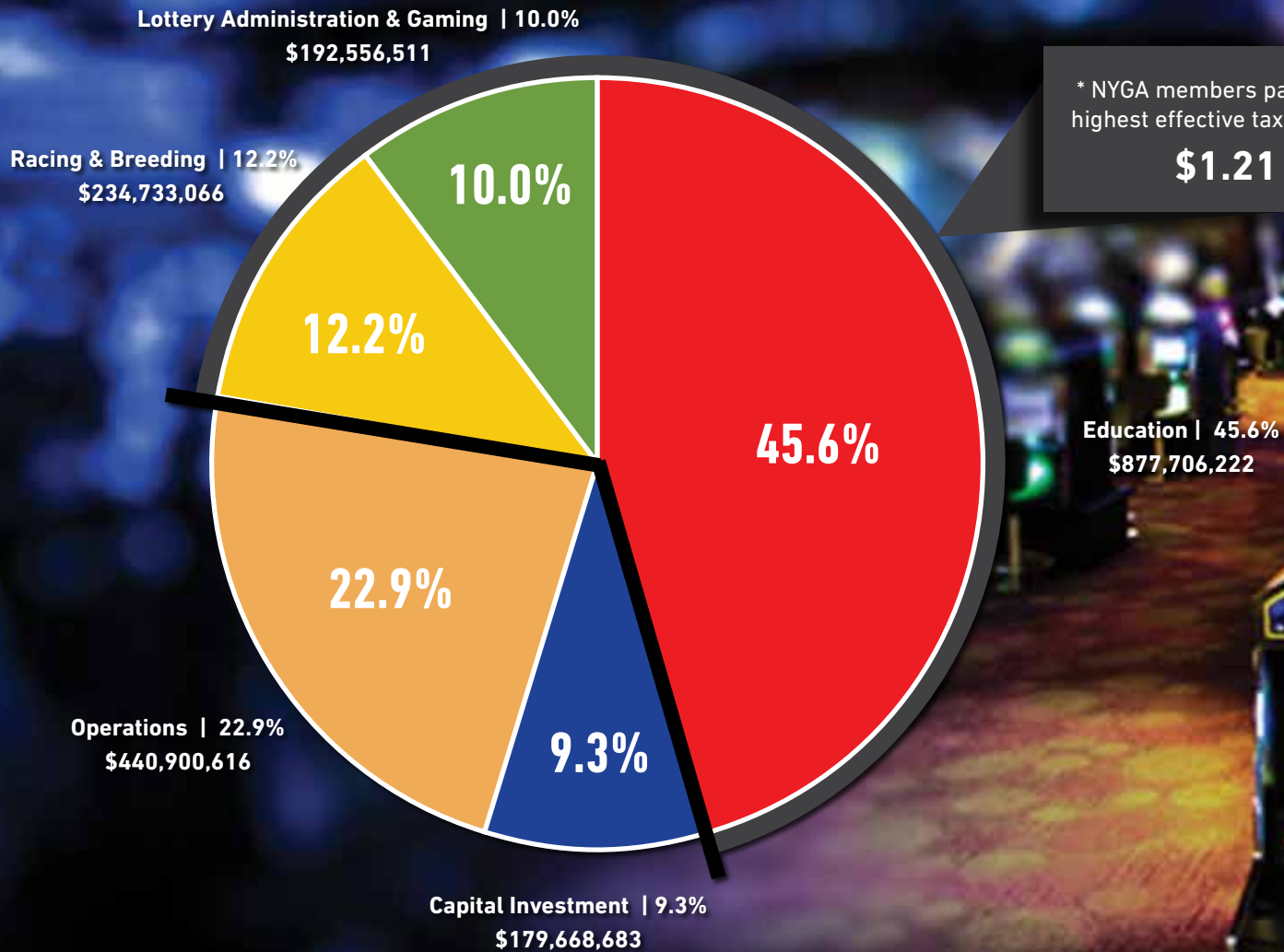
\$ 1.6
BILLION IMPACT

OUR WORKFORCE

- CASINO CAGE MANAGER
- GARDEN MANAGER
- RACETRACK TRAINER
- HEAD COOK
- CARPENTER
- CHIEF ENGINEER
- RESERVATIONS AGENT
- HOSTESS
- SHIFT SUPERVISOR
- WINDOW BANK CASHIER
- HORSE TRAINER
- GROOM
- RIDING INSTRUCTOR
- VETERINARIAN
- ACCOUNTS PAYABLE CLERK
- ASSISTANT MANAGER
- EQUINE DENTIST
- JOCKEY
- RACING DRIVER
- LANDSCAPE SUPERVISORS
- TRACK SUPERINTENDENT
- SECURITY MANAGERS
- STALL CLEANER
- CHIEF ENGINEER
- FRONT DESK REPRESENTATIVE
- ELECTRICIAN
- BAKER
- DIRECTOR OF RACING
- PUBLICITY AND PROMOTIONS
- VET ASSISTANT
- CONCIERGE
- CATERING
- COCKTAIL SERVERS
- BUFFET ATTENDANT
- AUDIO VISUAL SPECIALIST
- LAUNDRY SUPERVISOR
- MAINTENANCE – GENERAL
- BANQUET MANAGER
- FOALING ATTENDANT
- BLACKSMITH
- BARTENDER
- PLUMBER
- DISHWASHER
- CUSTODIAL MANAGER
- TRACK STARTER
- STARTING GATE DRIVER
- FARRIER
- SAUCIER
- VALET
- HOT WALKER
- HOUSEKEEPING
- GROUNDS
- HVAC MECHANIC
- TRACK ANNOUNCER
- RETAIL CLERK
- PARI-MUTUEL MANAGER



2013 DISTRIBUTION OF GROSS GAMING REVENUE



* NYGA members pay one of the nation's highest effective tax rates — 68% of GGR.

\$1.21 billion

Education | 45.6%
\$877,706,222

2013 Financials \$ 1.9 billion in gross gaming revenue resulted in the following:

45.6% EDUCATION REVENUE – \$877,706,222

New York's racetrack gaming facilities generate more revenue for education than in any other state. This aid – with the sole purpose of funding education – represents the largest share of revenue transferred to the Division of the Lottery. The annual support from NYGA members for education was equivalent to funding the salaries of 12,560 teachers and helped hold the line on property taxes.

12.2% RACING AND BREEDING – \$234,733,066

New York's racing industry is vast. The money generated for racing is distributed to support both thoroughbred and standardbred breeding and racing purses, in addition to agribusiness like family farms, feed suppliers, veterinarians, blacksmiths and a host of other agrarian jobs. It also supports the New York Racing Association (NYRA) with revenue for capital expenditures and operations.

10.0% LOTTERY ADMINISTRATION & GAMING OPERATIONS – \$192,556,511

Supports video lottery gaming administration, including gaming floor operations and support of payment systems. Division of Budget may authorize the transfer of remaining revenue to the support of education.

22.9% OPERATIONS – \$440,900,616

Racetrack gaming facilities are private sector companies, generating revenue to cover the costs associated with daily operations of the facilities and the nearly 6,000 jobs they support. Those costs include wages and salaries, employee healthcare and benefits, utilities payments, facility maintenance and debt service, among other operational expenses.

9.3% CAPITAL INVESTMENT – \$179,668,683

Capital investment is a combination of both the marketing allowance (8.5%) and capital fund (0.8%). Racetrack gaming facilities are statutorily obligated to designate portions of revenues to market their facilities and set aside capital funds used for construction/expansion projects.

EDUCATION FUNDING

\$878 MILLION / \$69,880 = 12,560 TEACHERS

Median NYS teacher salary — \$69,880



2004 1,727 JOBS
\$117 MILLION

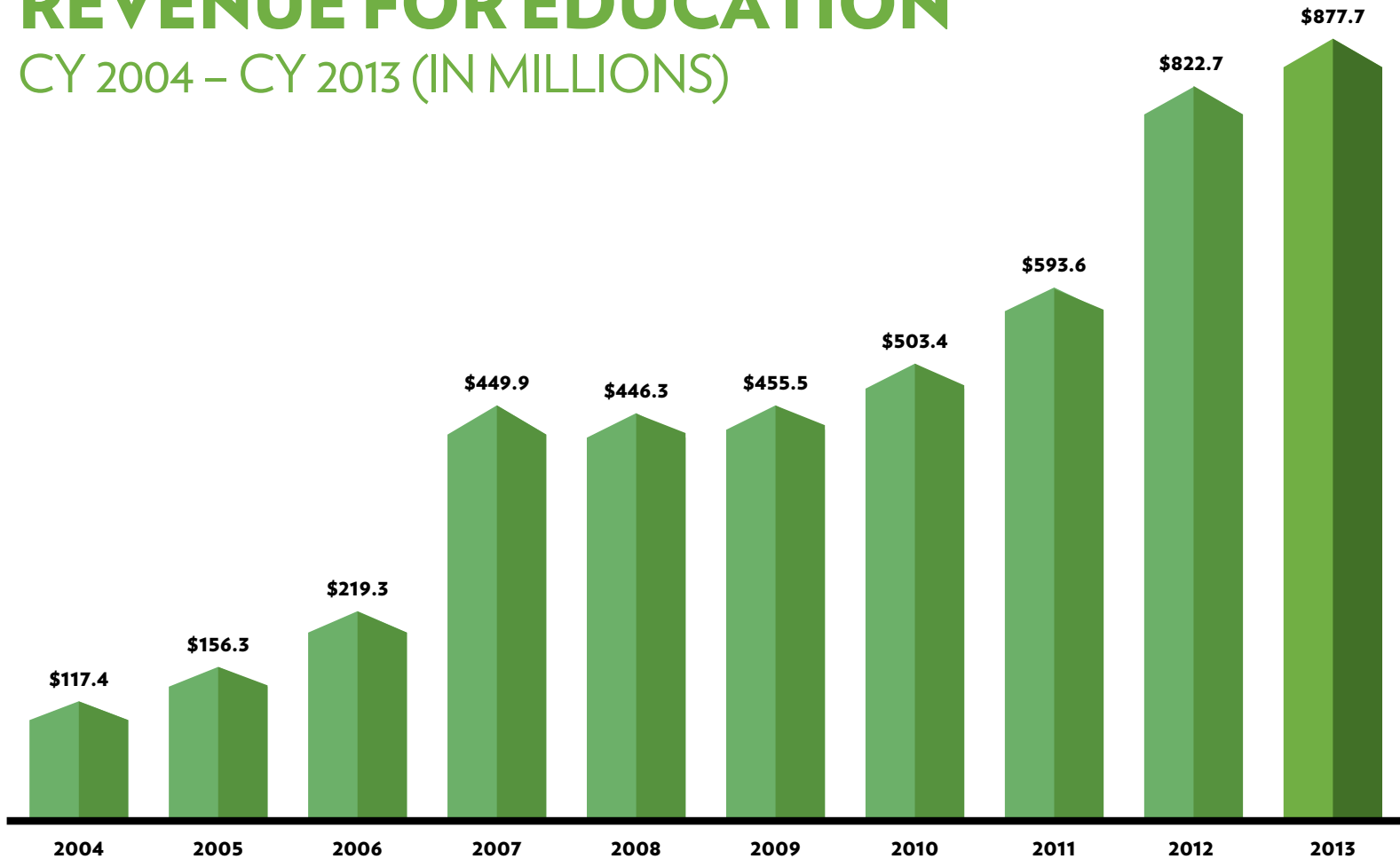
2013 12,560 JOBS
\$878 MILLION

VLT Statute – In 2001, when Video Lottery Terminals (VLTs) were authorized by the New York State legislature, the law required the lottery to dedicate its revenues to education spending. This still holds true today.

Our members have generated \$4.6 billion for education since 2004. In 2013 alone, NYGA members generated nearly \$878 million for education. At a median salary of \$69,880, this would fund the equivalent of 12,560 teachers. The indirect economic impact of this funding for education was \$661 million, bringing the total economic impact to more than \$1.5 billion.

REVENUE FOR EDUCATION

CY 2004 – CY 2013 (IN MILLIONS)



RACING AND BREEDING



A wide array of agriculture-related businesses benefit from the revenues NYGA members generate. These include trainers, family farmers, grain and feed

producers, breeders, veterinarians, blacksmiths, groomers, owners, equipment suppliers and many others.

Our members' contributions to horse racing and breeding in 2013 totaled nearly \$235 million, 12 percent of gross gaming revenues. These funds supported more than 4,000 full-time-equivalent jobs and another 1,700 indirect jobs. These jobs had a total economic output – which includes wages, salaries, and the purchase of goods and services – of more than \$482 million. This substantial economic engine helps us sustain New York's 2,300 breeding, training and racing facilities, and 23,000 family-owned farms and stables.

Percent Distribution to Racing/Breeding/NYRA

CY 2013 (in \$000's)

	% Distribution	2013 Aid (\$000's)
Standardbred Purses	8.75%	\$88,285.3
Standardbred Breeding Fund	1.25%	\$12,612.2
Finger Lakes Thoroughbred Purses	8.75%	\$11,502.9
Thoroughbred Breeding Fund	1.25%	\$1,643.3
NYRA Thoroughbred Purses	7.0% & 7.5%	\$55,597.2
Thoroughbred Breeding Fund	1.25% & 1.5%	\$10,133.2
NYRA Operations Fund	3.0%	\$23,553.9
NYRA Capital Expenditure Fund	4.0%	\$31,405.2
Subtotal Purses		\$155,385.4
Subtotal Breeding		\$24,388.7
2013 Total Racing and Breeding Support		\$234,733.1

Economic Impact of Racing and Breeding

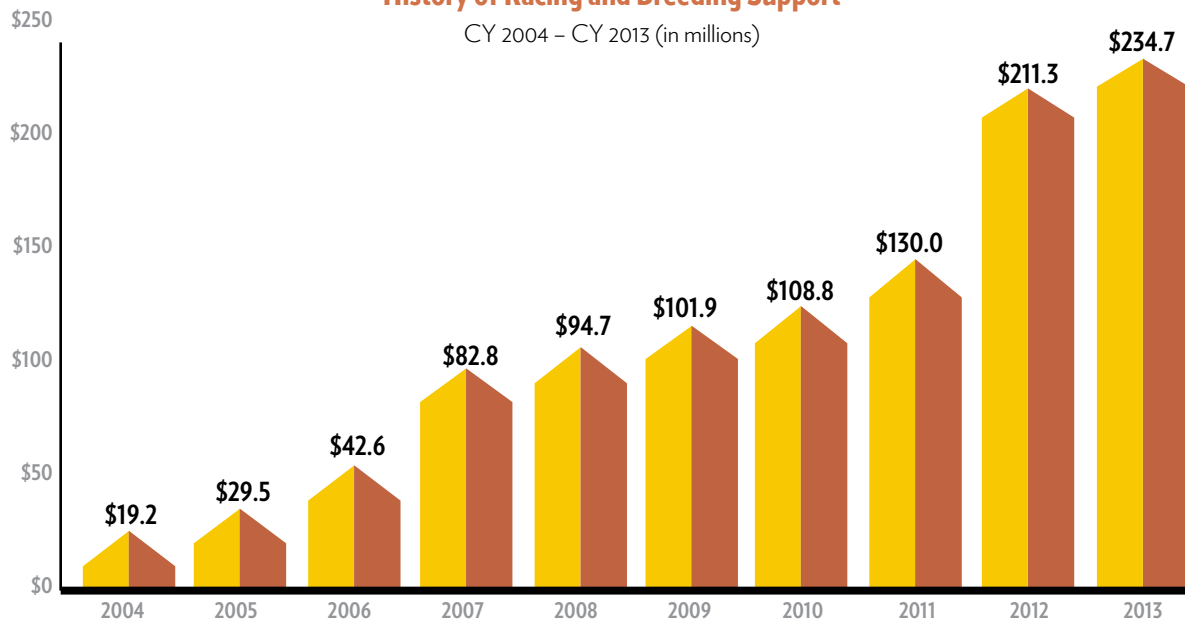
CY 2013 (Jobs in FTE, wages and output in \$000's)

	Jobs	Wages	Output
Support for Racing and Breeding			
Direct impact	4,038	\$125,664.3	\$234,733.1
Indirect and induced impact	1,729	\$98,354.8	\$247,577.9
<i>Total</i>	<i>5,768</i>	<i>\$224,019.2</i>	<i>\$482,311.0</i>

*Output includes wages, salaries and benefits, and the purchase of goods and services.

History of Racing and Breeding Support

CY 2004 – CY 2013 (in millions)



CAPITAL INVESTMENT

This past year NYGA members experienced continued growth. Many of our members completed or broke ground on major expansion projects totaling almost \$120 million, adding approximately 1,200 new gaming machines and resulting in 322 construction and 290 permanent new jobs. Our members are committed to providing visitors with a diverse and exciting entertainment experience.



EMPIRE CITY CASINO – \$50 MILLION

The expansion features 35,000 square feet of new gaming floor with more than 430 new gaming machines and a new casino entrance. A dramatic curved facade features more than 45 feet of frameless low iron glass in a 300-foot arc that creates a backdrop to the entry canopy and a window onto the interior of the casino. The display is the largest structure of its kind in North America. The expansion also includes two new restaurants, Dan Rooney's Sports Grill and Pinch American Grill, as well as a craft cocktail lounge featuring retro bowling lanes.



BATAVIA DOWNS GAMING – \$28 MILLION

Batavia Downs has added 50,000 square feet of gaming and entertainment floor space with more than 140 new gaming machines, a larger Paddock Room and an updated atrium. The expansion also includes: Fortuna's, an Italian-style restaurant; 34 Rush sports bar named for football great Thurman Thomas; and the trackside Homestretch Grille. Adding to the wow factor is a floor-to-ceiling waterfall that drops water in sculptured form spelling out Batavia and forming gaming machine symbols.



RESORTS WORLD CASINO NYC – \$15 MILLION

Thanks to the new \$15 million Aqueduct Racetrack subway station and accompanying Resorts World SkyBridge to the casino, even more New Yorkers are now minutes away from Resorts World Casino New York City. The station has already been recognized as a model for future transit projects due to its aesthetic appeal. The sleek SkyBridge walkway offers guests an enclosed, temperature-controlled, direct path between the casino and the station, ensuring the most convenient possible trip for all guests traveling by subway – from the Rockaways to Inwood – along the A line.



TIOGA DOWNS CASINO – \$14 MILLION

Tioga Downs recently broke ground on a new and modern three story indoor parking complex. The new car park will have enough room for 275 cars and will offer guests direct access to the casino. The phase one construction of the parking facility is a prelude to a much larger expansion.



FINGER LAKES GAMING – \$12 MILLION

The 33,000 square foot expansion has nearly doubled the size of the gaming space, adding more than 350 new gaming machines. The expansion includes two new restaurants: the 102-seat Wolfgang Puck Express, the first location of the brand in New York State outside of New York City; and Remedy, a 140-seat bar and lounge unlike any other in the region. Rounding out the additions is a larger players club as well as back-of-the-house office space.

Economic Impact of Construction Spending at Racetrack Gaming Facilities

CY 2013 (jobs in person-years, wages, output and taxes in \$000's)

Construction Spending	Jobs (FTE)	Wages (\$000's)	Output* (\$000's)
Direct impact	322	\$21,365.8	\$52,428.0
Indirect and induced impact	245	\$15,979.3	\$40,947.6
<i>Total</i>	<i>567</i>	<i>\$37,345.1</i>	<i>\$93,375.6</i>
State and Local Taxes	Direct	Indirect	Total
Income tax	\$1,079.0	\$807.0	\$1,886.0
Sales tax	\$2,657.8	\$238.0	\$2,895.8
<i>Total</i>	<i>\$3,736.8</i>	<i>\$1,045.0</i>	<i>\$4,781.8</i>

* Output includes wages, salaries and benefits, and the purchases of goods and services

SUPPORT FOR STATE AND LOCAL GOVERNMENTS

Our members are an important source of income for the state and local governments. In 2013, in addition to the \$878 million generated in aid for education, NYGA member operations generated tax revenues from income, sales, property and other sources totaling more than \$123 million. These revenues support general funds, local city school districts, stabilized or reduced property taxes and defrayed costs associated with our facilities. These revenues are provided primarily through three different sources: aid to municipalities, taxes paid directly to the state and local governments, and revenues generated indirectly through the economic activity of our employees and our facilities' spending on payroll, purchasing and construction.

IN 2013, OUR MEMBERS:

FINANCED
\$27 MILLION
IN DIRECT AID TO
MUNICIPALITIES

DIRECTLY PAID
\$49 MORE THAN
MILLION IN
STATE AND LOCAL TAXES

INDIRECTLY GENERATED
\$47 NEARLY
MILLION
IN TAXES

Economic Impact of Racetrack Gaming Facilities on State and Local Revenues, CY 2013 (in \$000's)

	DIRECT	INDIRECT	TOTAL
State			
Contribution to education	\$877,706.2		\$877,706.2
Contribution to lottery admin and gaming	\$192,556.5		\$192,556.5
State income tax	\$9,436.4	\$21,327.7	\$30,764.1
State sales tax	\$4,635.0	\$7,299.9	\$11,934.9
State corporate tax	\$1,487.2	\$4,891.1	\$6,378.3
Pari-mutuel tax	\$3,647.4		\$3,647.4
Subtotal	\$1,089,468.8	\$33,518.7	\$1,122,987.5
Local			
Aid to municipalities	\$27,245.9		\$27,245.9
Local income tax	\$1,486.3	\$4,738.9	\$6,225.2
Local sales tax	\$4,472.4	\$7,038.0	\$11,510.4
Real property tax	\$18,259.3		\$18,259.3
Other local taxes, fees & payments to municipalities	\$5,656.3	\$1,421.6	\$7,077.9
Subtotal	\$57,120.3	\$13,198.5	\$70,318.8
Total	\$1,146,589.1	\$46,717.2	\$1,193,306.3



NYGA members are deeply invested in their communities. They are committed to providing support both financially and through volunteerism to the community programs

that mean so much to their employees, friends and neighbors. Through efforts such as blood drives, scholarships, toy and coat drives, food bank donations, literacy volunteers, retired racehorse adoption programs, highway clean-up and veteran outreach, their philanthropic donations touch the lives of thousands of community members every day.

In 2013, NYGA members donated more than \$2.6 million to hundreds of charitable efforts and organizations.

HELPING OUR COMMUNITIES

- WALK FOR A CURE
- CONCERTS FOR CHARITIES
- BLOOD DRIVES
- SCHOLARSHIPS
- RETIRED THOROUGHBRED ADOPTION PROGRAM
- BACKPACKS FOR BACK-TO-SCHOOL
- TURKEYS FOR THANKSGIVING
- TOY AND COAT DRIVE
- LITERACY VOLUNTEERS
- THE SALVATION ARMY
- HIGHWAY CLEAN-UP
- FOOD BANKS
- VETERAN OUTREACH
- CATHOLIC CHARITIES
- BETHEL WOODS
- LIONS CLUB
- SARATOGA HOSPITAL FOUNDATION
- COMMUNITY GARDENS
- FRANKLIN COMMUNITY CENTER, INC.
- RONALD MCDONALD HOUSE CHARITIES
- HOMELESS SHELTERS
- THE WESLEY FOUNDATION
- TO LIFE!
- AMERICAN RED CROSS
- CORNELL UNIVERSITY COOPERATIVE
- EXTENSION - CCE EQUINE
- DOMESTIC VIOLENCE AND RAPE
- CRISIS SERVICES
- JAKE'S HELP FROM HEAVEN
- NATIONAL CENTER FOR MISSING & EXPLOITED CHILDREN
- OPERATION ADOPT A SOLDIER, INC.
- SCHENECTADY COMMUNITY ACTION PROGRAM, INC.
- THE PREVENTION COUNCIL
- WILDWOOD FOUNDATION, INC.
- BOWL FOR A CURE
- CAMP GOOD DAYS AND SPECIAL TIMES
- AMERICAN HEART FOUNDATION
- BOY SCOUTS OF AMERICA
- ROTARY CLUB
- AMERICAN LEGION
- YMCA
- UNITED WAY
- KNIGHTS OF COLUMBUS
- MERCY FLIGHT
- JOCKEY MEMORIAL SCHOLARSHIPS
- ARC
- HUMANE SOCIETY
- HORSE RESCUE & SANCTUARY



UPSTATE NEW YORK GAMING ECONOMIC DEVELOPMENT ACT



The Upstate New York Gaming Economic Development Act was passed by the Legislature and signed by Governor Andrew Cuomo on July 30, 2013. A referendum to amend the State Constitution to permit up to seven destination gaming resorts was approved by the people on November 5, 2013.

According to the NYS Division of Budget, the total statewide fiscal impact of the Act is estimated to be \$430 million annually, with funds required to be used for additional school aid, property tax relief, and local government aid.

As defined by the statute:

- 80% of the State's revenues will be used for elementary and secondary education or property tax relief
- 10% will be split equally between the host municipalities and host counties
- 10% will go to other counties in the region of the gaming resort to provide tax relief or educational assistance

The Upstate New York Gaming Economic Development Act authorizes four upstate destination resorts which will be selected based on merit by a siting committee appointed by the Gaming Commission.

The initial plan will site up to four casinos in the following areas:

Hudson Valley – Catskill area (Region 1)

Capital District – Saratoga area (Region 2)

Eastern Southern Tier (Region 5)

The North Country (Region 3), Central New York (Region 4) and Western New York (Region 6) are in Native American exclusivity zones, and as such, no new casinos will be allowed in these areas due to agreements made with the Mohawk, Oneida and Seneca Nations.

No destination gaming resorts can be authorized in Westchester, Rockland, Putnam, New York City, or Long Island for a seven-year period during which no further destination gaming resorts will be licensed by the State.

Additionally, two new VLT parlors will be placed on Long Island, one in Nassau and one in Suffolk counties.

*This information was obtained from
www.governor.ny.gov

CASINO DEVELOPMENT REGIONS



PROMOTING RESPONSIBLE GAMING



National Council
on Problem Gambling

The New York Gaming Association is a member of the National Council on Problem Gambling. In addition, NYGA is working with the NY Council on Problem Gambling to establish industry-wide programs and standards to address problem gambling and enhance programs already in place that provide referral information to resources in New York State for problem gamblers, including the state's 24-hour hotline. Each facility has its own voluntary self-exclusion programs that are open to anyone who feels it is necessary. Further assistance is available from the Office of Alcoholism and Substance Abuse Services, which can be reached at **1-877-8-HOPENY** or by visiting **www.oasas.ny.gov**

The Association and its members are active and committed to working with the state and other service providers to ensure that assistance for problem gamblers is readily available to any and all individuals who require it.

If you or someone you know has a
gambling problem call **1-877-8-HOPENY**

NEW YORK GAMING MARKET

IN 2013, NYGA'S MEMBERS:

WELCOMED APPROXIMATELY
29 MILLION
VISITORS

ACCEPTED MORE THAN
\$32 BILLION
IN TOTAL AMOUNT WAGERED

NYGA members offer video slot machines and video lottery terminals that include popular titles like Michael Jackson King of Pop and Wheel of Fortune as well as electronic table game machines, including roulette, craps, baccarat and sic-bo. Combined, our facilities offer more than 18,000 machines manufactured by the following industry leaders:

- Bally's
- IGT
- Interblock
- Scientific Games
- Shuffle Master
- Spielo





CITATIONS

All statistical data was obtained from the New York Gaming Commission at www.gaming.ny.gov, and from the New York State Department of Labor at www.labor.state.ny.us. Statistics pertaining to the equine industry were obtained from the New York Horse Racing and Agriculture Industry Alliance's 2012 Equine Industry Economic Impact Study, which may be found at www.nytbreeders.org.

Additionally, the New York Gaming Association has utilized the services of the following companies:

APPLESEED – based in New York City, provides economic and social research and analysis, economic development planning, strategic planning and program development services to government, nonprofit and corporate clients.

JAY SARNO AND ASSOCIATES – based in Atlantic City, New Jersey, provides data analysis and strategic market research for private sector entities including casinos and gaming operators.

SPECTRUM GAMING GROUP – based in Linwood, New Jersey, provides a wide range of gaming-related research and professional services for public and private entities including gaming operators, developers, investors and government agencies.

UNION GAMING ANALYTICS – based in Las Vegas, Nevada, conducts economic impact, market feasibility and various other consulting projects for corporate, government and institutional gaming clients.





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