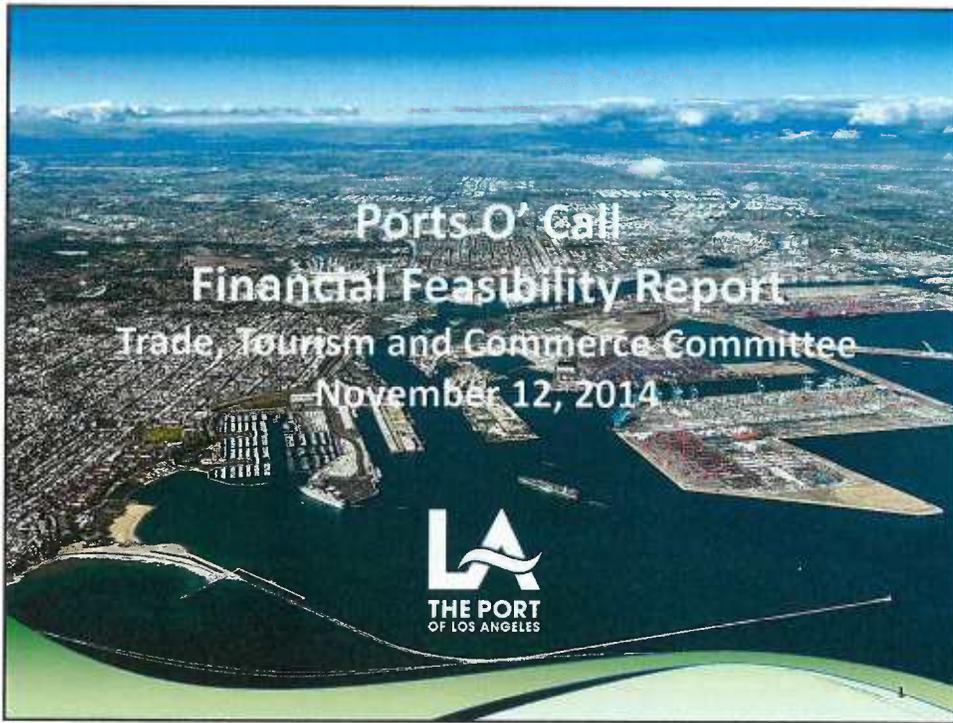


#2

11/12/2014



Date: 11-12-14
 Submitted in: TCT Committee
 Council File No.: 14-1336
 Item No.: 2
 Deputy: PORT

Ports O' Call Financial Feasibility Analysis Engagement

- ProForma Advisors engaged on July 22, 2014
 - Collaborative work effort between ProForma, Port and Developer
 - Final Report posted on Port website on November 10, 2014
- Scope of Work
 - Analyze Developer's proposed attraction anchored concept
 - Analyze Retail, Dining and Entertainment Scope and Scale
 - Analyze market demand and comparable/competitive projects
 - Provide recommendations for redevelopment scope and scale



Ports O' Call Site Market Analysis

- Existing Ports O' Call Performance
 - Strong revenue growth since 2010 – Up 28%
 - 1.5+ million estimated visitors in 2013
 - Approximately 28% of local food and beverage spending
- Market Placement
 - Opportunity to increase spending from outside local area
 - Less dense population and lower spending capacity than competing waterfront developments (15 min)
- Market opportunities and limitations will dictate recommended initial project scale

Recommendations Project Scale and Scope

- Developer's Initial Concept
 - Large Scale Attraction Anchor (100K sf)
 - Phased Retail, Dining and Entertainment (200k sf)
- ProForma Findings, Refinement and Recommendations
 - Themed Attraction Anchor is feasible at medium scale (50-60K sf)
 - Initial Retail, Dining and Entertainment (150-160K sf)
- Developer's Initial Concept is infeasible
 - Existing benchmarks in this scale are non-profit structures
- Themed attraction anchor will not drive significant percentage of overall site visitors

Recommendations Project Development Strategy

- Build on existing weekend day time visitor strength
- Incorporate existing successful businesses
- Create unique mix of businesses
- Distinguish from national chain type developments
- Reconfigure site to build on main channel viewpoints

Projected Economic Impact

- Jobs
 - 850 full time equivalent (FTE) jobs projected
 - 522 incremental FTEs
- Tax Revenue
 - \$87 million in projected gross sales
 - \$53 million incremental projected gross sales
- Visitors
 - 2.8 to 3.8 million site visitors projected
 - 1.3 to 2.3 million incremental site visitors