



2009

## HOTELS & CONVENTIONS



Economics ■ Planning ■ Development Consultants

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### Melbourne Civic Center Feasibility Study

Strategic Planning Group, Inc. was engaged by the City of Melbourne to conduct a market analysis and facility assessment of its public assembly (civic) auditorium - approximately 20,600 square feet in size - SPG conducted an overall utilization of the facility by type of event and facility space requirements. SPG recommended construction of a 40,000 square foot exhibit facility with the ability to expand the exhibition facility to include additional facilities to promote conventions and meetings, thereby, generating new economic benefits to the community. The study was unanimously approved. The next phase was the preparation of a cost/benefits analysis to identify estimates of construction costs, financial operations, potential funding sources, and economic (fiscal) impacts.

SPG has completed the first phase of a multiple phased study to determine the viability of a civic center in Melbourne, FL. As part of the study, SPG evaluated the operations of the existing Melbourne Auditorium to determine its suitability for expansion. Based on the market analysis, it was determined that the existing facility was not suitable for further expansion and the recommendation was made to develop a new multi-use standalone facility that had the design capability for future expansion. Subsequent phases of the study will address the site evaluations, development costs, and operating policies of the proposed facility.



### Cobb Galleria Centre

SPG staff worked with the management of the Cobb Galleria on various occasions on various expansion projects, including the expansion of the exhibition space and the potential for a second headquarter hotel onsite. Later staff assisted the Galleria Centre's board in the evaluation of development proposals for the proposed hotel.



### **Broward County Convention Siting and Feasibility Study**

The Broward County Commissioners requested proposals from third-party developers to use the County's lodging tax to identify a location and develop a first-class convention center. While working with a developer client, Mr. Mike Plummer initially assessed a site west of the Florida Turnpike and concluded the project would not be successful or meet the needs of the County and recommended the current site at Port

Everglades. Mr. Plummer assisted his developer client by further evaluating the recommended site, prepare the winning proposal, and assessing other types of commercial development as part of the Convention Center project, as well as make presentations to the County Commissioners. In addition to these other uses, the potential for an aquarium was also evaluated as potential use.



### **Georgia World Congress Center (Atlanta)**

Georgia World Congress Center – Strategic Planning Group, Inc., prepared the economic impact analysis for one of the largest convention centers in the country.



### **Pensacola Civic Center**

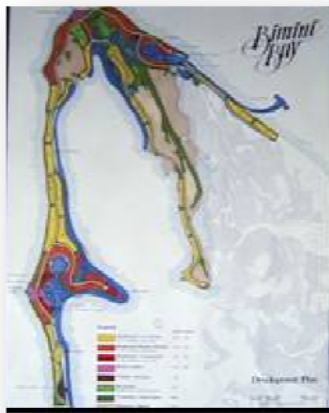
**Pensacola/Escambia County** – SPG Staff prepared a market and financial feasibility study for the expansion of the Pensacola Convention center to include an Exhibition Hall complex. SPG worked with the County in determining the adequate design and economic impact to the community.

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## SPG Caribbean Experience

### THE BAHAMAS

**Bahamas Hotel/Casino and Marina Feasibility Analysis, Bahamas** - SPG prepared a detailed financial feasibility analysis for a 224-room resort hotel, a 25,000 square foot casino and 250-slip Marina to be part of a 1,400-unit resort being developed in the Bahamas. This Analysis included a determination of the financial feasibility of the project and the preparation of marketing materials for the sale of the hotel. A complete casino feasibility and sensitivity analysis was developed. The marina feasibility study consisted of a determination of marina costs and revenues including operational expenses, as well as determination of investment opportunities which included dockominium options.



**Sandy Port, Nassau, Bahamas** – SPG staff prepared a comprehensive market analysis with financial projections for a resort development located near Cable Beach, Nassau Bahamas.

**Market and Financial Analysis, Discovery Bay, Grand Bahamas** – SPG was retained by Robex, BV to analyze the market and financial feasibility of a proposed 300 room hotel to be located to the east of the developed area of Freeport/Lucaya.

**Financial Model, Detailed Socio-economic Impact Report for Bimini Bay Resort, Bahamas** - SPG was retained by Robinson-Humphrey Properties (American Express) to assist in the development of a detailed financial feasibility model for their 604-unit world class hotel and 260-slip marina resort to be developed in the Bahamas. Feasibility work included the analysis of the resort's 10,000 square foot casino facility, including analysis of game layout, win ratio and tax generation. In addition to developing a detailed financial feasibility model, SPG produced a detailed financial feasibility model, SPG produced a detailed socio-economic impact report outlining the impact this development would have on the infrastructure and tax revenue base of the Bahamas.



**Emerald Beach Resort, Exuma** – SPG was retained to prepare the initial market and financial feasibility study and preliminary master plan for the this upscale resort development featuring a Four Seasons Resort, casino, marina, a Greg Norman 18 hole golf course and residential lot development on the island of Exuma.

## **TURKS & CAICOS ISLANDS**

**Office of Tourism Development, Turks and Caicos Islands** – SPG staff was retained by the Government of the Turks and Caicos Islands to assist in the evaluation and negotiations of several proposed resort development projects.

**Proposed Resort Development, Provo, Turks and Caicos Islands** – SPG staff conducted a comprehensive market study with financial projections for a proposed resort development on Provo in the Turks and Caicos Islands.

## **TRINIDAD & TOBAGO**

**Emerald Bay Resort, Trinidad and Tobago** – SPG staff conducted a comprehensive market study with financial projections for a proposed resort development in the Trinidad and Tobago

**Preliminary Market Analysis, Balandra Resort, Trinidad and Tobago.** SPG staff prepared a preliminary market study for the development of a major golf and country club resort on the Island of Trinidad.

## **NETHERLANDS ANTILLES**

**International Trade Center Curaçao, Netherlands, Antilles.** SPG was retained by the International Trade Center Curaçao to develop a Land Use Plan, Master Plan, Economic and Socio-Economic Impact Analyses, Market and Financial Feasibility Studies and provide architectural design for the expansion of the International Trade Center Hotel and its impact to the surrounding areas. The Center is composed of four principle parts; the Conference Hall Auditorium, the two-story Trade Mart, the Exhibition Hall, and the four-story Business Center with a 110-seat restaurant and bar, a commercial bank, a copy center, a government post office and several retail shops.

## **AUSTRALIA**

**Tourist Development Strategy and Hotel Feasibility Study for the Northern Territory, Australia** - SPG staff conducted feasibility studies and developed recommendations for an overall tourist development strategy for the Northern Territory of Australia. The primary task of the analysis was to identify ways in which the client could capitalize on the tourism development potential of the Southeast Asia market and the required infrastructure improvements necessary to support tourism development.

Detailed feasibility studies were conducted for two proposed resorts, one to be located in Darwin, the capital, and the other in Alice Springs. The two resorts will contain over 2,800 hotel and villa rooms, a 500 slip marina, 290,000 square feet of up-scale retail, convention facilities, and casino operations.

## SPAIN

**Sonesta Village Resort Puerto De La Duquesa Costa Del Sol, Spain** - SPG staff conducted a feasibility study for the Sonesta International Hotel Management Group and the Overseas Group, Inc. for the Sonesta Beach Hotel, a four-star hotel containing 276 apartments. An investment marketing package was developed for presentation to prospective financial backers and included a detailed cash flow, rental projections and various investor options.

## SPG USA Experience

### FLORIDA



**Daytona Beach Boardwalk Redevelopment Project and Hyatt Resort, Daytona Beach, Florida** – SPG prepared the Master Plan, Feasibility Analysis, Comprehensive and Architectural and Engineering Services. Work was sponsored by the Equivest Group, Inc. and the InterContinental Real Estate and Development Corporation of Chicago.

**Market Study and Financial Feasibility Analysis, Forest Hill Resort, Polk County, Florida** - A market study and financial feasibility analysis was conducted, including preparation of cash flows, an investment marketing package, and development of a sales package, for a 141-villa resort development located southwest of Walt Disney World.

**Preliminary Hotel Market Study, Pensacola Civic Center, Pensacola, Florida** - SPG staff prepared a hotel market study in conjunction with an analysis on the expansion of the Pensacola Civic Center.

**Developer Evaluation and Selection, The Truman Annex, City of Key West, Florida** - SPG staff assisted the City of Key West in the evaluation of a developer's proposal and contract to purchase and develop the Harry S. Truman Annex in the historical section of Key West. The analysis was used to strengthen the City's position during contract negotiations.

**Acquisition Due Diligence and Valuation Analysis, Bluewater Bay, Fort Walton Beach, Florida** - SPG staff prepared an analysis of the operations and development potential of the Bluewater Bay Resort near Fort Walton Beach for an international investor. As part of the analysis, a valuation was prepared based on different development scenarios for the remaining portions of the project.

**Workout Strategy and Valuation Analysis, Surfside Resort, Destin Beach, Florida -** SPG staff assisted a Texas based financial institution with the evaluation of a 230-unit condominium hotel project in the Florida Panhandle resort area. As part of the assistance, SPG staff conducted an operational review of the property, conducted a market assessment of the resort condominium and lodging markets and developed alternative utilization strategies for the property.

**Developer Evaluation and Selection, Downtown Development Authority, City of Tallahassee, Florida -** SPG staff assisted the City of Tallahassee in the evaluation of a proposal to develop a hotel/conference facility in the downtown area, approximately two blocks from the State Capital. The analysis was used to strengthen the City's position during contract negotiations.

## **ALABAMA**

**Workout Strategy and Investment Package Preparation, The Stillwaters Resort, Dadeville, Alabama -** SPG's staff was retained by an Alabama based financial institution to prepare an evaluation of the Stillwaters Resort. The property included residential development, timeshare units, golf course and clubhouse, a tennis center, a conference center, and marina facility. Once the evaluation was completed, an investment package was prepared to market to potential investors and management companies. SPG staff assisted in the evaluation and contract negotiations of potential investors and management companies.

**Hotel Management Company Selection and Contract Negotiations, Birmingham-Jefferson Civic Center Authority, Birmingham, Alabama -** SPG staff assisted the Birmingham Jefferson Civic Center Authority with the process of determining the criteria and evaluation of selecting a hotel management company for the expanded 750-room convention center headquarter hotel. SPG staff also prepared an analysis of the local hotel market to assist the Authority with the hotel management contract negotiations.

## **GEORGIA**

**1996 Atlanta Olympic Games -** SPG staff assisted the Atlanta Olympic Committee in the development of the overall Economic Impacts of the 1996 Olympics to the Greater Atlanta area, and was responsible for the conceptual planning and market study related to the Equestrian venue which is located in Conyers, Georgia.

**Hotel Market Study, Days Hotel, Atlanta, Georgia -** SPG staff prepared a hotel market study for a new Days Hotel concept in the Lenox Square area of Atlanta.

**Lodging Market Analysis and Facility Recommendation, Lake West Point, Georgia -** SPG staff conducted a market study and facility recommendation for the development of a new state park for the State of Georgia Department of Natural Resources (DNR). The study included lodging, conference center and golf facility analyses.

**Lodging Market Analysis and Facility Recommendation, Cloudland Canyon State Park, Georgia** - SPG staff conducted a market study and facility recommendation for the expansion of a state park for the State of Georgia Department of Natural Resources (DNR). The study included lodging, conference center and golf facility analyses.

**Market Study and Financial Analysis, College Park Executive Conference Center at The Georgia International Trade and Convention Center, College Park, Georgia** - For The Plaza Hotel Company, SPG staff prepared a market study and detailed financial projections of cash flow from operations for a 275-room executive conference center to be located adjacent to the Georgia International Trade and Convention Center.

**Preliminary Market and Concept Study, The Georgian Resort, Atlanta, Georgia** - For the Grand Cypress Development Corporation, SPG staff prepared a preliminary market study to determine the conceptual plan for a major golf resort in the Atlanta area.

## **NEW YORK**

**Hotel and Resort Valuations, Westin Resorts and the Plaza Hotel in New York City** - SPG staff assisted in the acquisition due diligence of Westin Hotels and Resorts by preparing a valuation study of the resort developments in Hawaii, and the Plaza Hotel in New York City.

**Market Study and Expansion Feasibility Analysis, Hotel Thayer, West Point U.S. Military Academy** - SPG staff prepared a detailed market analysis of the lodging and conference markets for the renovation and expansion of the Hotel Thayer at West Point Military Academy. The study also included an in-depth financial analysis to determine the most cost effective alternative for development.

## **PENNSYLVANIA**

**Repositioning Study, The Eagle Lodge and Conference Center, Cigna Service Company** - SPG staff conducted a detailed market analysis and operations review of an executive conference center near Philadelphia in order to recommend development options to improve the operating performance of the asset.

## **SOUTH CAROLINA**

**Workout Assistance and Valuation Analysis, Timeshare Resort, Hilton Head Island, South Carolina** - For the Federal Asset Disposition Association, SPG staff assisted the predecessor agency of the Resolution Trust Corporation (RTC) by conducting market analysis, preparing valuation services, and developing strategies for the disposition of various real estate assets, including a timeshare resort on Hilton Head Island.



## Convention/Conference Center Planning

Strategic Planning Group staff and our associated consultants have extensive international convention/conference center feasibility, master planning and management experience. Utilizing an integrated economic and management philosophy, SPG prides itself in the development of successful centers that provide an economic catalyst to their surrounding regions. Examples of representative projects include:

**International Trade and Convention Center, Curacao NA.** SPG was retained to provide market research, development economics and overall master planning of the expansion of this 4,618 square meter facility to 6,274 square meters. In addition, Mr. John Sellers served as Managing Director for the facility of five years - from pre construction through expansion. This center is recognized as one of the more successful International Centers worldwide.

**Korean National Trade and Cultural Center, Seoul Korea.** SPG staff served as project manager/director for the Conceptual master plan, Architectural design and economic and financial feasibility analysis of this 60 story hotel/trade center, incorporating a cultural center, conference center, 1,000,000 sq.-ft exhibition hall and 5,000 auto parking garage.

**Tampa Convention Center, Tampa Florida.** SPG staff conducted master planning and feasibility studies for a 650,000 sq. ft. convention facility. Mr. Seller also served as Executive Director for the center as well as Curtis Hixon Convention Center and Franklin Street Pedestrian Mall.

**Silicon Valley Center, Santa Clara California.** SPG staff served as senior management for the master planning, design and feasibility analyses for this highly successful 256 acre complex consisting of a convention/conference center, a high tech trade center, a convention hotel and 2000 car parking structure.

**Mayo Clinic Center, Rochester Minnesota.** SPG staff served as senior management for this multi-use event center addition to an existing performing arts center.

**Knoxville Convention Center, Knoxville Tennessee.** SPG staff served as senior management on the design and master planning of this regional convention center, conference center, arena and 400 room Radisson Hotel.

**Manatee Gateway, Manatee County Florida.** SPG staff prepared all feasibility studies, master planning and A/E services for this 250 acre development containing the Manatee Civic Center, a hotel and office complex, retail and 800 condominium units.