

PENN NATIONAL GAMING Charlestown, West Virginia

In the Fall of 2005 Penn National Gaming (PNG) was considering the development of lands surrounding three of its active casinos. At that time there were 300 acres at their casino in Bay Saint Louis, Mississippi; 300 acres in Charles Town, West Virginia; and 600 acres in Grantville, Pennsylvania. PNG retained RCLCO to assess the development opportunity on 80 acres of developable land surrounding the Charles Town casino.

The ultimate goal of RCLCO's involvement was to determine the development concept (mix of land uses, development timeframe, development phasing, etc.) that would yield the highest land value to each of the parcels surrounding the casino. Understanding that a casino's revenues are driven primarily by gaming activity and only partially by non-gaming land uses, the key goals behind the optimized development concept were to enhance visitation numbers, lengthen the time that visitors stayed at the casino, and increase the frequency of visits that individuals made to the casino.

Using a series of six national casino case studies and an assessment of local and regional market dynamics conducted by RCLCO, an expansion timeline was created for PNG's Charles Town casino that detailed the ideal growth pattern from the existing slot machine driven casino to a world class destination casino. This timeline specified the incremental, proportional, and simultaneous growth of gaming seats, hotel rooms, meeting space, number of restaurants, restaurant seats, retail space, and entertainment space over time.



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