



Race Track Industry Program

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CHANGING THE MENU

Moderator/Speaker:

Stephen Szapor, President, The Innovation Group of Companies

Speakers:

Dan Bamrick, General Manager, Southland Greyhound Park

Gordon Mackay, Partner, Mackay Wong

David Yount, Executive Director, Racing Operations, Evangeline Downs Racetrack & Casino

MR. STEPHEN SZAPOR: I'm president of The Innovation Group. I'm filling in for my partner Steve Rittvo who was going to moderate this group.

Before we get started we want to say thanks to our sponsors of this specific event here this afternoon, and that is Delaware North Companies, and I was also asked to remind anyone if you want to play golf on Friday, you have to sign up by close of business today.

The topic of the session this afternoon is called "Changing the Menu," we all know as facilities move from just a racing environment to a racino environment, you're going to mix different customers and the needs from a food and beverage perspective will change dramatically. We put together a panel today and have asked them to focus on a couple of different questions to talk about, one how does the food and beverage offerings differ as you change your clientele.

Are you giving your casino customers what they want from your existing facility and is it the same for the racetrack patron in terms of does the racetrack patron look for the same type food and beverage amenities that a racing customer does.

Our first speaker today is Mr. Gordon Mackay. He is the president and cofounder of Mackay Wong Strategic Design based in Ontario. His award-winning

firm has specialized in the field of hospitality design for 15 years and over that time they've completed more than 300 projects valued at more than \$500 million.

Mackay Wong has actively been designing food and beverage venues in the food and gaming environment for the past 10 years and currently working on several casino and racino projects for the Ontario Lottery and Gaming Commission. Please join me and welcoming at this time Gordon Mackay.

MR. GORDON MACKAY: Thank you much, Steve, and I would like to extend thanks, first to the university for having us here and all of your time today. I appreciate that. And to The Innovation Group who extended the invitation to me a few weeks back. And Doug Reed also, if he is out there, thank you very much. We've been in constant touch back and forth talking about this topic and trying to narrow down on the scope and what he would like me to cover. I could stand up here for days, there's no doubt about it, talking about this issue.

And when we were building the presentation in-house, my staff, who are enthusiastic types-X ones to try and brand and rebrand things, they saw the title of "Changing the Menu" and they came up with an alternative menu. "Pimp My F&B." If you've seen the show "Pimp My Car," they got a bit of chuckle out of this idea. In a lot of ways the designer comes in, takes a look as if it was an old car and tries to find the special aspects of that model and bring it to life. In a lot of ways that's what a restaurant designer does too. And that's what we've been doing for 15 years.

You've got to wonder, me standing up here from a design standpoint. Why would someone, owner or operator of a track and racino need an interior designer to be involved in the project, when 10 or 15 years ago the way it went, an owner would pretty much work with an equipment supplier, put a line together with the help from some friends, pick some vinyl tile, some colors, call the manufacturers for chairs and tables and hang some lighting and call it a day. Things have changed a lot in the 15 years we've been in business. And we've seen a tremendous attitude change also in terms of the role of food and beverage not only within casino environments but other types of facilities, too.

In order to understand why you will need a designer who understands F&B, it's prudent to spend a minute to talk about the current environment we find ourselves in in today's culture with respect to food and beverage.

As consumers of dining experiences, all of us have become a lot more savvy about the options and choices out there and become more educated. Choices abound out there all day long.

It's choices between fast food, slow food. Fine dining, casual, Italian, Asian, whatever you want. If you become overwhelmed you can retreat to a restaurant that serves comfort food, which is what mom used to make for all of us.

In turn the media grabbed on to the change in our culture as well. If you turn on the television at night, is it going to be poker stars or is it going to be iron chef? You have food network, which is now mainstream. Food on TV is a big money maker and when you think about our homes, the kitchen has become the real power center or status symbol of our new homes. So it's shifting at home.

As I was coming through the airport today in Denver, I was reminded of the shift that happened in airports as well. Instead of the old stale sandwiches and and stale coffee that was thrown at us, we're getting Wolfgang Puck. We're getting celebrity chefs, we're getting Emeril, and we're getting Starbucks. The quality has gone through the roof.

And also in terms of stadium construction, the same thing has happened. I was at a Toronto Maple Leafs game a few weeks ago and by coincidence they were playing some team from Phoenix coached by some guy named Wayne Gretzky. And as I got to the seat, and it's a hard ticket to find in Toronto, on the seat was a menu, instead of hot dogs, hamburgers, french fries; I was faced with choices from the fine dining room. Blini, stir fries, it was very, very, upmarket, and that's in the stadium.

Now, at the bottom of that food chain in terms of facilities. Casinos and the track facilities until recently were by far our most difficult client in terms of trying to convince them of the importance of good strong food and beverage within these facilities.

You know, the old way of doing things was pretty much the captive audience mentality. Innovation wasn't important, because we had the people there, and they will eat what we serve up to them. That captive audience direction changed dramatically. Because if you head to Vegas for only a day, what you discover there is gaming environments now have been supported and circled with incredible amenity packages, food and beverage is only one aspect of that.

Things changed dramatically there, and there's only one Vegas, I never try to tell my clients we're going to try to do something that's Vegas. What we learned from Las Vegas and the relationship of F&B and the gaming experience, a good or great gaming experience can even be better with strong F&B wrapped around it.

What I'd like to do is spend a couple minutes and talk to you about how we as a designer firm build an F&B strategy with our clients and some of our priorities and what we need to know from our clients and in turn what we advise them of as we take a step back. Building a F&B design strategy, the first thing the owner needs to understand is the market. The second thing is providing choice. That market requires a lot of choice and as I said, we're faced with those choices every day.

The third thing I'm going to speak about is dropping a blend of concepts. And I'll get into that, but I'll show you case studies of this blending and the choices that you probably have as an owner and operator.

So the first thing I'd like to talk about is understanding the target market. You have a unique guest coming to your facilities. Like any bar or restaurant on the street, you have to compete for attention, your success will be defined by your ability to forecast and understand what the guests need.

The interesting situation some of you may find yourselves in today, as a track facility you may be thinking of converting to the racino format, which means you have a current guest and customer profile that you understand very well. The casino element that's coming in offers another type of guest profile. The current track customers that you have, from our experience—we've done some work at Woodbine, Toronto—is the current guest you have is a risk taker on the track, and I would suggest they are not as much a risk taker in the dining room as our casino guests typically are who tend to be more, they have a higher expectation of what food and beverage means within the gaming format.

The third type of clientele, the potential customer, not coming total casino format or to the track format, is there a way to reach out to them, and food and beverage can be one of those tools that helps do that.

Now, beyond your guest profile, one of the most important things you have to understand is whether or not your facility is local, that means you have a high repeat customer, or if you are a destination. Overwhelmingly, any of the racino work we have done has been focused on the local repeat customer market.

And I think that's a reality, the scales of these facilities are not on the large permanent scale, you can expect that that kind of customer is who we have back often.

Now, the repeat guests that you currently have right now, they are looking for things like predictability, recognition and consistency in their food and beverage.

Experiences in the facility. The new guests that you are going to be inviting to the facility if you are moving to a racino format is the gaming guest, and they are generally looking for uniqueness, variety and customization within the presentation and offering. Regardless whether it's a new guest or it's an existing guest you are relying on, every food and beverage director we worked with in a casino or racino format tells me the same thing, that the expectations and the demands of the guests that they have off the floor are higher than what they have on the street. They are a more demanding group and there's a sense of entitlement almost to the F&B program, whether it's through the comp package, but you can be rest assured it's a very discerning, demanding guest profile that you will be dealing with.

The next really important element of our strategy after we understand the target market is about the concept of offering choice. When you think about it, a guest on the gaming floor at 10 a.m. is going to be very different than they are at 10 p.m., if they have time, or if they are in a rush, if they are 25 years of age, or

60 years of age, health conscious or not. All those variables are at play within a casino. That's what makes it unique compared to a stadium or compared to an airport, you have probably the most complex guest profiling going on all the all the time.

One of the aspects of the project we encourage during the master planning stage with our clients is to consider multiple choices. The importance of that is the new guests in particular are encouraged to discover their selections and at the same time you are taking care of your existing customers with a wide range of choices, too.

Now, the one thing clients get a bit scared of when we start talking about choice is the idea of redundancies and lack of efficiencies and staffing, back of house, programming, all those things, but during the master planning program we try to stitch in a number of different store fronts with back of house strategy. You are hiring your prep kitchen, loading, receiving, storages. The bulk of the work is not redundant. You are getting a wide range of ability to serve guests from morning to night and also with different concepts in the line as well.

What I would like to touch on developing the blend of concepts, and obviously every situation is diverse. Every casino has a different process in terms of how it works, it may be renovation that already has some F&B units, there's no hard and fast rule. I'm offering a range of foundation points for you to start thinking of how to develop and blend concepts. Within each one of these titles there are very unique ways of approaching all of them.

First, quick service, this is a range of opportunities that illustrate the presentation of food. Really presents the concept of impulse buy. We like to locate these close to entrances. We like to keep those the real presentation of food highlighted as the guest enters and exists the facilities. The great thing about these types of facilities is they offer a tremendous menu range that can respond to a guest's need in the morning through the day and in the evening. The guest is in control of their timing as opposed to a sit-down format.

The next type of format is the food court or food market. This is of particular interest to owners and operators considering third-party leases within their format. And I haven't gotten into that in any degree. If you are thinking about outsourcing, this type of approach is excellent. You can still maintain some elements of that food court presentation. If you have a house brand and you feel is a good unit to maintain, it can find it's way into this format. The food, we've all been in bad food courts, they don't have to be stale, they don't have to be the same. They can be quite lively and have a real market flair to them.

The next element is probably the most utilized by any casino or racino that we've done work on. The bar format is an extremely important part of your business plan. It's also an interesting marketing opportunity to reach out to younger clientele and bring them in the facility. It's a point of contact, high energy, social and it's one of the fun aspects of visiting a casino as well.

Of interesting note, the types of concepts we've been doing in the casino format have been focused on the sports theme. Not in the conventional sports bar way but there's definitely synergies for you as it relates to the horse track side of business and as well, there seems to be a real synergy with the sports betting side, too. We've been working on refining the sports concept as a basic model and customizing it to each site.

The top left-hand image was developed for the Woodbine Group in Toronto, for an off-track betting concept. We designed 25,000 square feet of interactive sports bar for them and next to it is the OTB unit. And that was an effort, they understood food and beverage is an opportunity to reach out to markets that they don't currently get through their conventional track facilities. So this whole concept was built around the idea of exposing the excitement of the OTB experience to a younger demographic and it's working beautifully for them. They're on their second location now in the last two years.

The buffet, which is quite easily the most stay at home concept for most scene formats and which has been in existence for the last 50 years obviously it's a highly recognizable aspect. People look for value, they are value driven but they don't need to fall back on old way, the long lines, overcooked food, the heat lamps. We really try to work these concepts so there's for more of an adventurous feel to them. The location we finished in Windsor draws on the local clientele. Thirty percent of their business comes from the office tower and business center around it as well.

The final element is the full-service restaurant and here's where a lot of decisions have to be made about what you want in a sit-down environment and what it's doing for your entire facility. A sit-down environment can be fine, it can be casual, but it really is also an opportunity to extend a theme into these space comps, also to really present your full-service package in it's best terms. So if you have a high quality standard you want to be presented to guests this is the place to do it. The hands-on service and the sense of hospitality, the concept of it being fine or casual depends on the site. But you'll always get the marketing team gunning for the fine dining concept because there's a lot of cachet in it and it speaks to their potential mark place about success and living well. But you have to make distinct choices about what you want out of that sit down.

So just as a wrap up, the one thing I would offer and we always go through this with our clients. With your F & B programs be realistic. These are programs, which offer you the potential to reach into market that the gaming floor can't in and of itself or the track site can't in and of itself. It's a marketing opportunity for you it is challenging to make a really strong bottom line in the F&B from what I've seen and what I've heard. Don't be persuaded, take that leap of faith, and believe that that extension into F&B and doing it well is going to reap benefits from a gaming floor revenue standpoint. And remember your average guest now is not your average guest from five years ago; it's an educated and very savvy group.

Thank you for your attention.

(Applause)

MR. SZAPOR: Thank you Gordon, I didn't mention it at the beginning, I think if you have questions, let's wait until the end after all the people presented and we'll go through the process at that time.

Our next two guests come from the operating side of the business and give us some insight as to what they see going on from their perspective. Our next speaker is Mr. Dan Bamrick. He is general manager at Southland Greyhound Park. He has been there since 1996 in a variety of positions. And most recently spent the last month or so helping them open up their racino operations. That's the third time he has gone through the transition from pure racing to racino over the last few years so he has a variety of experience in doing this. He is a graduate of the Culinary Institute of E. W. S. and has been around the business a long time. He is going to talk a little bit about the food aspects emerging for racino and gaming customer. Please join me in welcoming Dan.

MR. DAN BAMRICK: Thank you very much Steve, I'm going to pick up where Gordon left off.

Now you're open. Now, what do you do? It's interesting, the topic today regarding merging the racing and gaming customer. I spent 2005, I opened up for Delaware North, the food and beverage for Finger Lakes Racetrack and Buffalo harness track, which is now Fairgrounds Gaming Center and Racetrack. It was quite apparent to see the existing racing customer and their interaction with the gaming venue, and I thought at the time, this should not be a difficult challenge at all to merge these two customers, or should we say animals, no pun intended, and it's extremely challenging.

One of the biggest challenges is to, I felt from that point, to bring the pari-mutuel customer to the gaming floor to enjoy the amenities. And we had several ideas and they wound up being included in all the promotions and the giveaways and the food promotions as well and the special events. They very often trickle upstairs to the racing side. And we've come along way in this business from hot dogs popcorn and beer. As Gordon said, we have such savvy customers nowadays and in most jurisdictions they are fully aware of what other amenities are available in the location.

Southland Park is interesting. We're about 30 or 40 minutes from the Tunica gaming market, they are very savvy customers that know what they expect in a gaming environment. At our property we converted 110,000 square feet to the gaming project on the first floor, we've got less than 900 machines, a 300-seat buffet, a 450-seat event center, a 100-seat nightclub, a restaurant and a small coffee area. The challenges to get your property, we started demolition in February. And here we are today. With the challenges regarding the gaming customer, they are coming in with the perception of what our competitors have,

what's available and can we meet that mark. With our property, we worked with a good team and came up with a good concept, very friendly and natural, very clean and friendly to the customer. The one item I wanted to drill home is previous to opening of any venue, I won't just focus on food, the issue here is practice, practice, practice. I can't tell you enough, have your employees, your associates, friend and family nights before you open up. Let people from the local community experience, and of course, all comps, you can charge it to marketing. It makes a hell of a difference when you open up because they are prepared and ready. Build it into your marketing plan; expect to have three or four of those days. People come out and the chef prepares what he has to prepare and has the chance to do two or three dry runs, it's very important.

The mock service as well in the dining room, the buffet area, the bartenders, have them go through mock service process. Once the doors open up, there's no turning back.

With that we have three concepts I want to talk about at venues at our property. The first is a QSR, which virtually, about three or four years ago, it was a new term I heard of. And quickly heard of it in the Tunica market. I went to visit and saw the lines at the quick service restaurants were far longer than the buffet or steakhouse. What was it offering? Quick service. Food available to be picked up and taken. Also tying it to the player rewards program. Where you can get comps instead of just going through the buffet, it's open all day long, first to open, last place to close.

In our situation, the food is prepared from the buffet kitchen and brought out through the course of the day. Its minimum staff, usually cooks and cashiers, you have beer available as well as soft drinks. It's a nice area to introduce regional items. Being in the Delta, we're just across from downtown Memphis, we have fried catfish, pulled pork barbecue sandwiches, things of that nature. The cafe atmosphere, that's what you are looking for. Six or seven tables. Cafe style seating. Encouraging people to come grab something, sit down, eat and move on. Gives them time to get back on the gaming floor, they don't want to wait in line for the buffet. The QSR is the fastest growing food venue in any facility.

The next one is the buffet. The buffet area, our concept of the buffet, an open-air market. At Southland we had the designers, we turned around and wanted open-air market. Like walking into a bazaar.

We have Italian, Southern, Asian, a large salad bar area, and a pastry shop, one side services the buffet customer, the other side services the walk up gaming customer for coffee and individual pastries as well. This, we themed it to be this way, and it's interesting, and inviting.

Also this is geared toward quick service as well. The customer comes in, has a seat, help themselves, the average time is between 30 and 45 minutes, which works out very well. The different type, of course, this is the services you are offering for the buffet, our jurisdiction is different. We can't have liquor on

Sundays; we have a Sunday brunch available, lunch and dinner available. We start at 11 o'clock, we run from 11 to three. Break down, have the dinner buffet, a different price if the evening. That worked out well. What we did with the design, we have a small banquet room that seats 100 people, to drive all our bus tours in that area. They are working off that buffet, and we encourage groups like the local chamber of commerce, rotary to use the space. They are paying a nominal price but they are getting in and out of your property.

Which is your goal.

Also too, this is driven through player's comps. I was talking to one of my contemporaries last week; the hours of the buffet are run to 12 o'clock at night. Ten o'clock in the evening, you see a little push, people acquired through the course of the evening, a substantial amount of comps and they want to eat. We're seeing that is a strong time of the evening, from 10 to 12, your last-minute stragglers are lining up to eat at that time.

It's nightclub and being in the Delta it's interesting. We wanted to keep it natural. It seats about 100 people. We have a bar and it's divided. It's located near the entrance; the walls are open on purpose to let music flow out onto the gaming floor. Our entertainment three or four times a week, light music, blues and jazz come through that area and draws the customers in. It's an area that we offer over the hump days for local people in the community. We have Monday Night Football; it drives the local people in the area to come in after work and help support the income for those areas. We're five minutes from downtown Memphis, we have a substantial crowd of people in West Memphis that take advantage of that who don't have those venues available to them.

The last is, I mentioned we talked about the event center. The event center is a room that generally is pretty much; its main goal is marketing. The market department throws their jackpot parties there, special events, certain point level. Whatever they have they run through that area. We started, we opened up the 18th of November. That area is developing for us as well. We use it more for the community. Local hospital fundraisers, we're generating income from the food and beverage. We don't charge a room rate but it's a good venue for the location and the town we're located in.

Regarding the gaming customer. When we started, when the doors opened up, they went right to the food area to see what the food area looked like. Can we meet or exceed what the Tunica environment is offering food-wise? Can the buffet—what does the presentation look like, what's the size of the area, what's available in the QSR? Can I use my player a reward points. It's been an ongoing process to see a project of that level come to fruition in the last 10 months.

That's it for me today.

(Applause)

MR. SZAPOR: Thank you. Thank you, Dan. Our third and final speaker today is David Yount. David is executive director of racing operations at Evangeline Downs in Louisiana. He has been there since 2000. His current responsibilities include all aspects of racing operations as well as four OTB parlors, sales and sponsorships.

Before becoming executive VP he was general manager and responsible for opening, managing and operating the new facility when it opened up in 2002. Prior to Evangeline Downs David was vice president and general manager at El Comandante Racetrack in San Juan Puerto Rico. That racetrack wagered more than \$260 million annually and operated over 625 OTB parlors. Please join me in welcoming David.

MR. DAVID YOUNT: Thank you very much. It's a pleasure to speak to you today. What a difference a year makes. Last year I was here talking about surfaces, this year I'm talking about hot dogs.

My food service career goes back to the early '70s when I started as busboy in the dining room of Commodore Downs racetrack, just south of Erie, Pennsylvania.

This led me to be the first manager trainee of Ogden Food Service Corporation, where I received what I call my first million-dollar education.

After five years of service and proudly promoted to managing their largest accounts. I moved on to a food service, which I was lucky enough to launch in the early 1980s. And this is what I refer to as my second million-dollar education.

Looking back now, I was fortunate enough to be trained by some of the wisest food and beverage pros from the old school. Those were the days that facilities such as ours had concessionaires. Which I'm sure a lot of you still do.

However, controlling your own food and beverage, in my opinion, is the only way to go. It's difficult to control your business if you don't directly manage it and at the same time reap the financial benefits that it brings you.

What I decided to do is go to the actual three questions that were presented to us, how does food and beverage differ as you change clientele who visit your facility, are you giving your casino customer what they want, and is it the same for your racetrack patrons?

I would like to start the third question since I come from a racetrack background and now operate in a racino environment. It is important to recognize that the racetracks and casinos have two completely different businesses. Our patrons in both areas differ in needs, desires and expectations. Look at the obvious, we have three different gaming customers, OTB, slot and live racing players. OTB player is typically a middle-aged male that wants current racing information, a comfortable chair and a carrel sitting in front of as many TVs as he can, a mutuel machine and a beverage. A racetrack player is more social than the

slot players, meaning slot players are so mesmerized and shut themselves off from the rest of reality. Slot player, typically a middle-aged female, wants the beverage of their choice delivered to them uninterrupted. A buffet close by to eat a quick meal and return to their play. At times they are so engrossed in their play that they even forget to go to the bathroom.

Horseplayers on the other hand, especially the live race players, usually encounter more of a social experience since races are conducted 25 minutes apart. These customers range in age and even include families.

Now that I described to you our fan base, let's examine each of the food and beverage services more closely. Casinos, 24/7, 365 days a year. Always open, always consistent. Working three shifts, day, swing, grave, I can't remember. Every day, every night.

Casinos benefit from full-time, year-round employees with the ability to do sales and staffing comparisons on a weekly, biweekly and even rolling 12-month basis and a fairly consistent business pattern with gradual traffic flow and peak times. Good table turnover serving, typically, an adult family crowd and rewarding them with many, many comps.

Racetracks. Serving our OTB customers 12 hours a day, seven days a week. In contrast, our live racing crowd is seasonal. With an eight-month operation, serving them five hours per day per event. Live racing brings service volumes to everyone arriving, ordering, eating, paying and leaving at the same time. In my opinion. The clubhouse dining room is the most challenging of any restaurant in existence, basically no turnover. No turnover of tables where a typically successful restaurant turns over three times. The hardest part of this operation, though, is that it opens, and more importantly, closes, and with the season with each meet we start all over again retraining employees. As mentioned, this customer is typically children, family, a crowd with few comps.

Casino food and beverage bring variety to racetrack patrons. Since food and beverage is available 24/7, 365 days in the casino, racetrackers can take advantage of their services along with the racetrack amenities.

So not only do the horseplayers have the normal concessions bars and dining rooms racetracks offer but they can benefit from the sports bar, buffet, steakhouse, etcetera at their beck and call. When looking at these types of properties, we must also consider special events, catering, car shows, outdoor festivals, live concerts, event centers and hotels. All of these additional events diversify one's property and increase variety and sales. As you can see, even though we must all eat and drink, our patrons vary depending on selected entertainment.

Since I started backward I may as well continue with question number two. Are we giving our customers what they want? We should never stop asking ourselves this question. In fact, we should continue to do our focus groups with our customers to find out what we are doing right, and more importantly, what we are

doing wrong. When building a new facility one can only assume what the customers' needs and wants will be. It is important that once the facility opens and amenities are evaluated and outlets tweaked. Ours took several changes. One of our local Indian casinos had a top-of-the-line, first-class steakhouse. When we developed our property, we too had a high-end steakhouse, however, our market is low income, uneducated locals market. Our steakhouse proved to be too formal, too expensive and too fancy for our clientele. We decided to redo the menu, lower the prices and scale down the motif of the room. Even though our market is more of buffet market because of the slot players, these changes proved very positive. Secondly, our original plans included more or less a food outlet with five different outlets. However, food outlets work great in high-traffic areas like malls. But it doesn't seem to provide a great solution for our environment. So instead we combined three of the five outlets and replaced them with a coffee shop called 24/7, and you guessed it, it's open 24/7, seven days per week and that restaurant became an instant hit.

That brings me to question number one. How does food and beverage differ as you change the clientele? I think it's important to understand what exactly your customer wants, and more importantly, when they expect it.

Mr. Rittvo wrote recently in the Global Gaming Business magazine that dining out is the gamer's most frequent leisurely activity outside of the home. He continued to say that half of the surveys said they would visit casinos more if they were given a special food and beverage offer. That's a very powerful fact.

Casinos for years have known who the players are and what their needs are. They developed systems not only to track play but reward them for it. This, as the marketing departments know, opens the door for direct mail marketing and touches our customers with food and beverage rewards as well as cash-back incentives. I feel very fortunate that I am able to share these types of systems and rewards with our horse track player the same way. Even though many of these players have never wanted their play tracked, they are more reluctant to use the cards when we offer them free programs forms and food and beverage offers of all types.

In conclusion, no matter what your clientele is or what you operate, pricing, quality and service should always be the priority of your customers. As our property continues to diversify and we add amenities, our food and beverage operation will benefit. The more qualified, trained and professional our staff is, the more consistent the service will become and remain. These employees will be cross-trained so no matter what the venue, we have the resources to provide a wonderful food and everything experience, thus giving our guests reasons to return more regularly. It is my sincere belief that developing racetracks or racinos into more of a destination experience with hotels, shopping and alternative gaming will strengthen the core business, making us more profitable, providing a committing experience and assisting our racetracks in attracting a desperately needed new fan base. Thank you very much.

(Applause)

MR. SZAPOR: Thank you gentlemen. We have time for some questions and answers if there are some from the audience. Anyone out there, I know the light is shining. Anyone have questions?

Well, that means you did a great job or you totally confused them. Thanks for attending and thank you panelists.

(Applause)

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