



*Economics*



*Planning*



*Development*

## *Real Estate Development Economics*

*SPG assists some of the nation's largest developers and REITs prepare Market and Financial Feasibility Analyses for all types of real estate developments ~ including residential, commercial, office and mixed-use developments.*



Strategic Planning Group, Inc.

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**General Services**

Strategic Planning Group, Inc (SPG) through its real estate consulting division provides the following services:

Market Analyses – SPG assesses potential market support and capture based on demographic and economic factors and market performance.

Site Selection and Evaluation SPG identifies available properties that meet market requirements and evaluates market potential for each location.

Financial Feasibility - SPG prepares cash flow analyses based on projected income and development and operating costs, and determines potential return on investment and equity, net present value, and internal rate of return.

*SPG offers assistance in:*

- ◆ Marketing Strategies
- ◆ Sales Projections
- ◆ Tenant Mix & Placement Strategies
- ◆ Expansion and Relocation Analyses
- ◆ New Market Identification
- ◆ Concept Planning and Programming
- ◆ Consumer Surveys
- ◆ Value Enhancement

*Implementation Orientated*

Whether developing an existing site or operation or searching for and acquiring the optimal site in the commercial marketplace, we use a proven methodology and objectivity that has enabled us to satisfy the needs of commercial entrepreneurs, developers and lenders, large and small.

**Specialized Services**

*Retail/Office/Hotel/Tourism Markets*

- ◆ Market Analyses - Highest and Best Use Practices
- ◆ Financial Feasibility Studies
- ◆ Pro Forma Financial Statements
- ◆ Impact Assessments
- ◆ Socioeconomic Analyses
- ◆ Concept Planning/Programming
- ◆ Development/Marketing Strategies
- ◆ Site Selection/Evaluation
- ◆ Real Estate Workouts
- ◆ Marketing and Sales Strategies
- ◆ Financing Strategies

*Residential/Housing Finance*

- ◆ Housing Market/Needs Analyses
- ◆ Affordable Housing Strategies
- ◆ Training Services
- ◆ Product Positioning
- ◆ Financial Feasibility
- ◆ Housing Elements Implementation Services
- ◆ Program Design

*Economic/Industrial Development*

- ◆ Industrial Site Selection / Relocation
- ◆ Target Industry Studies
- ◆ Economic Base Analyses
- ◆ Downtown Revitalization Studies/ Plans
- ◆ Economic/Fiscal Impact Analyses
- ◆ Community /Neighborhood
- ◆ Reinvestment Studies

*Recreation/Tourism*

- ◆ Demand/Needs Studies
- ◆ Travel/User Surveys
- ◆ Attraction/Lodging Studies
- ◆ Recreation System Planning
- ◆ Tourism Development Strategies
- ◆ Management/Operations Planning

*Facility Planning and Management*

- ◆ Facility Requirements Plans
- ◆ Facility Development Programming
- ◆ Site Selection/Evaluation
- ◆ Privatization Studies
- ◆ Land Use/Growth Management

*Assessment of Impacts of Development*

- ◆ Comprehensive Plans and Plan Elements
- ◆ Analyses of Community Needs and Growth Policies
- ◆ Land Use Guidelines, Standards and Regulations
- ◆ Concurrency Management Systems

*Corporate and Institutional Planning*

- ◆ Market and Branch Strategy Studies
- ◆ Feasibility Studies
- ◆ Industrial Market Research
- ◆ Real Property Utilization/ Disposition Strategies
- ◆ Business Plans for Real Estate Activities

*Commercial Development*

- ◆ Market Analyses
- ◆ Marketing Strategies
- ◆ Sales Projections
- ◆ New Market Identification
- ◆ Concept Evaluation
- ◆ Tenant Mix
- ◆ Expansion and Relocation Analyses

*Public Finance*

- ◆ Fiscal Cost/Revenue Analyses
- ◆ Capital Improvements Programs
- ◆ Housing Finance Strategies
- ◆ Impact Fee Design
- ◆ User Fee Design
- ◆ Tax Increment Financing Programs

*Redevelopment*

- ◆ Redevelopment Plans
- ◆ Chapter 163 Plans
- ◆ Funding Strategies
- ◆ Capital Improvements Planning
- ◆ Renewal and Redevelopment Programs

[www.spginc.org](http://www.spginc.org)  
800-213-PLAN



SPG's Corporate and Industrial Real Estate Economics and Management Program has been designed to assist firms in organizing and planning for maximizing the benefits of facility and real estate assets. These services are ideally suited for municipalities, corporations, industrial development organizations, major land owners, developers of commercial real estate, financial and medical institutions.

**SPG and staff have prepared market and financial feasibility studies for over 25 million square feet of office and industrial developments throughout the United States.** We provide a broad range of economic and industrial development services for public agencies, local/regional state government and development organizations both within the U.S. and overseas.

### CORPORATE/INDUSTRIAL SERVICES

#### Economic/Industrial Development

- ◆ Economic Base Analysis
- ◆ Enterprise Zones
- ◆ Funding Strategies
- ◆ Incentives Programming
- ◆ Industry Recruitment
- ◆ Promotions/Marketing
- ◆ Target Industry Studies

#### Corporate and Institutional Planning

- ◆ Feasibility Studies
- ◆ Investment/Management Advisory
- ◆ Lease Evaluation/Structuring
- ◆ Market and Branch Analysis
- ◆ Property and Facility Asset Management
- ◆ Property Records Systems
- ◆ Space Utilization Programming
- ◆ Tenant Representation



#### Strategic Planning

- ◆ Branching Strategy Programs
- ◆ Development Strategies
- ◆ Economic Base Analysis
- ◆ Market Research
- ◆ Property Records Systems
- ◆ Real Estate and Property Utilization Analysis
- ◆ Target Industry Studies

#### Real Estate Development

- ◆ Concept/Programming
- ◆ Development Planning
- ◆ Impact Assessments
- ◆ Market Evaluations
- ◆ Market Overviews/Analysis
- ◆ Project Marketing—PR
- ◆ Site Selection



#### Clients

- ◆ AT&T
- ◆ Tropicana
- ◆ K-Mart
- ◆ Home Depot
- ◆ Publix
- ◆ Winn-Dixie
- ◆ Prudential Life
- ◆ American Express
- ◆ SouthTrust
- ◆ Wachovia
- ◆ Martin Marietta
- ◆ JaxPort
- ◆ ITT
- ◆ FedEx
- ◆ UPS
- ◆ Port Everglades
- ◆ CSX
- ◆ Allette/Minnesota P&L
- ◆ Florida Power-Talquin



**Strategic Planning Group, Inc. (SPG)** through its retail division provides a team of professionals having considerable experience in the commercial retail and services industries. These services are utilized by developers, retail chains, independent retailers, financial institutions, leasing agents and marketing organizations.



Professional consulting services are provided for a wide range of projects extending from individual, free-standing facilities to specialty centers and regional malls. Community and neighborhood retail revitalization is also available to various governmental agencies and merchant groups.

Beginning with the initial retail market research, **SPG** professionals can assist throughout the conceptualization, permitting, development, financing and marketing process for a given project.

### **RETAIL SERVICES:**

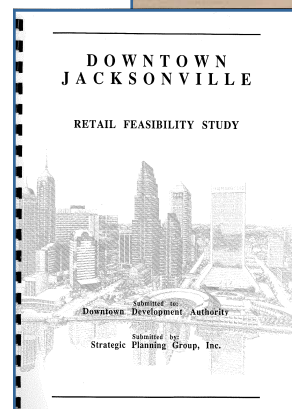
Marketing Brochures  
Fiscal Impact Analysis

Retail consulting services have been provided by SPG professionals for the following selected clients:

- Consumer/Business Surveys
- Financial Feasibility Analysis
- Market Feasibility Analysis
- Market Identification
- Property Acquisition
- Retail Expenditure Forecasts
- Retail Market Research
- Retail Sales Projections
- Site Selection/Evaluation
- Tenant Identification
- Tenant Mix Analysis



- ◆ Allied Department Stores
- ◆ Arvida Corporation
- ◆ DeBartelo Development
- ◆ Federated Department Stores
- ◆ Homart Development Company (Sears)
- ◆ Home Depot
- ◆ ITT Land Corporation
- ◆ J.C. Penny Company
- ◆ KMart
- ◆ Major Realty Corporation
- ◆ Marine Bank
- ◆ Orlando Central Park, Inc.
- ◆ Simon Properties
- ◆ Southeast Bank
- ◆ Sunstates Property





Strategic Planning Group, Inc. (SPG) staff has provided assistance to over 60 cities and communities located throughout the United States on projects ranging from neighborhood commercial revitalization to Central Business District redevelopment and retail restructuring. Services are specifically targeted to special community needs and resources.

**PROJECT EXPERIENCE**

SERVICES INCLUDE:

- ◆ Community Relations
- ◆ Consumer/Business Surveys
- ◆ CRA Management
- ◆ CRA Planning and Agency Programming
- ◆ Developer Negotiations
- ◆ Development Programming
- ◆ Feasibility Analysis
- ◆ Financial Analysis
- ◆ Fiscal Impact Studies
- ◆ Market Analysis
- ◆ Market Research
- ◆ Marketing/ Promotions
- ◆ Property Acquisition /Disposition Analysis
- ◆ Property Valuations
- ◆ Regulatory Reviews
- ◆ Special Events
- ◆ Tax Increment Programs



**Alabama**

- Birmingham
- Gadsden
- Mobile

**Connecticut**

- Hartford-CBD
- Hartford-Main Street
- Hartford-Convention Center
- New Britain

**Florida**

- Boynton Beach
- Bradenton
- Cocoa
- Daytona Beach Shores
- Jacksonville-Springfield
- Jacksonville-Downtown East
- Jacksonville Beach-Downtown
- Jacksonville Beach-SouthEnd
- Fort Pierce
- Orlando-Plaza International
- St. Augustine-Visions 2010
- St. Augustine-PGA Hall of Fame
- St. Johns County-Tourism Strategy
- Ft. Myers-Convention Center Impact
- Melbourne
- North Miami
- Ormond Beach
- Palm Coast

**Rockledge**

- Sarasota
- Springfield
- Spring Hill
- St. Petersburg
- Tarpon Springs
- Vero Beach
- Winter Haven

**Georgia**

- Augusta
- Hinesville
- Olympic Games
- Rome
- Savannah-Savannah Harbor
- Tifton

**Indiana**

- Evansville
- Indiana Dunes

**Michigan**

- Michigan City
- Portage
- East Chicago
- Bay City
- Detroit
- Saginaw
- Duluth
- Benton Harbor

**Louisiana**

- Covington

**New Orleans**

**Missouri**

- St. Louis

**Nevada**

- North Las Vegas

**New Jersey**

- Port Monmouth

**New York**

- Rochester
- Albany
- Syracuse
- Binghamton
- Niagara Falls

**North Carolina**

- Greensboro-Wafco Mills
- Raleigh
- Washington
- Winston-Salem

**Ohio**

- Cleveland Clinic
- East Toledo
- Dayton

**Pennsylvania**

- Philadelphia
- Johnstown
- Williamsport
- York

**Washington DC**

- Pennsylvania Avenue
- Fort Lincoln New Town



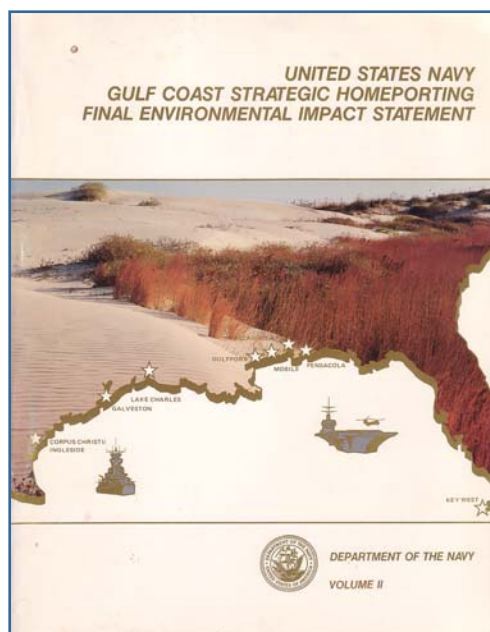
Founded in 1983, SPG (a small business corporation) is an international market, economics and planning consulting firm with extensive experience in all phases of



DRI/ADA development as well as growth management planning including land development regulations. We have experience working with other consultants as well as acting as client representative in the preparation of DRIs. Presently, we are just completing the Ormond Crossings DRI and we are also completing work on the Isles of Athena DRI.



**Capital Improvements Program for Camden County, Georgia and Nassau County, Florida** - SPG staff assisted the local governments of two counties and five municipalities prepare a \$50 million Capital Improvements Program designed to mitigate the infrastructural needs resulting from the opening of King's Bay naval station, the Navy's largest peace time activity.



DEVELOPMENT OF REGIONAL IMPACT/EIS	
Name	Name
Alico	Magnolia Ranch Lakeside Estates
Amelia Island	Maitland Summit
Banyan Bay	Mississippi Chemical
Bramalea	Oak Crest
Celebration (formerly Osceola Mixed Development)	Orlando International Center
Central Altamonte	Ormond Crossings
Central Florida Research Park	Patillo Commerce Park
CFRP (1986)	Pine Island
Charlotte Square Mall	Pineaire Substantial Deviation
Corporate Park	Plantation Bay
Creekwood	Ponce Inlet
CSX	Quadrangle
Debra	Quadrangle (Southeastern Investments)
Dupont Centre	River Club
Eastbourne	Riverwood
Eastbourne-Amerifirst	Scottsmoore
Florida Power and Light	South Chase
Florida Raceplex - Lake County (formerly Motorsports Park)	St. Johns Harbour
Fountainhead	Strand
Hammock Dunes	Summer Beach
Harbor Town Marina	Sun Bank
Hemispheres	Sweetwater Ranch
Home Property	The Highlands
Huckleberry	The Reserve
Indigo Development Master	Timber Cove
International Drive Extension	Timucuan
Isles of Athena	Treasure Coast Square Mall
Lake Lockloosa	Turkey Creek
Little Lake Bryan	University Square Mall
Lucas Lakes	Vista Plantation
Magnolia Creek (formerly Heidrich)	Westinghouse

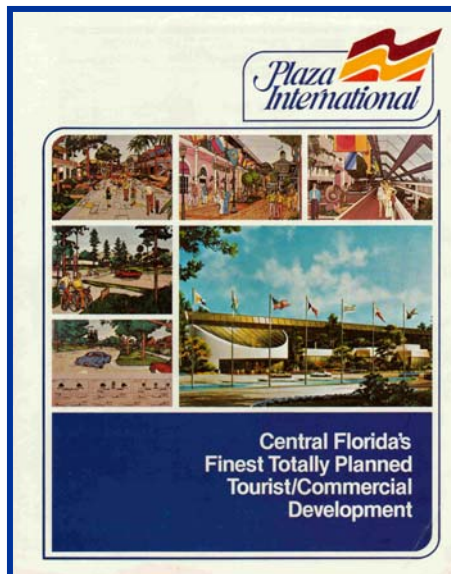


Strategic Planning Group, Inc. provides a wide range of professional services related to recreation and tourism development. These services are available for both public and private sector entities and are designed to meet a wide range of needs and include:

- ◆ Development and Marketing Strategies
- ◆ Development Cost Forecasts
- ◆ Financial Feasibility
- ◆ Impact Analysis
- ◆ Market Evaluation/Analysis
- ◆ Market Feasibility
- ◆ Price/Admissions Structuring
- ◆ Pro-Forma Financial Analysis
- ◆ Site Selection/Analysis
- ◆ Utilization Analysis
- ◆ Visitor Profiles-Projections

**SPG professionals have an established track record and experience base as a result of conducting feasibility studies for over 20,000 hospitality rooms, 5 million square feet of convention/civic space and 4 billion dollars worth of resorts internationally.** Representative assignments in the following recreational land uses:

- ◆ Community and State Parks
- ◆ Convention Centers
- ◆ Entertainment Facilities
- ◆ Golf Courses-Municipal and Private
- ◆ Hotels/Motels and Conference Centers
- ◆ Marinas
- ◆ Residential/Commercial Resort Communities
- ◆ Resort Complexes
- ◆ Sports Facilities
- ◆ Theme Parks



*Broward County Convention Center*

### REPRESENTATIVE PROJECT EXPERIENCE:

- ◆ 1997 Atlantic Olympic Games
- ◆ ABC Attractions-Silver Springs
- ◆ Alachua County Municipal Golf
- ◆ Clay County Recreation and Open Space Plan
- ◆ Conyer GA Horse Park
- ◆ Daytona Beach Shores Recreation and Open Space Plan
- ◆ Fort Lauderdale/Broward County Convention Center
- ◆ Indiana Department of Interior-Indiana Dunes State Park Lodge
- ◆ Jacksonville Beach Parks and Open Space Element
- ◆ Lake Michigan Marina Development Commission
- ◆ Lake Seminole Concessionaire Study
- ◆ Marineland-Florida
- ◆ Melbourne Civic Auditorium Feasibility Study
- ◆ Oconee, GA Recreation Plan
- ◆ Panama City Tourism Development Plan
- ◆ PGA Tour-Hall of Fame
- ◆ Plaza International-Orlando
- ◆ Polk County Recreation and Open Space Plan
- ◆ Rouse Company- Jacksonville Landing
- ◆ San Destin Marina-Bos Corporation
- ◆ Sand Lake Resort Hotel-Orlando
- ◆ Sawgrass Resort Acquisition-Arvida Corporation
- ◆ Territory of Guam Recreation and Open Space Plan
- ◆ Tourism Development Strategy- St. Augustine, Florida
- ◆ Vilano Beach Hotel-Conference Center
- ◆ Virgin Island Recreation and Open Space Plan
- ◆ Virgin Islands Economic Development Plan
- ◆ Visions Program Jacksonville Beach, Florida
- ◆ Visions Programs-St.Augustine,
- ◆ Walton County TDC Economic Impact Study



SPG is a leader in Economic Development assisting both the public and private sector to develop relocation plans and incentive programs. SPG staff have served on numerous Economic Development Councils and Agencies to aid with the implementation of numerous Economic Development Plans. SPG is currently developing the Economic Development Strategic Plan for the City of Ormond Beach.

Recent examples also include the Economic Development Strategic Plan for Volusia County, creating a five year \$100 million program for the County. SPG understands economic development from both industry and community view points. SPG is a nationally recognized site location consultant to private industry as well as an internationally recognized leader in Economic Development. Relevant experience includes:

**Florida**

Apopka  
Boynton Beach  
Bradenton  
Citrus County  
Clay County  
Cocoa  
Delray Beach  
Duval County  
Escambia County  
First Coast Region  
Hernando County  
Jacksonville  
Jacksonville Beach  
Lee County  
Leesburg  
Leon County  
Levy County  
Maitland County  
Manatee County  
Marion County  
Monroe County  
Nassau County  
North Miami  
Orlando  
Ormond Beach  
Ormond Crossings  
Palm Coast  
Pasco County  
Pensacola  
Polk County  
Putnam County  
Rockledge  
Safety Harbor  
St. Johns County  
St. Petersburg

**Florida (con't.)**

Sumter County  
Tarpon Springs  
Vero Beach  
Volusia County  
Winter Haven  
Withlacoochee

**Alabama**

Autauga County  
Calhoun County  
Chilton County  
Coosa River County  
Elmore County  
Etowah County  
Mobile County  
Montgomery County  
St. Claire County  
Shelby County  
Talladega County

**Texas**

Corpus Christi  
Dayton  
Galveston  
Ingleside

**Georgia**

Atlanta Olympic Committee  
Camden County  
City of Conyers/Rockdale County  
Hinesville  
Kingsland

**Louisiana**

Covington  
Lake Charles

**Mississippi**

Biloxi  
Pascagoula

**North Carolina**

Washington

**California**

Palmdale  
LA Airport Authority

**International**

Alice Springs, Australia  
Darwin, Australia  
Trinidad & Tobago  
Arab Republic of Egypt  
St. Thomas, Virgin Islands  
St. Croix, Virgin Islands  
St. Johns, Virgin Islands  
Curacao, The Netherlands  
Bimini, Bahamas  
Guam, U.S. Territory  
Kingston, Jamaica