

**Exhibit A**  
**Headquarter Hotel**  
**Tax Increment Financing District**

**Project Plan**  
9/19/13

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## **Executive Summary**

### Headquarter Hotel Tax Increment Financing District

The Philadelphia Authority for Industrial Development (PAID) hereby submits this Project Plan to create the Headquarter Hotel Tax Increment Financing District (“District”) in accordance with the Commonwealth of Pennsylvania Tax Increment Financing Act as amended (P.L. 465, approved July 11, 1990 and amended December 16, 1992, 53 P.S. 6930.1 *et seq.*). The objective of the District is to provide for the construction of a headquarter anchor hotel located at 1441 Chestnut Street and eliminate blight on a centrally located parcel.

The District shall consist of approximately one half acre, bounded generally by Ranstead Street on the north, the western-most wall of the Ritz Carlton hotel to the east, Chestnut Street on the south, and 15<sup>th</sup> Street on the west. The District is currently operated as a surface parking lot.

Chestlen Development, L.P. or its designee, a single purpose entity controlled by Brook Lenfest (“Developer”), will construct an approximately 780,000 square foot 700-room hotel including a 240-room W Hotel and a 460-room Element by Westin (“Project”). The Project will also include 41,000 square feet of meeting and banquet space, 8,600 square feet of restaurant and bar space and 185 below-grade parking garage. Construction is expected to commence on January 1, 2014 with projected completion by January 1, 2017. The TIF creation date is January 1, 2014.

Total Project Costs are estimated at \$280.4 million, of which \$33.0 million will be secured by incremental tax revenues authorized herein. Incremental increases in Real Estate, City Sales, and Business Income Receipts taxes shall be pledged for repayment of the TIF Note(s) up to a 20-year term. All other taxes will inure to the benefit of the City and the School District at their respective rates.

The Project is expected to create approximately 1,800 construction jobs and 450 permanent full-time equivalent permanent jobs. Market value of the District after improvements is estimated to be \$95.8 million, yielding an incremental increase in property value of \$89.5 million over the current valuation of \$6.3 million. Incremental tax revenue from the Project is estimated at \$9.6 million in the first full year of operations and \$220.6 million over twenty years based on analysis of property, use and occupancy, business income receipts, wage, city sales, parking, hotel, and liquor taxes. Projections show that approximately \$35.1 million will accrue to the City, \$13.9 million will accrue to the School District, \$80.0 million will accrue to the Pennsylvania Convention Center Authority, \$15.4 million in additional Sales taxes will benefit the School District and/or the City’s Pension Obligations, and \$76.4 million in tax increments will be used to fund costs of the Project as authorized herein.

## **Part I, Proposed Improvements**

The District consists of approximately a half an acre, bounded generally by Ranstead Street on the north, the western-most wall of the Ritz Carlton hotel to the east, Chestnut Street on the south, and 15<sup>th</sup> Street on the west, also known as 1441 Chestnut Street.

Chestlen Development, L.P. or its designee, a single purpose entity controlled by Brook Lenfest (“Developer”), will construct an approximately 780,000 square foot 700-room hotel including a 240-room W Hotel and a 460-room Element by Westin (“Project”). The Project will also include 41,000 square feet of meeting and banquet space, 8,600 square feet of restaurant and bar space and 185 below-grade parking garage. Construction is expected to commence on January 1, 2014 with projected completion by January 1, 2017. The TIF creation date is January 1, 2014.

**The Project design has not been finalized and the figures presented here are based on estimates. The total amount and line items may vary as the Project design is refined and are not intended as limitations. The Initial Project Costs and/or size of the Project may be increased as long as such increases are privately funded. If the Initial Project Costs and/or size of the Project decrease by more than 15% prior to settlement of the financing, such decreases shall result in a pro rata reduction of the Developer’s TIF Note.**

## Part II, Economic Analysis

### (A) Fiscal Effect on the Municipal Tax Base:

Development of the Project will produce significant positive net benefits to the City and School District of Philadelphia. The tax impact analysis is based on assumptions and methodology described below and is not intended as a maximum or minimum figure. The analysis includes the direct impact of the property, use and occupancy, business income receipts, wage, city sales, hotel, parking, and liquor taxes.

#### Cost Benefit Analysis:

The cost benefit analysis indicates whether the Project provides a net benefit to the City and School District based on the assumption that the existing uses remain unchanged over the 20-year period if the Project is not completed. Under current conditions, the City can expect to receive \$9.3 million and the School District can expect to receive \$1.5 million over twenty years. If the Project is completed, the City is estimated to collect \$35.1 million, the School District is estimated to collect approximately \$13.9 million, the Pennsylvania Convention Center Authority is estimated to collect \$80.0 million, and additional Sales taxes for the benefit of the School District and/or the City's pension obligations is expected to total \$15.4 million over twenty years even after subtracting TIF funds. Thus, the Project represents a **net gain** of \$25.8 million to the City and \$12.3 million to the School District over the next twenty years.

#### Tax Revenues:

Tax revenues from the Project are estimated at \$9.6 million in the first full year of operations and approximately \$220.6 million over twenty years. Of the taxes generated by the Project over 20 years, approximately \$35.1 million will accrue to the City, \$13.9 million will accrue to the School District, \$80.0 million will accrue to the Pennsylvania Convention Center Authority, \$15.4 million in additional sales taxes will benefit the School District and/or City's pension obligations, and \$76.4 million will accrue to the Tax Increment Fund to amortize the TIF Note(s). Tax increments will be derived from Real Estate, City Sales, and Business Income Receipts Taxes as authorized herein (see Part IV). Tax projections are based on the following estimates.

- *Real Estate Tax.* Real estate (property) taxes assume a base market value for real estate tax assessment purposes on January 1, 2014 as the date of the District's creation of \$6.3 million based on current valuation and projects a conservative market value of \$95.8 million for tax purposes after taking into account comparable property values. Incremental Real Estate taxes will be pledged for repayment of the TIF Loan (see Part IV).
- *Use & Occupancy Tax.* Use and occupancy taxes will be generated on the restaurant, meeting space, retail and parking revenue. If the Project is completed, the School

District is estimated to collect \$1.8 million in Use & Occupancy taxes over twenty years. Nearly all of it is an increase over currently projected revenues. Incremental Use & Occupancy taxes will benefit the School District and will not be pledged for repayment of the TIF Loan.

- *City Sales Tax:* The District currently contains approximately 110 parking spaces on an existing surface parking lot for which no sales tax is generated. If the project is completed, it is estimated that the hotel and retail space will generate \$30.7 million in taxes over twenty years on total gross sales based on projected room and retail sales revenue. Incremental City Sales taxes associated with 1% in City Sales taxes will be pledged for repayment of the TIF Loan (see Part IV) and the remaining 1% in City Sales taxes will inure to the benefit of the School District and/or the City's pension obligations pursuant to Commonwealth authorization.
- *Business Income Receipts Tax:* Base business income taxes are calculated on gross revenues for the surface parking lot. Business income receipts tax projections are based on gross revenues and net income as projected by the Developer and will be pledged for repayment of the TIF Loan (see Part IV).
- *Wage Tax:* There are an estimated six full-time equivalent employees currently within the District, with an average annual salary of approximately \$19,500. Wage tax projections assume the Project will employ approximately 450 persons on a full time equivalent basis with an average estimated annual salary of \$40,000 and annual increases of 2.5%. Wage tax calculations for permanent, full-time equivalent employees assume that 65% of employees reside in the City. Wage taxes are calculated for the construction phase assuming that 50% of hard construction costs are applied to labor costs and assume that 35% of employees reside in the City. If the Project is completed, the City is estimated to collect \$17.0 million in Wage taxes over twenty years. Wage taxes will not be pledged for repayment of the TIF Loan.
- *Liquor Tax:* Liquor tax projections assume that there will be approximately 8,600 square feet of restaurant and bar space with a liquor license. If the Project is completed, the School District is estimated to collect \$11.1 million in Liquor taxes over twenty years. Liquor taxes will benefit the School District and will not be pledged for repayment of the TIF Loan.
- *Hotel Tax:* If the Project is completed, the City is estimated to collect \$80.0 million in Hotel taxes over twenty years. Hotel taxes will not be pledged for repayment of the TIF Loan.
- *Parking Tax:* The District currently contains an existing surface parking lot with approximately 110 parking spaces. Parking tax projections assume that there will be revenue of approximately \$4.0 million generated from 185 parking spaces for monthly and daily customers. If the Project is completed, the City is estimated to collect \$17.2 million in Parking taxes over twenty years. Parking taxes will not be

pledged for repayment of the TIF Loan

(B) Feasibility Analysis

Chestlen Development, L.P. (Developer) owns and controls the land located at 1441 Chestnut Street. Developer's sole managing member is Brook Lenfest. Mr. Lenfest is a seasoned real estate developer and investor with projects in Pennsylvania, Florida and Wyoming. Mr. Lenfest is also Chairman and Director of Philanthropy for LGL Partners, a private multi-family investment firm and Chairman of NetCarrier, Inc., a voice and data provider. Prior to NetCarrier, Mr. Lenfest was a Vice President with Suburban Cable. In addition to Mr. Lenfest, the development team includes Andrew Gibbs who oversees Chestlen's finances and operations and Jeff Cohen who owns Vine Street Ventures, a national real estate and development services firm for the development and redevelopment of upscale hotel and branded residences in high barrier, urban and technology based markets. Mr. Cohen has served as Director of Acquisitions and Development for Starwood Hotels and Resorts Worldwide, Inc. and Chief Operating Officer of Gatehouse Capital Corporation. Mr. Cohen has significant experience developing multiple large-scale urban hotels.





**Schedule of Taxable Values for TIF**

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**All figures are estimates only; actual figures will vary according to market conditions**

**Schedule:**

Construction Start	1/1/2014
TIF Start	1/1/2014
Project Opening	1/1/2017

**Square Footage:**

Base	Opening
-	780,000

(167,237sf are occupied for purposes of U&O taxes)

**Revenues:** all revenue projections provided by developer and reviewed by PAID

Gross Revenue	Base	Opening
Room Sales	\$ -	\$ 63,500,000
Beverage Sales	\$ -	\$ 41,400,000
Parking Revenue	\$ -	\$ 5,300,000
Net Income	\$ 1,600,000	\$ 4,000,000
Parking Net Income	\$ -	\$ 20,100,000
	\$ 1,000,000	\$ 2,000,000

**Property Values:**

Total	Base	Opening
	\$ 6,300,000	\$ 95,820,000

**Employment:**

Operational employment (full time equivalent)	Base	Projected
Average annual operational salary per FTE	\$ 19,500	\$ 40,000
Gross annual operational wages	\$ 117,000	\$ 18,000,000
Construction employment (full time equivalent)		1,800
Average annual construction salary per FTE	\$ 52,800	\$ 95,400,000
Gross construction wages	\$ -	\$ -

per developer  
per Stanwood  
calculated  
per developer  
based on BLS data  
assumes half of construction costs applied to labor

**TAXABLE VALUES:**

Calendar Year	Taxable Sales 2.5%	Liquor Sales 2.5%	U&O Basis 2.5%	Gross Receipts 2.5%	Net Receipts 2.5%	Parking Income 2.5%	Hotel Sales 2.5%	Market Value 2.5%	Construction Wages	Permanent Wages 2.5%
Base	6,300,000	-	6,300,000	1,600,000	1,000,000	1,600,000	-	6,300,000	31,800,000	117,000
2014	31,800,000	-	-	-	-	-	-	6,300,000	31,800,000	-
2015	31,800,000	-	-	-	-	-	-	6,300,000	31,800,000	-
2016	31,800,000	-	-	-	-	-	-	6,300,000	31,800,000	-
2017	63,500,000	5,300,000	20,544,422	67,525,219	22,100,000	4,025,219	41,400,000	95,820,000	18,000,000	18,000,000
2018	68,178,025	5,617,000	21,068,033	72,344,126	24,748,516	4,186,101	44,565,025	98,215,500	18,450,000	18,450,000
2019	72,407,113	5,993,000	21,584,484	76,719,028	26,875,821	4,311,915	47,261,113	100,670,888	18,911,250	18,911,250
2020	74,616,913	6,177,000	22,124,096	79,079,745	27,641,436	4,462,832	48,091,913	103,187,660	19,384,031	19,384,031
2021	76,800,713	6,358,000	22,677,198	81,375,116	28,450,024	4,574,403	50,122,713	105,767,351	19,868,632	19,868,632
2022	78,720,731	6,516,950	23,244,128	83,409,494	29,161,275	4,668,763	51,375,781	108,411,535	20,365,348	20,365,348
2023	80,688,749	6,679,874	23,825,231	85,494,731	29,890,306	4,762,131	52,660,175	111,121,823	20,874,482	20,874,482
2024	82,705,988	6,846,871	24,420,862	87,632,099	30,637,564	4,826,131	53,976,689	113,899,869	21,396,344	21,396,344
2025	84,773,617	7,018,042	25,031,384	89,822,902	31,403,503	4,926,131	55,325,097	116,747,366	21,931,252	21,931,252
2026	86,892,957	7,193,493	25,657,168	92,068,474	32,188,591	5,049,285	56,709,249	119,666,050	22,479,533	22,479,533
2027	89,065,281	7,373,331	26,298,597	94,370,186	32,993,306	5,175,517	58,126,980	122,657,701	23,041,522	23,041,522
2028	91,291,913	7,557,664	26,956,062	96,729,441	33,818,138	5,304,905	59,580,155	125,724,144	23,617,560	23,617,560
2029	93,574,211	7,746,606	27,629,964	99,147,677	34,663,592	5,437,527	61,069,658	128,867,247	24,207,999	24,207,999
2030	95,913,567	7,940,271	28,320,713	101,626,369	35,530,181	5,573,466	62,596,400	132,088,928	24,813,199	24,813,199
2031	98,311,406	8,138,778	29,028,731	104,167,028	36,418,436	5,712,802	64,161,310	135,391,152	25,433,529	25,433,529
2032	100,769,191	8,342,247	29,754,449	106,771,204	37,328,997	5,855,622	65,765,343	138,775,930	26,069,567	26,069,567
2033	103,288,421	8,550,803	30,498,310	109,440,484	38,262,119	6,002,013	67,409,477	142,245,329	26,721,101	26,721,101
Total	\$ 1,505,098,776	\$ 119,349,829	\$ 428,653,832	\$ 1,527,723,322	\$ 533,111,705	\$ 87,824,546	\$ 940,798,070	\$ 2,011,856,471	\$ 95,400,000	\$ 375,565,148

### Part III, Project Costs

**The Project design has not been finalized and the figures presented here are based on estimates. The total amount and line items may vary as the Project design is refined and are not intended as limitations. The Initial Project Costs and/or size of the Project may be increased as long as such increases are privately funded. If the Initial Project Costs and/or size of the Project decrease by more than 15% prior to settlement of the financing, such decreases shall result in a pro rata reduction of the Developer's TIF Note.**

- (A) *Initial Project Costs:* Initial Project Costs estimated to be \$280.4 million include capital costs of \$203.6 million, and financing, working capital and other costs of \$76.8 million (see "Initial Project Costs," attached).
  
- (B) *Eligible Project Costs:* Proceeds of a TIF Note(s) issued by PAID and secured by projected tax increments authorized under this Project Plan will be used to fund Initial Project Costs. Tax increments authorized pursuant to this Project Plan will be applied to repayment of the TIF Note(s) including payment of principal, interest, capitalization of reserve accounts as required under the TIF Note(s), reimbursement of principal and interest payments advanced by the Developer or its affiliates and any financing fees, interest, or penalties due thereon, and up to \$50,000 to the School District for Use and Occupancy taxes foregone during the construction period, which together shall constitute Eligible Project Costs for purposes of the TIF Act ("Eligible Project Costs").

**Initial Project Costs**

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**LINE ITEM (\$ Millions)**

CAPITAL COSTS:	Total
Acquisition	12.8
Construction	190.8
FIT OUT and FF&E	19.3
SOFT COSTS AND CONTINGENCY	57.5
TOTAL PROJECT	<u>\$ 280.4</u>

The Project design has not been finalized and the figures presented here are based on estimates. The total amount and line items may vary as the Project design is refined and are not intended as limitations. The Initial Project Costs and/or size of the Project may be increased as long as such increases are privately funded. If the Initial Project Costs and/or size of the Project decrease by more than 15% prior to settlement of the financing, such decreases shall result in a pro rata reduction of the Developer's TIF

## Part IV, Method and Timing of Financing

The Project design has not been finalized and the figures presented here are based on estimates. The total amount and line items may vary as the Project design is refined and are not intended as limitations. The Initial Project Costs and/or size of the Project may be increased as long as such increases are privately funded. If the Initial Project Costs and/or size of the Project decrease by more than 15% prior to settlement of the financing, such decreases shall result in a pro rata reduction of the Developer's TIF Note.

(A) *Sources of Funds:*

- *Private Debt and Equity (73.3%):* It is expected that the Developer will invest \$205.4 million in private debt and equity financing with terms and mix dependent on market conditions.
- *Tax Increment Financing (11.8%):* The Developer expects to obtain debt financing not to exceed \$33.0 million secured by the projected tax increments authorized herein.
- *Other Public Financing (15.0%):* Developer seeks the remaining \$42.0 million through a combination of additional public funds identified below, which may be supplemented by additional financing from the Developer and/or reduction in project scope and budget to the extent that additional funds are less than projected.
  - *PA Redevelopment Assistance Capital Program (RACP):* The Commonwealth of Pennsylvania has approved a RACP grant in the amount of \$25 million.
  - *HUD 108 Loan:* PIDC has approved a subordinate loan in the amount of \$15 million.
  - *Federal grant:* PIDC is applying for a \$2 million grant on behalf of the project. If the grant is not approved, the Developer will fund the gap.

Financing is expected to be committed by January 1, 2014 with a TIF effective date of January 1, 2014 and project completion projected for January 1, 2017.

(B) *Authorized Tax Increments:* Incremental increases in Real Estate, City Sales, and Business Income Receipts Taxes as described below ("Tax Increments") are hereby authorized to fund Eligible Project Costs.

1. Real Estate taxes:

a) *Base:* All real estate (property) tax revenue collected each year during the term of the District up to the amount of the Real Estate Tax Base, which amount shall be determined by the Philadelphia Finance Director based on the determination of the Office of Property Assessment of the assessed value of all land and improvements in the District and the applicable tax rate as of the District's creation date, shall constitute the Real Estate Tax Base and each year shall inure to the benefit of the City and School District in accordance with the Act.

b) *Increment:* The Real Estate Tax Increment shall mean all incremental increases in real estate tax revenue over the Real Estate Tax Base collected each year until

termination of the District. The Real Estate Tax Increment each year shall be eligible under the Act and is hereby authorized to fund Eligible Project Costs in accordance with the Act. Such Real Estate Tax Increment may result either from an increased assessment of the Project or increased millage rate.

2. City Sales taxes:

a) *Base:* All City sales tax revenue collected each year during the term of the District up to the City Sales Tax Base, which amount shall be determined by the Philadelphia Finance Director based on the retail sales in the District and the applicable tax rate as of the District's creation date, shall constitute the City Sales Tax Base and each year shall inure to the benefit of the City in accordance with the Act.

b) *Increment:* The City Sales Tax Increment shall mean incremental increases in sales tax revenue over the City Sales Tax Base derived from a 1% tax rate collected each year until termination of the District. The City Sales Tax Increment each year shall be eligible under the Act and is hereby authorized to fund Eligible Project Costs in accordance with the Act. City Sales Tax revenues in excess of amounts derived from the 1% rate shall inure to the benefit of the City or School District in accordance with existing law.

3. Business Income Receipts taxes:

a) *Base:* All Business Income Receipts tax revenue collected each year during the term of the District up to the Business Income Receipts Tax Base, which amount shall be determined by the Philadelphia Finance Director based on Developer's taxable business revenue in the District and the applicable tax rate as of the District's creation date, shall constitute the Business Income Receipts Tax Base and each year shall inure to the benefit of the City in accordance with the Act.

b) *Increment:* The Business Income Receipts Tax Increment shall mean all incremental increases in Developer's business income receipts tax revenue over the Business Income Receipts Tax Base collected each year until termination of the District. The Business Income Receipts Tax Increment each year shall be eligible under the Act and is hereby authorized to fund Eligible Project Costs in accordance with the Act.

(C) *Additional Tax Increments:* Tax Increments which are authorized above but not required to pay debt service on the TIF Note shall be applied to prepayment of principal on the TIF Note (subject to lender's prepayment restrictions), to reimbursement of debt service on the TIF Note paid by a guarantor of the TIF Notes including interest thereon, or to capitalization of debt-service reserves as may be required under the TIF Note(s). Tax Increments not applied to payment of Eligible Project Costs including prepayments or reimbursements, if any, shall be returned to the City and School District upon satisfaction of the TIF Notes.

- (D) *Substitute TIF Loan:* The TIF Note may be refunded (“Substitute Loan”), and Tax Increments authorized herein may be applied towards repayment of the Substitute Loan so long as the terms of the Substitute Loan do not increase the debt service paid by Tax Increments for the initial TIF Notes.
  
- (E) *Maximum TIF Revenues, Interest Rate:* TIF Revenues shall not exceed that amount necessary to amortize the TIF Note at a maximum interest rate of 9.75% per annum.

**Method & Timing of Financing**

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**LINE ITEM (\$ Millions)**

PRIVATE FINANCING:	Total
Developer's equity and/or debt	205.4
 PUBLIC FINANCING:	
Tax Increment Financing	33.0
Commonwealth Grants	25.0
HUD 108 loan	15.0
Federal grant	2.0
Total Public Financing	75.0
 TOTAL PROJECT	\$ 280.4

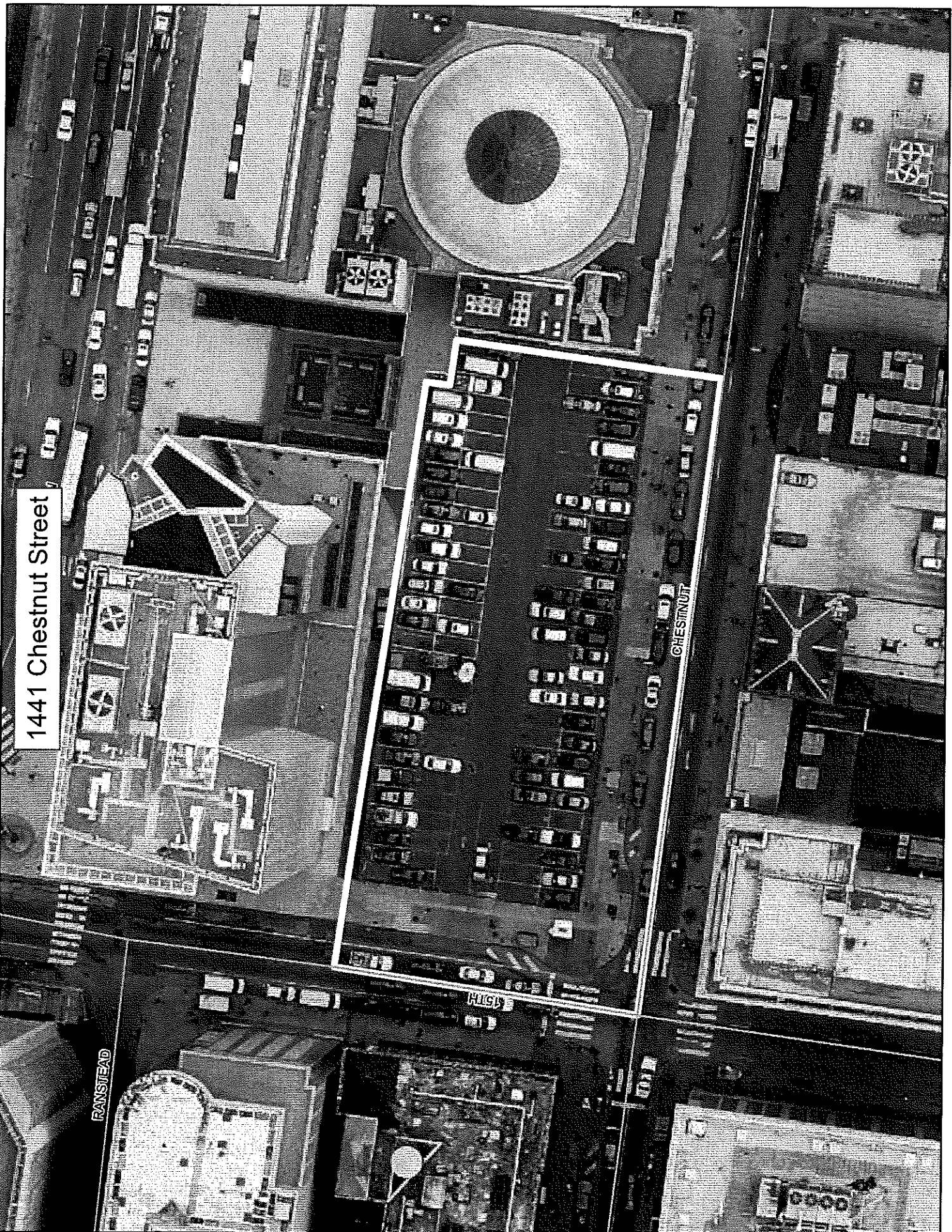
The Project design has not been finalized and the figures presented here are based on estimates. The total amount and line items may vary as the Project design is refined and are not intended as limitations. The Initial Project Costs and/or size of the Project may be increased as long as such increases are privately funded. If the Initial Project Costs and/or size of the Project decrease by more than 15% prior to settlement of the financing, such decreases shall result in a pro rata reduction of the Developer's TIF Note.

## **Part V, Site Maps**

Following, please find site maps, which outline the District and depict the existing project site and proposed improvements.

(Site maps on file with the Chief Clerk of City Council)

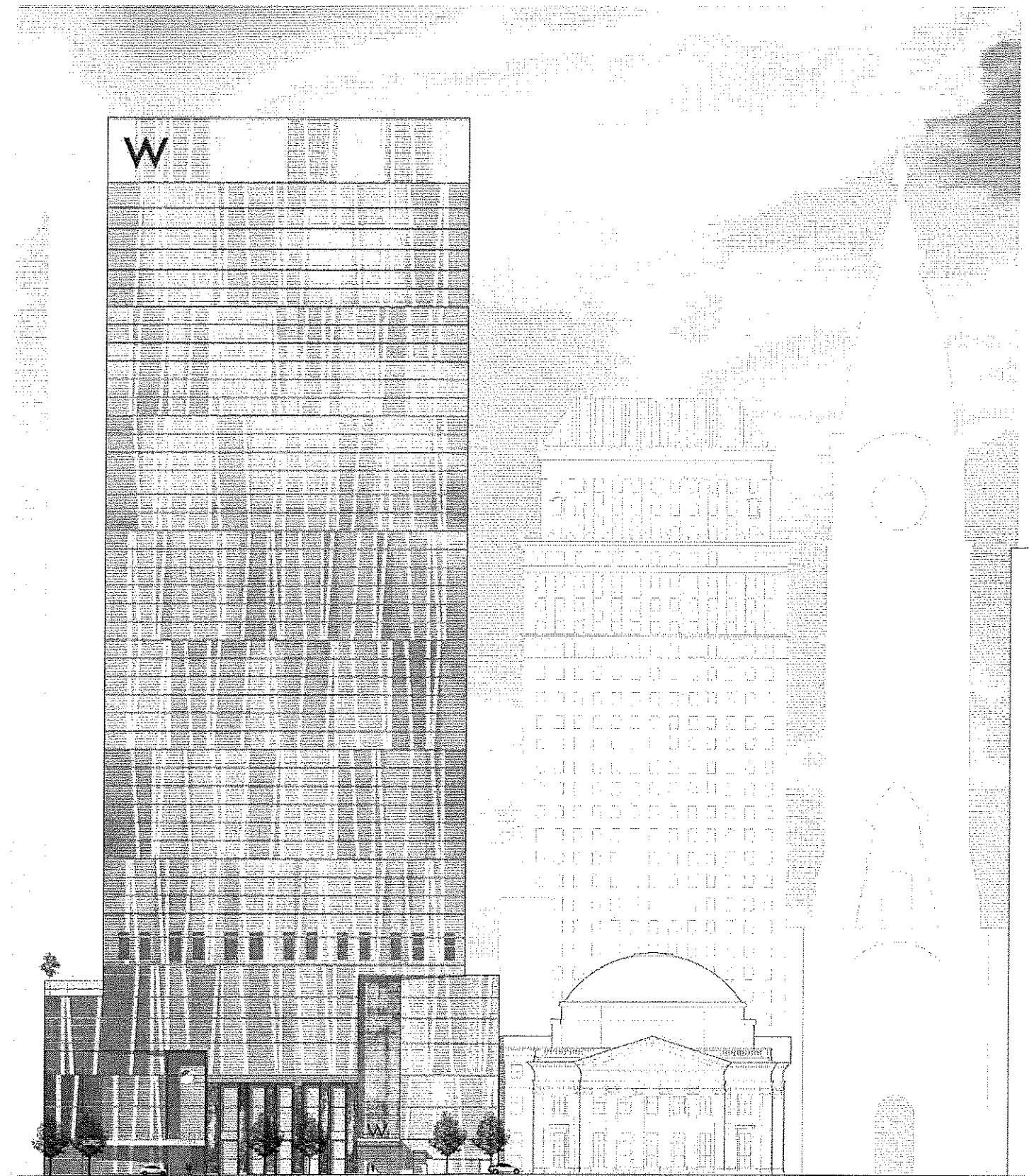




1441 Chestnut Street

CHESTNUT

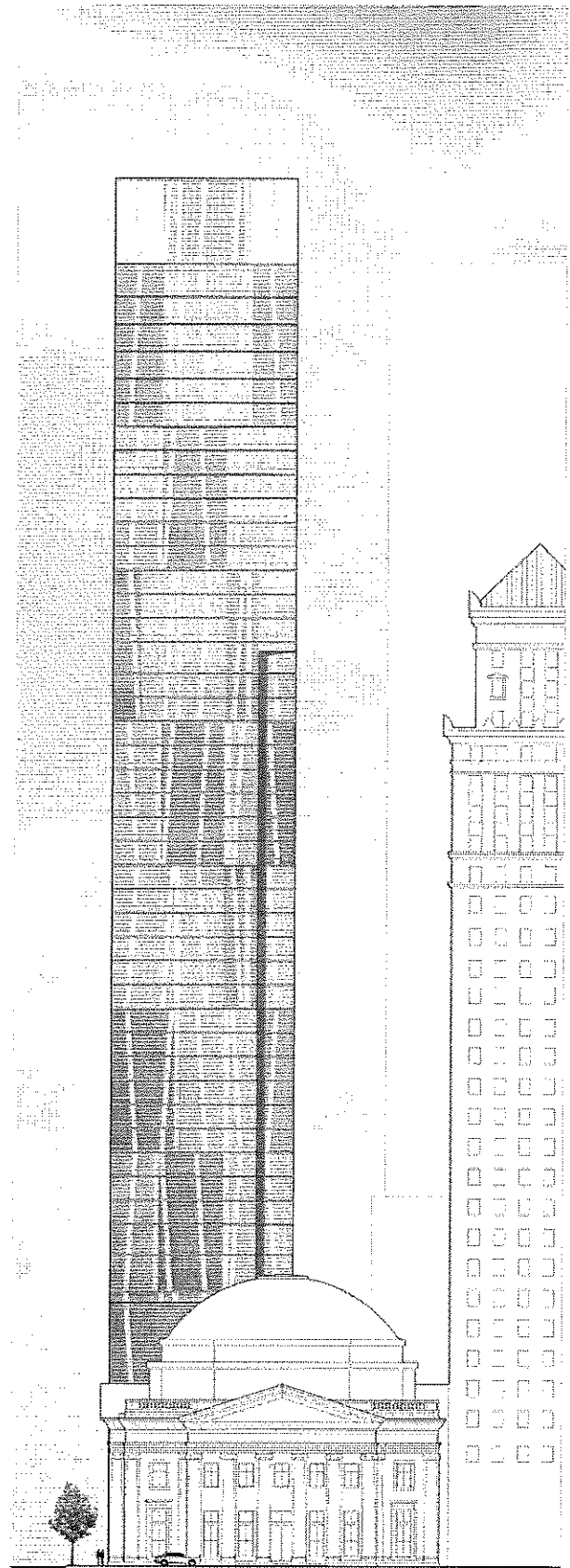
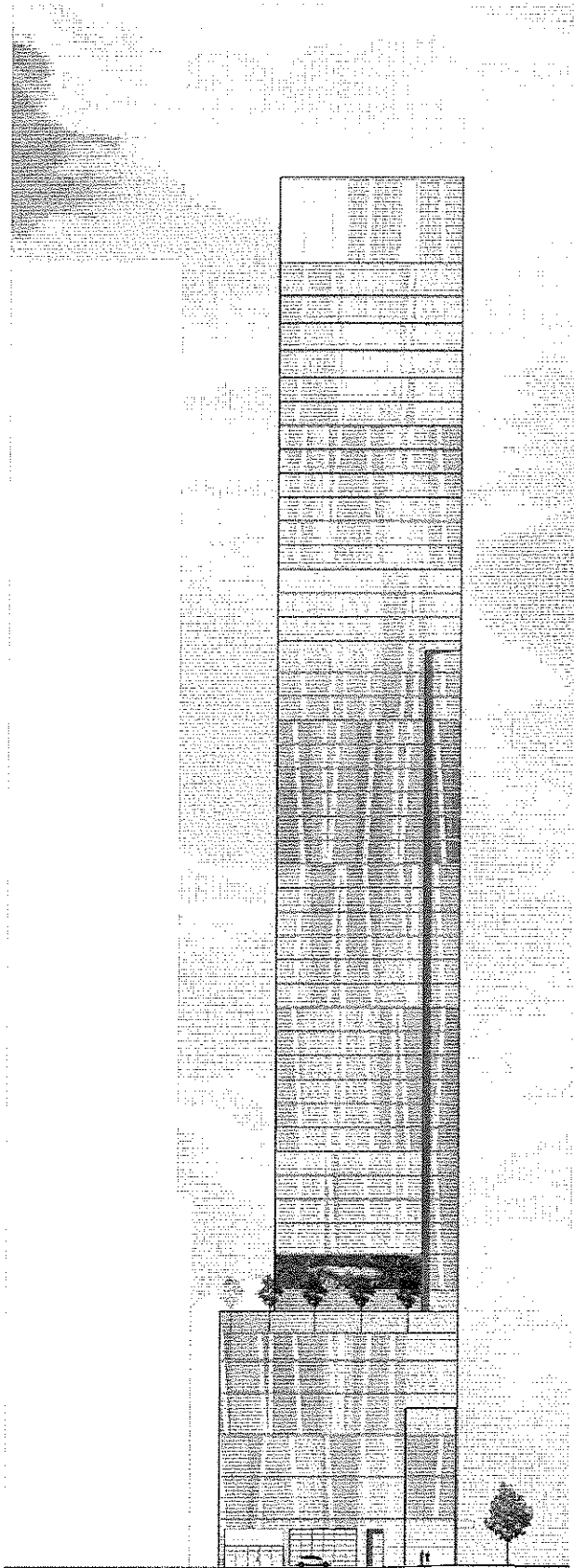
RANSTEAD



South Elevation  
0 4.5 9 13.5 18

Concept Design  
29 August 2013

© 2013 Gripe Architects



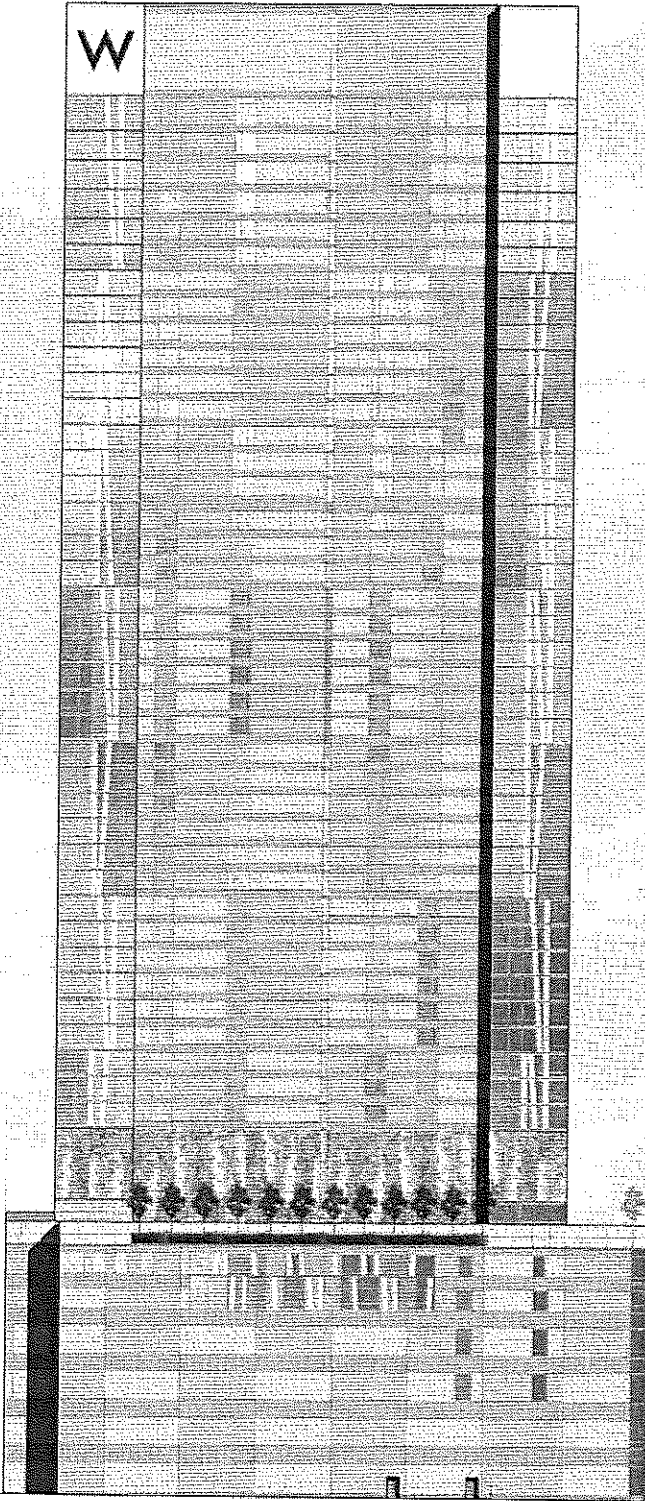
West & East Elevations

0 4 8 16 32 65

Concept Design  
29 August 2013

© 2013 Cope Linder Architects

W



North Elevation  
0 4.5 9 13.5 18

Concept Design  
29 August 2013



## **Part VI, Related Code Changes**

Developer will request related Code change to accommodate encroachment of certain awnings over the public right of way.

## **Part VII, Non-Project Costs**

There will be no non project costs within the District.

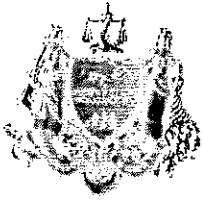
## **Part VIII, Relocation**

There are no relocation costs associated with the Project.

## **Addendum: Statutory Requirements**

Per Chapter 21-1400 § 21-1403 of The Philadelphia Code:

- (1) All projections contained in the TIF District's Project Plan of tax revenues and jobs to be created by the TIF District are based on reasonable and appropriate assumptions and methods of estimation. All such assumptions and methods are consistently applied throughout the projections. Estimates of projected tax revenues are based on current or proposed tax rates, historical collection patterns and generally recognized econometric models.
  
- (2) There will be an Economic Opportunity Plan submitted for the TIF District, and the Economic Opportunity Plan will contain (i) a detailed statement by the Developer that addresses the Developer's good faith efforts to insure that (a) the maximum feasible number of any year-round, part-time or full-time jobs provided by the project to youth (persons under the age of twenty-one (21)) shall be provided to low and moderate income youth, and (b) in order to meet these goals, the project shall utilize the services of the School District of Philadelphia, the Archdiocese of Philadelphia, the Greater Philadelphia Urban Affairs Coalition, the Urban League of Philadelphia, the Philadelphia Works, Inc. or any related entities, or training apprenticeship programs such as the Philadelphia Housing Authority's Working Together for Jobs Agreement, the TOP/WIN program, the Congreso de Latinos Unidos Apprenticeship Prep of Trades APTitude program, YouthBuild Philadelphia, or other similar Programs; and (ii) a preliminary implementation plan for such youth employment goals. In addition, the Economic Opportunity Plan will contain a detailed statement by the developer that addresses the developer's good faith efforts to insure that the project shall provide for significant contracting, construction and job opportunities, including without limitation, goods, services and equipment, to minority, female and disabled business enterprises and individuals, and a preliminary implementation plan for these employment goals.



# CITY OF PHILADELPHIA

OFFICE OF THE DIRECTOR OF FINANCE  
1401 John F. Kennedy Blvd.  
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Philadelphia, PA 19102-1693  
(215) 686-6140  
FAX (215) 568-1947

ROB DUBOW  
Director of Finance

September 19, 2013

Darrell L. Clarke  
President of City Council  
490 City Hall  
Philadelphia, PA 19102

RE: Headquarter Hotel Tax Increment Financing District  
Review of Tax Revenue Projections

To President Darrell L. Clarke and Members of City Council:

We have reviewed the Project Plan for the Headquarter Hotel Tax Increment Financing (TIF) District. Specifically, we have reviewed the assumptions, estimation methods, and calculations in the Tax Benefit Analysis, and the Schedule of Taxable Values dated 9/19/13.

Our review has found that projections contained in the TIF District's project plan of tax revenues to be generated and jobs to be created by the TIF District are based on reasonable and appropriate assumptions and methods of estimation. All such assumptions and methods are consistently applied throughout the projections. Estimates of projected tax revenues are based on current or projected tax rates, are consistent with historical collection patterns, and are not overstated in comparison with comparable projects, with the exception that the net income estimate and related projection of Business Income and Receipts Taxes were generated by the developer and exceed what we would otherwise project for comparable development.

The assumptions are based on critical project descriptions. These descriptions, which include the project size and the project completion date, were not included in our review.

Sincerely,

Rob Dubow  
Director of Finance

cc: Honorable Michael A. Nutter, Mayor, City of Philadelphia  
John Grady, President, Philadelphia Industrial Development Corporation  
Alan Greenberger, Deputy Mayor of Economic Development and  
Director of Commerce

**City of Philadelphia**  
**Economic Opportunity Plan**  
**CHESTLEN DEVELOPMENT, LP**  
**W/ELEMENT PHILADELPHIA HOTELS**

**I. Introduction, Definitions and Goals**

The City of Philadelphia and PIDC strongly encourage the use of certified Minority (“MBE”), Women (“WBE”), Disabled (“DSBE”) and Disadvantaged<sup>1</sup> (“DBEs”) Business Enterprises (collectively, “M/W/DSBEs”) and minority and female workers in all aspects of the W/Element Philadelphia Hotels (the “Project”), located at the 1441 Chestnut Street which may include professional services, architectural/design, construction and operations. In support of this objective, the City of Philadelphia (the “City”) and the PIDC will require that Chestlen Development, LP commit to this Economic Opportunity Plan (“EOP” or “Plan”).

This Plan contains ranges of projected M/W/DSBE utilization and goals for the employment of minority and female workers in connection with development of the Project. This Plan shall be a part of and incorporated into the resulting agreement(s) with the Owner.

The Owner hereby verifies that all information submitted to the Office of Economic Opportunity (“OEO”) in response to this Plan, is true and correct and is notified that the submission of false information is subject to the penalties of 18 Pa.C.S. Section 4904 relating to unsworn falsification to authorities and 18 Pa.C.S. Section 4107.2 (a)(4) relating to fraud in connection with minority business enterprises or women’s business enterprises.

For the purposes of this Plan, MBE, WBE, DBE and DSBE shall refer to certified businesses so recognized by OEO. Only the work or supply effort of firms that are certified as M/W/DSBEs by an OEO approved certifying agency<sup>2</sup> will be eligible to receive credit as a Best and Good Faith Effort. In order to be counted, certified firms must successfully complete and submit to the OEO an application to be included in the OEO Registry which is a list of registered M/W/DSBEs maintained by the OEO and available online at [www.phila.gov/oEO/directory](http://www.phila.gov/oEO/directory).

For this Plan, the term “Best and Good Faith Efforts,” the sufficiency of which shall be in the reasonable determination of the City, means: commercially reasonable good faith efforts, the scope, intensity and appropriateness of which are designed and performed to foster meaningful and representative opportunities for participation by M/W/DSBEs and an appropriately diverse workforce and to achieve the objectives herein stated. Best and Good Faith Efforts are rebuttably presumed met, when commitments are made within the M/W/DSBE Participation Ranges established for this development and a commitment is made to employ a diverse workforce as enumerated herein.

**II. Project Scope**

The Project consists of a mixed-use development located at 1441 Chestnut Street in the City of Philadelphia. The Project is proposed to include a dual-branded 700 room convention center hotel

<sup>1</sup>Disadvantaged Business Enterprises (“DBEs”) are those socially or economically disadvantaged minority and woman owned businesses certified under 49 C.F.R. Part 26.

<sup>2</sup>A list of “OEO approved certifying agencies” can be found at [www.phila.gov/oEO](http://www.phila.gov/oEO)



(W Hotel – 240 rooms, Element Hotel – 460 rooms), 1,750 square feet of ground floor retail, 184 sub-terranean parking spaces, 3,300 square feet spa, and 1,450 square feet of outdoor advertising signage.

**III. Goals**

1. M/W/DSBE Participation Ranges

As a benchmark for the expression of “Best and Good Faith Efforts” to provide meaningful and representative opportunities for M/W/DSBEs in the Project, the following participation ranges have been established. These participation ranges represent, in the absence of discrimination in the solicitation and selection of M/W/DSBEs, the percentage of MBE, WBE and DSBE participation that is reasonably attainable through the exercise of Best and Good Faith Efforts. These percentages relate to the good faith estimated cost of the entire Project. In order to maximize opportunities for as many businesses as possible, a firm that is certified in two or more categories (e.g. MBE and WBE and DSBE or WBE and DSBE) will only be credited toward one participation range as either an MBE or WBE or DSBE. The firm will not be credited toward more than one category. These ranges are based upon an analysis of factors such as the size and scope of the development and the availability of MBEs, WBEs, DSBEs and DBEs to participate in this development; provided, however, that if the Owner is unable to meet the target goal in one category even after using commercially reasonable good faith efforts to do so due to the lack of qualified firms within such category that offer comparable pricing, but the Owner exceeds the target goals in one or more of the other categories to the extent that the overall goals are achieved, the Owner shall be deemed to have met all of the goals:

The following contract goals have been set for the Project:

CONTRACTS	MINORITY OWNED	WOMEN OWNED	DISABLED OWNED
Professional Services	20%	5% - 15%	Good Faith Efforts
Construction	25% - 30%	10% - 15%	Good Faith Efforts

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2. Employment Goals

LOCAL RESIDENTS and OPERATIONS
50%

75%  
*AOB*  
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The Owner agrees to exhaust Best and Good Faith Efforts to employ minority persons and females in its workforce of apprentices and journeymen at the following levels<sup>3</sup>:

Minority Apprentices – 50% of all hours worked by all apprentices

Minority Journeymen – 32% of all journey hours worked across all trades  
Female Apprentices – 7% of all hours worked by all apprentices

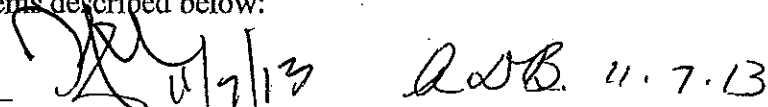
Female Journeypersons – 2-5% of all hours worked across all trades

#### **IV. Responsiveness**

- A. The Owner shall identify all M/W/DSBE commitments and other agreements evidencing its intent to use Best and Good Faith efforts to employ minority persons and females at the levels stated herein on the form entitled, "M/W/DSBE Participation and Workforce Commitments." The identified commitments on this form constitutes a representation that the M/W/DSBE is capable of providing commercially useful goods or services relevant to the commitments and that the Owner has entered into a legally binding commitments or other legally binding agreements with the listed M/W/DSBEs for the work or supply effort described and the dollar/percentage amount(s) set forth on the form. In calculating the percentage of M/W/DSBE participation, the standard mathematical rules apply in rounding off numbers. In the event of inconsistency between the dollar and percentage amounts listed on the form, the percentage will govern.
- B. M/W/DSBE commitments are to be memorialized in a written subcontract agreement. Letters of intent, quotations, contracts, subcontracts and any other documents evidencing commitments with M/W/DSBEs, including the M/W/DSBE Participation and Workforce Commitments Form.
- C. OEO will review the Project's commitments for the purpose of determining whether Best and Good Faith Efforts have been made. OEO reserves the right to request further documentation and/or clarifying information at any time during the construction and development of the Project.

#### **V. Compliance and Monitoring of Best and Good Faith Efforts**

- A. The Owner agrees to cooperate with OEO in its compliance monitoring efforts, and to submit, ~~upon the request of OEO,~~ documentation relative to its implementation of the Plan, including the items described below:

  
<sup>3</sup> These goals, which have been adopted by the Economic Opportunity Cabinet, are the recommendations of the Mayor's Commission on Construction Industry Diversity.  
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- Copies of signed contracts and purchase orders with M/W/DSBE subcontractors;
- Evidence of payments (cancelled checks, invoices, etc.) to subcontractors and suppliers to verify participation; and
- Telephone logs and correspondence relating to M/W/DSBE commitments.
- To the extent required by law, the Owner shall ensure that all its on-site contractors maintain certified payrolls which include a breakout of hours worked by minority and female apprentices and journeypersons; these documents are subject to inspection by OEO.

**B. Prompt Payment of M/W/DSBEs**

1. The Owner agrees to include in its contracts with all of its contractors a provision requiring that all M/W/DSBEs participating in the Project receive payment for their work or supply effort from such contractors within five (5) business days after such contractors receive payment from Owner and receipt of a proper invoice following satisfactory performance.

**C. Oversight Committee**

1. For this Project, Owner will form an oversight committee consisting of representatives from the Owner, the construction manager, the City, which may include the Project site's District Councilperson, OEO, and appropriate community organizations ("Committee"). The Committee will meet regularly to provide advice for the purpose of facilitating compliance with the Plan.

**VI. Remedies and Penalties for Non-Compliance**

- A. The Owner agrees that its compliance with the requirements of this Plan is material to the Agreement. Failure to comply with the Plan may constitute a substantial breach of the Agreement and is subject to the remedies and penalties contained therein or otherwise available at law or in equity. Notwithstanding the foregoing, no privity of contract exists between PIDC, the City and any M/W/DSBE identified in any contract resulting from implementation of the Plan. Neither PIDC nor the City intends to give or confer upon any such M/W/DSBE any legal rights or remedies in connection with subcontracted services under any law or policy or by any reason of any contract resulting from implementation of the Plan except such rights or remedies that the M/W/DSBE may seek as a private cause of action under any legally binding contract to which it may be a party.

**VII. Guidelines for Joint Venturing**

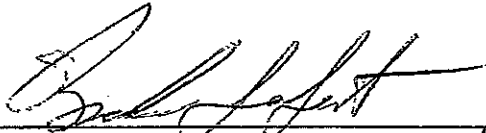
A. Joint Venture relationships with certified M/W/DS-BE firms must meet the following criteria in order to receive credit towards participation goals:

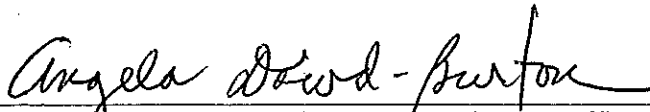
1) The M/W/DS-BE partner(s) must be certified by OEO, Unified Certification Program or a qualified governmental agency authorized by law to certify such enterprises prior to proposal/bid submission.

2) The M/W/DS-BE partner(s) must be substantially involved in significant phases of the contract including, but not limited to, the performance (with its own work force) of a portion of the on-site work, and of administrative responsibilities, such as bidding, planning, staffing and daily management.

3) The business arrangements must be customary (i.e., each partner shares in the risk and profits of the joint venture commensurate with their respective ownership interests).

4) If a certified partner is an MBE, WBE or DSBE, the participation will be credited in full if the MBE, WBE or DSBE, as the case may be, has a controlling partner's ownership interest in the joint venture; there will remain a requirement to meet M/W/DS-BE goals.

  
SIGNATURE OF Owner's Representative<sup>4</sup> Brook Lantest 10-2-2013  
DATE

  
ANGELA DOWD-BURTON, Executive Director, Office of Economic Opportunity<sup>5</sup> 10-2-2013  
DATE

<sup>4</sup>The Owner's Representative is required to sign and date, but the City reserves the right to obtain the Owner's Representative signature thereon at any time prior to Plan certification. The Owner Representative will receive from the City a certified copy of its Plan which should be filed with the Chief Clerk of City Council within fifteen (15) days of the issuance and published by OEO, in a downloadable format, on the OEO website.

<sup>5</sup> Pursuant to Section 17-1603 (2) of The Philadelphia Code, the representative of the City of Philadelphia's Office of Economic Opportunity, the "certifying agency", certifies that the contents of this Plan are in compliance with Chapter 17-1600.  
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