

2016

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February 8, 2016

# **SPECIAL EVENT/BANQUET FACILITY FEASIBILITY STUDY**

# Table of Contents

INTRODUCTION AND SCOPE OF STUDY.....	1
METHODOLOGY .....	1
MARKET POTENTIAL .....	3
RECOMMENDED SIZE & CONSIDERATIONS.....	3
DESIGN CONSIDERATIONS.....	4
FIVE YEAR BALLROOM/SPECIAL EVENT REVENUE PROJECTION .....	5
YEAR-ONE REVENUE PROJECTION .....	5
Additional justification of projected sales: .....	6
ECONOMICS & DEMOGRAPHICS - See Norton Consulting Report.....	9
SUPPLY AND DEMAND ANALYSIS .....	9
Special Event Venue – Comparative Market Analysis.....	9
Demand Opinions/Room Size Recommendations.....	10
Success Contributors .....	10
REQUIREMENTS FOR SUCCESS .....	11
DISCLAIMER.....	12
EXHIBIT A - YEAR ONE PROJECTIONS.....	13
EXHIBIT B - DEMAND GENERATORS .....	14
EXHIBIT C - ACCP RESEARCH.....	15

Village of North Palm Beach,

Florida  
Special Event Facility Feasibility Study  
February 2016



## **INTRODUCTION AND SCOPE OF STUDY**

PCA was engaged in October 2015, as a partner with Norton Consulting and a member of the Peacock & Lewis clubhouse development team by the Village of North Palm Beach to:

- Make recommendations as to the size and components of the Special Events/Ballroom component of the proposed facility
- Project likely financial results for the Special Events/Ballroom component for the first five-year period of operation
- Gather and analyze relevant economic and demographic data regarding the market area to determine whether the overall economic environment in the market area appears suitable for development of a meeting/banquet facility to be included in a new clubhouse
- Perform Primary Research which includes interviews with key demand generators in each sub market
- Inspect and evaluate competition in the market, represented by hotels, other clubs and other venues identified by the demand generators

To obtain the most value this report should be read in its entirety.

## **METHODOLOGY**

The study was performed from October 16, 2015 through January 25, 2016. Research consisted of:

- “FaceTime” meetings with Village and Country Club staff:
  - ✓ Casey Mitchell, Lenore Dingle, Meghan Sponheimer, Rick (IGM) and Joe Dargin
  - ✓ Chuck Huff, Jamie Dellamano, Karen McMichael, Chef Domingo Caraballa
  - ✓ Mark Hodgkins, Mark Howell, Nancy Hensler, Jackie Wheeler
  - ✓ Mike Applegate
  - ✓ Brian Moree
- Site inspection of North Palm Beach Country Club
- Site visits to golf and country clubs with special event facilities
  - ✓ Palm Beach Par 3 Golf Course
  - ✓ East Point Country Club
  - ✓ Abacoa Golf Club
  - ✓ Delray Dunes Country Club
  - ✓ PGA National Resort & Spa

- Site visits to special event venues
  - ✓ Embassy Suites – Palm Beach Gardens
  - ✓ Hilton Singer Island/Palm Beaches Resort
  - ✓ Jupiter Beach Resort & Spa
  - ✓ Wyndham Grand, Jupiter at Harborside Place
  - ✓ The Borland Center
  - ✓ Palm Beach Marriott, Singer Island Beach Resort
  - ✓ DoubleTree by Hilton Hotel & Executive Meeting Center Palm Beach Gardens
  - ✓ Majestic Princess Cruise Line
- Personal & Telephone Interviews with Special Event Suppliers
  - ✓ Chris Joriann – photographer and special event planner
  - ✓ Renny & Reed – florist
  - ✓ Misty’s Florist
  - ✓ Kenny Mondo Productions - musicians & entertainers
  - ✓ Shine Time Events of Palm Beach – special event planner
  - ✓ Creative Touch Party Design- special event planner
  - ✓ Mr. & Mrs. Wedding – special event planner
- Personal & Telephone Interviews with Related Parties and Demand Generators
  - ✓ Sam Simon- officer with MPI (Meeting Planners International) & entertainer
  - ✓ Angelique Allen – Marketing & Events Manager, North Palm Beach Chamber of Commerce
  - ✓ Marriage License Bureau
  - ✓ Palm Beach School District
  - ✓ Reverend Lee G. Ganim - Wedding Officiant
- Meetings with Village Manager, Jim Kelly
- Demographic and economic market data research
- Contacts with Professional Organizations:
  - ✓ National Club Association
  - ✓ MPI (Meeting Planners International)
  - ✓ Association of Club Catering Professionals
- Contacts with other professionals
  - ✓ Club Benchmarking,
  - ✓ RSM – US (McGladrey)

- Using a PCA financial model, designed a Five Year Special Events Facility financial projection based upon the research described above and PCA's experience managing similar facilities

For this report, the following desirable points have not been explored as of this date:

Review of lost business records, or turn-away records. Catering lost business records have not been maintained by the club. Interviews with the f/b staff indicated most lost business was due to inadequate size of the NPBCC banquet spaces- from groups of 150 or more.

There was no Survey of Club Members to ascertain price points, menu preferences and frequencies of use. Some relevant data was obtained from an independent community survey.

## **MARKET POTENTIAL**

Adequate current and future market demand exists to justify the addition of a substantial private event/banquet/meeting facility in the proposed North Palm Beach Country Club clubhouse. Realizing the projected results for a new special events facility within the new clubhouse will require a number of critical actions to provide the greatest probability of success and achieving the projected results. These include having an experienced, successful operator and implementing an aggressive marketing process to take market share from existing venues competing for the same business.

## **RECOMMENDED SIZE & CONSIDERATIONS**

- Must have adequate storage: tables, chairs, buffet equipment
- Everyone must be able to see the speaker
- Separate "pre-function" area must be able to accommodate 250 standing
- Ballroom should seat 250 seated plus have space for a dance floor
- Ballroom should be able to be divided into separate smaller rooms with effective sound baffling portable walls as follows:
  - ✓ 2 rooms @ 100 seats
  - ✓ one of the 2 rooms of 100 should be divided to accommodate:
    - ✓ one room of up to 20
    - ✓ one room of up to 30
    - ✓ one room of up to 50
- Multi-Purpose Rooms accessible to Pool/Bar & Grille. These rooms could satisfy the requirement for 20 room capacity and perhaps the 30 room capacity.

Our recommendation for the size and number of special event spaces was based upon our observations, experience and interviews with competing properties and demand generators. We asked sales directors, catering directors, managers and the suppliers three questions:

1. What capacity would you build if this were using your money?
2. What is the current and growing demand for event sizes?
3. Will the market support an additional facility?

These responses are itemized in a chart on page 13, “Demand Opinions/Room Size Recommendations”. There is some demand for a facility larger than what we have recommended; however it is preferable to err on the smaller size that more certainly assures financial success.

### **DESIGN CONSIDERATIONS**

Pre function space  
neutral décor  
high ceiling  
fabulous chandeliers  
Glass - lots of views  
Balcony - terrace  
neutral floor – marble  
Outside ceremony site- beautiful  
Indoor/outdoor space options  
Event space - breakout rooms  
Bride's room  
Outside space sells it for you  
Windows are a great bonus  
Dimmable lights  
area behind scenes for cake cutting  
Separate entrance for bride & groom  
carpet - not floral or floral color- no carpet, wood is better  
Big tray ceilings  
Views  
Not traditional, but not too modern  
Not too much color - more neutral

# FIVE YEAR BALLROOM/SPECIAL EVENT REVENUE PROJECTION

	YEAR 1	YEAR 2	YEAR 3	YEAR 4	YEAR 5
<b>Special Event Revenue</b>	1,320,646	1,360,266	1,401,074	1,443,106	1,486,399
Lease @ 8%	\$105,652	\$108,821	\$112,086	\$115,448	\$118,912
Most Likely Lease @ 10%	\$132,065	\$136,027	\$140,107	\$144,311	\$148,640
Lease @ 12%	\$158,478	\$163,232	\$168,129	\$173,173	\$178,368

## YEAR-ONE REVENUE PROJECTION

### SPECIAL EVENT REVENUE ASSUMPTIONS

Year 1

	# Events / year	covers	Total covers	Ck Avg	Food	Bar	FB Total	Rm chg	Chg	Total
Weddings	45	125	5,625	\$105	\$590,625	\$147,656	\$738,281	\$500	\$22,500	\$760,781
Large Social Event	12	250	3,000	\$45	\$135,000	\$33,750	\$168,750	\$0	\$0	\$168,750
Mbr Sponsor Lunch	18	25	450	\$19	\$8,550		\$8,550	\$0	\$0	\$8,550
Mbr Sponsor Dinner	24	25	600	\$28	\$16,800	\$4,200	\$21,000	\$100	\$2,400	\$23,400
Club Social Event	18	50	900	\$35	\$31,500	\$7,875	\$39,375	\$0	\$0	\$39,375
Corp Training/Mtgs	24	40	960	\$55	\$52,800	\$13,200	\$66,000	\$300	\$7,200	\$73,200
Business Lunches	122	20	2,440	\$24	\$59,170	\$0	\$59,170	\$0	\$0	\$59,170
Business Dinners	48	25	1,200	\$40	\$48,000	\$12,000	\$60,000	\$0	\$0	\$60,000
Major Employer Events	8	100	800	\$45	\$36,000	\$9,000	\$45,000	\$0	\$0	\$45,000
Breakfast Meetings	44	20	880	\$15	\$13,200		\$13,200	\$0	\$0	\$13,200
SMERF Events	42	24	1,008	\$22	\$22,176	\$5,544	\$27,720	\$0	\$0	\$27,720
Tournament/League	8	60	480	\$19	\$9,120	\$2,280	\$11,400	\$0	\$0	\$11,400
Sales Presentations	12	20	240	\$35	\$8,400	\$2,100	\$10,500	\$100	\$1,200	\$11,700
Outside Retreats	8	20	160	\$80	\$12,800	\$3,200	\$16,000	\$300	\$2,400	<u>\$18,400</u>

TOTAL

\$1,320,646

#### Notes:

1. This "Best Case" chart is shown as we believe it is, in fact, the most likely outcome. The "Worst Case" and original "Most Likely Case" projections can be found in Exhibit A
2. Approximately 1800 marriage licenses are issued in the North Palm Beach County area each year. This projection assumes NPBCC will capture 2% or 36 weddings per year. All surveyed suggested a new clubhouse would attract a minimum of 40 per year.

3. SMERF is an acronym for Social, Military, Education, Religious and Fraternal event markets.
4. A more expansive list of potential demand generators, and entities that constitute Business Events, Meetings and Conferences includes: is found in Exhibit B
5. The number of each of the events listed is based upon PCA's experience and the responses of those interviewed including the club staff.

#### **Additional justification of projected sales:**

- I. 2015-16 Trends in Florida Private Clubs - RSM US, McGladrey private club services (The data reflected in this report has been accumulated from the financial statement audits of more than 200 private club clients across the state of Florida.)

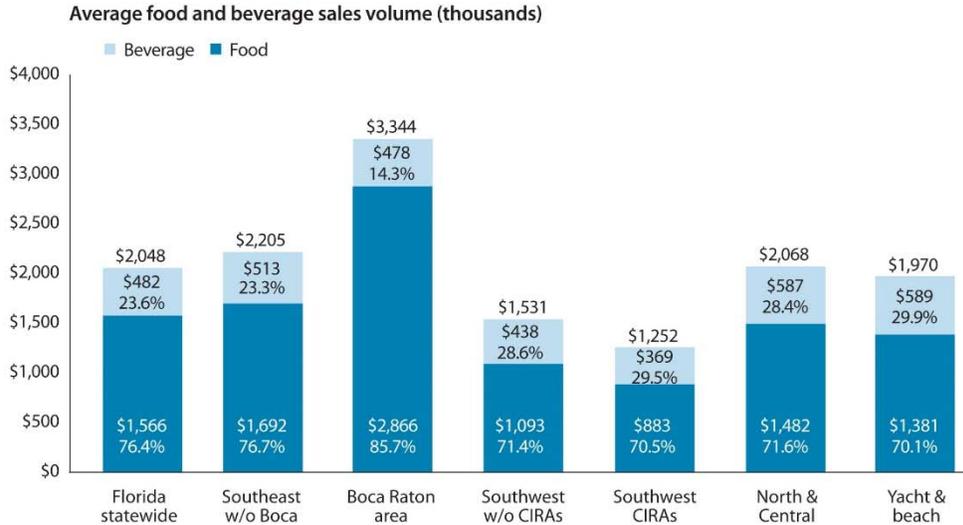
The following statistics are found in the RSM (formerly McGladrey) 2015-16 Trends in Private Clubs. The sales data is included here as evidence the projected revenue for the new clubhouse and special events/banquet facility is achievable in private clubs that have limited population bases. North Palm Beach Country Club, that is open to the public (entire population) and not subject to the typical private club 501 (c) (7) IRS revenue limitations, should be able to achieve the suggested gross sales from special events and banquets.

#### *Food & Beverage*

*“A (private) club’s customer base is essentially capped by the number of memberships, plus members’ guests. This differs from a restaurant that is open to anyone in the community who is prepared to pay the menu prices. If a club has 750 members, then its customer base is comprised more or less of those 750 families. Given that the number of customers for a club’s dining offering is essentially fixed, at least in the short-term, the implications for revenue are fairly obvious.”*

#### McGladrey Florida Club Revenue and Cover Count Charts

The average food and beverage sales (banquets and a' la Carte) per this Report is 2,075,000 from limited club populations estimated to be from 350 to 1500 families, or 700 to 3,600 people, compared to the market area population for North Palm Beach CC of an estimated 33,000. The projected overall food and beverage sales (banquets and a' la Carte) for North Palm Beach CC for year one is \$2,777,492, a conservative estimate.



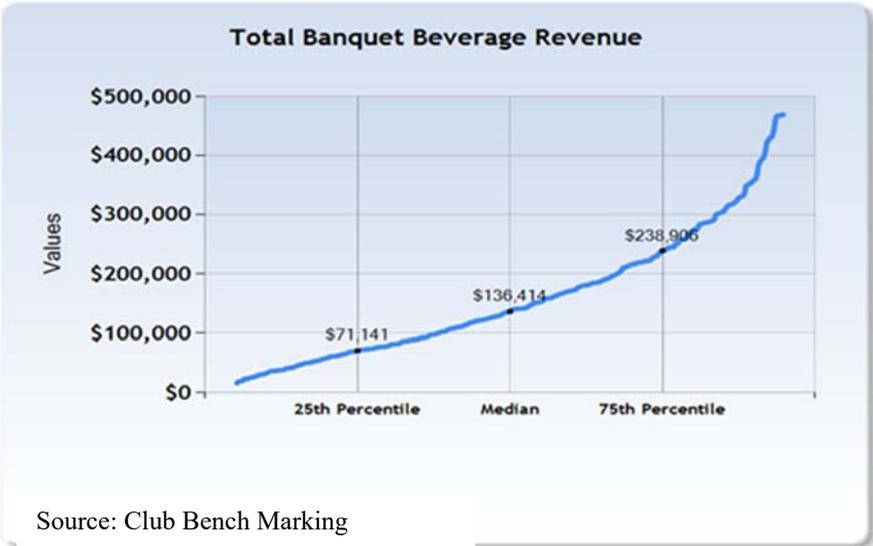
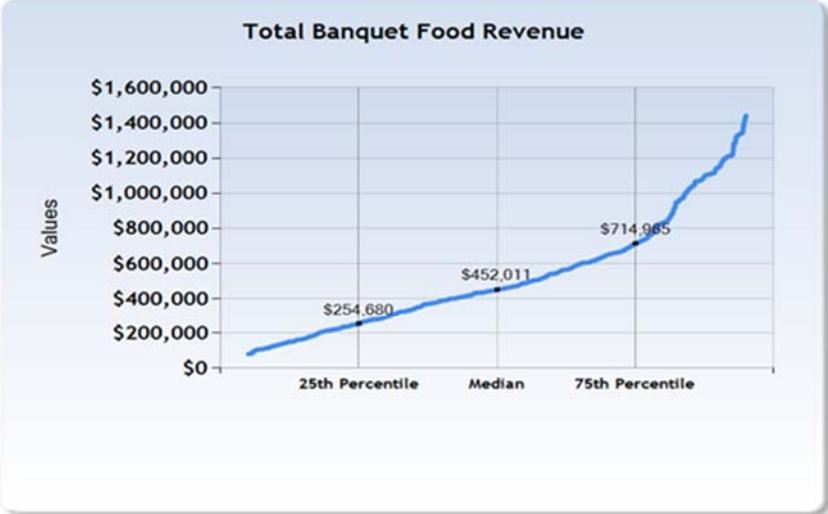
**Average covers**

	Florida statewide	Southeast w/o Boca	Boca Raton area	Southwest w/o CIRAs	Southwest CIRAs	North & Central	Yacht & beach
Restaurant covers	74,000	71,000	141,500	43,900	53,500	66,200	55,600
Banquet or function covers	11,400	12,100	12,700	8,700	6,300	16,100	13,800
<b>Total covers</b>	<b>85,400</b>	<b>83,100</b>	<b>154,200</b>	<b>52,600</b>	<b>59,800</b>	<b>82,300</b>	<b>69,400</b>
Percentage of covers that are banquet or function	13%	15%	8%	17%	11%	20%	20%

Source: RSM-US (McGladrey & Pullen)

Projected Banquet Covers for North Palm Beach CC, Year 1 are: 9,732. The average of golf clubs in the McGladrey Report is: 11,217, demonstrating a conservative approach to the projections.

- II. **Club Benchmarking** is a respected consulting firm that collects and provides private club data throughout the entire United States, again where the operation can only draw from a limited population as described above. The following charts show:



**Total Banquet Revenue (Food & Beverage):**

25 <sup>th</sup> Percentile	325,821
Median	588,425
75 <sup>th</sup> Percentile	953,891
High	1,895,000

NPBCC – Year One 1,326,646

Village of North Palm Beach,

## ECONOMICS & DEMOGRAPHICS - See Norton Consulting Report

### SUPPLY AND DEMAND ANALYSIS

There are very good special event/banquet venues in North Palm Beach CC's market. The following is a limited competitive market analysis, followed by an inventory of all venues. The most encouraging finding was the positive "YES" response of all of those interviewed, to the question "Is there enough business for an additional competing facility."

#### Special Event Venue – Comparative Market Analysis

		SAMPLE OF EXISTING COMPETITORS									
			Palm Beach Par 3	East Point CC	Abacoa	Delray Dunes	PGA National	Embassy Suites	Hilton Singer Island	Wyndham Grand	
Location/Quality Rating	Distance from NPBCC	NA	21	9	8	33	7	4	6	8	
	Type of Facility	Public Golf Course	Public Golf Course	Private Country Clut	Public Golf Course	Private Country Clut	Resort	Hotel	Hotel	Hotel	
	Curb Appeal	1 Poor	3 Good	4 Very Good	4 Very Good	5 Excellent	5 Excellent	3 Good	2 Fair	4 Very Good	
Facility	Location of Facility	5 Excellent	5 Excellent	5 Excellent	5 Excellent	4 Very Good	5 Excellent	4 Very Good	5 Excellent	5 Excellent	
	Year Built	1963	2009	1974	2000	2012	1981			2014	
	Date of Last OR Planned Renovation	2017	2014	2013	2015	2012	2015	2014		2014	
	Banquet Room Aesthetics	1 Poor	0 N/A	3 Good	3 Good	4 Very Good	4 Very Good	4 Very Good	4 Very Good	5 Excellent	
	View	2 Fair	5 Excellent	4 Very Good	4 Very Good	4 Very Good	4 Very Good	3 Good	5 Excellent	4 Very Good	
	Number of Meeting Rooms	1	1	6	2	3	32	2	2	5	
	Largest Available Room (Max. Capacity)	130	151	250	240	300	250	300	80	250	
	Sq Ft Largest Room		0		5,300		10,000	3,600			
	Dance Floor Available	Yes	No	Yes	Yes	Yes	Yes	Yes	Yes	Yes	
	In House Audio Visual	Yes	No	No	Yes	Yes	Yes	Yes	Yes	Yes	
	Break Out Space Available	No	No	Yes	Yes	Yes	Yes	Yes	Select one	Yes	
	Internet Access Available	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Select one	Yes	
	Conference Call Capabilities	No	No	Yes	Yes	Yes	Yes	Yes	Select one	Yes	
	Outdoor Ceremony Site	Yes	No	Yes	Yes	Yes	Yes	No	Yes	Yes	
Cost	Expenditure Range (in \$\$)	\$25 -48	NA	\$95 - 135	\$120		\$85 -110	\$80 -105	\$150 -195	\$199 -300	
Special Features or Advantages		Exc. Location, old clubhouse	no ballroom, high end leased restaurant	2 clubhouses w/merger; l	Most Similar to NPBCC	Peacock & Lew is design	Large, Modern Resort	Hilton Property	On Water	New /High End in Jupiter by water	
Other Comments	Recommended size for new NPBCC	300-500	200	250	250	200	250	300	300	250	

## Demand Opinions/Room Size Recommendations

Vendor/Venue/Contact	Would build it for (Seated + df)	Substantial Demand? 50/year- +				
1 Chamber of Commerce	300	Yes	After Hours Breakfasts, Meetings,			
2 North County Courthouse	Clerk - marriage licenses	Yes	1700 + marriage licenses per year			
3 Majestic Princess Cruise	?	Yes	Demand every week			
4 Marriott Palm B-Singer	as big as you can 500	Yes	40 per year			
5 Hilton Singer Island	on top of hotel - 300	Yes	Very high demand Oct - March			
6 Jupiter Beach Resort		Yes	min 1 wedding per weekend			
7 Wyndham Grand	250	Yes	50 - 75 weddings per year			
8 Embassy Suites	300	Yes	25 per year - could do more			
9 Doubletree - Hilton	280	Yes				
10 The Borland Center			N.A - is closing			
11 PGA National	250	Yes	demand is there; 80 per year			
12 Palm Beach Par 3	200	Yes	Yes - very high			
13 East Point	220	Yes	24 per year - could do 48			
14 Abacoa	250	Yes				
15 Delray Dunes CC		Yes	Strong demand			
16 NPBCC	300 - 500	Yes	F/B staff opinions			
17 Sam Simon(MPI) - entertain	400	Yes	could do 1 wedding & 1 bar mitzvah/wk			
18 Chris Joriann- Photographer	at least 150	Yes	Business is on par with last year			
19 Danielle -Creative Touch	300	Yes	Shortage of venues			
20 Father Ganum	160	Yes	consistent - every other weekend			
21 Naomi - Mr.Mrs Wedding	at least 250	Yes	Demand is going up - more weddings; more at 200			
22 Amy - Renny - Florist	250 - 300	Yes	Could to 40 - 50 per year @ 250			
23 Misty's Florist	250	Yes	Abundant business			
24 Shine & Time	600	Yes	Look at Indians			
25 Kenny Mondo Productions	?	Yes				

### Success Contributors

- Jack Nicklaus Signature Golf Course
- Central Location
- Easily accessible on Highway US 1
- Adequate Parking
- Quality and functionality of the facilities
- Outbound Marketing – most competition is only “taking orders”
- Growing Demand for Special Events facilities
- Additional Exposure from Golf, Tennis and Aquatics participants

## REQUIREMENTS FOR SUCCESS

To assure financial success in the operations of the proposed new clubhouse, PCA has identified the following as critical components:

- Improve visibility and frontage appeal on US1 for signing and advertising
- Upgraded sense of arrival
- Capitalize on Nicklaus Brand with great view of golf
- Has Characteristics of a Successful Country Club Operation
  - ✓ Eliminates “silo” perception
  - ✓ Defines goals & requires accountability
  - ✓ Regional or national chain restaurant operator
  - ✓ Effective communication, coordination and promotion between all club components (Golf, Golf Course Maintenance, Administration, Food & Beverage, Marketing (Membership, Tournaments, Banquets/Weddings), Tennis, Swim, Other Recreation, House & Grounds Maintenance
  - ✓ Understands Who It Is and What Business It Is In
    - Vision Statement
    - Mission Statement
    - Brand Position Statement
- Aggressive professional outbound marketing
  - ✓ Communicate “Open to Public”
  - ✓ Sales DNA
  - ✓ Promote central location
  - ✓ Internal plan (members)
  - ✓ External plan ( tournaments, special events, residents, non-residents)
  - ✓ Capture data from guests/customers, members
  - ✓ Social Media
  - ✓ Professional Collateral
  - ✓ Hotel relationships
  - ✓ Other venue relationships
- Covered entry (to allow for valet service)
- Wi-Fi throughout the club
- State of the Art Audio-Visual capacity
- Maintain consistent hours of operation- 7:00 AM until 11:00 PM
- Attention to children – children’s menus, crayons, babysitting/child care
- Continuity of member events: keep what is/has worked;
- Sufficient reserves to keep new facilities up

Planning for the clubhouse must anticipate 50+ years of use and, as much as possible, anticipate needs and wants in the future. Demand for social events subsides with poor economic conditions but is always present. The number of weddings in general fluctuates very little with economic changes; however the number of guests and expenditure per guest varies directly with overall economic health. Corporate entertaining, meetings and training vary directly, as well.

## **DISCLAIMER**

Information in this report and used in the development of projections has been taken from historical records, published data, and other sources which we regard as reputable; however, we cannot assume responsibility for the accuracy of such material. Moreover, since projections of future events are subject to many uncertainties, we cannot represent these statements to be accurate presentation of the results which may actually occur. The accompanying report and projections are based upon assumptions of future events, which in turn are based on present circumstances and information currently available. The projections may be affected favorably or unfavorably by many factors such as revenues, costs, employee relations, taxes, governmental controls, and general economic conditions, among others, and accordingly, there is no assurance that the projections will be achieved

### **Use of our report**

It is expected that our report may be used to assist in obtaining community support and financing for the project. We will have no objection to such use of our report so long as it or any reference to Private Club Associates conforms to the following stipulations:

The report text, with exhibits, is included in its entirety in any such presentation.

All printed material, other information taken from our report and any statement as to its meaning and purpose transmitted to other parties which refers in any way to our engagement or to our firm, is approved by us before using it in such manner.

## EXHIBIT A - YEAR ONE PROJECTIONS

	# events/yr	covers	total covers	Ck Avg	Food	Bar	FB Total	rm chg	Total R Chg	Total
Weddings	36	125	4,500	105	472,500	118,125	590,625	500	18,000	608,625
Large Social Event	6	250	1,500	45	67,500	16,875	84,375	0	0	84,375
Mbr Sponsor Lunch	12	25	300	19	5,700		5,700	0	0	5,700
Mbr Sponsor Dinner	12	25	300	28	8,400	2,100	10,500	100	1,200	11,700
Club Social Event	12	50	600	35	21,000	5,250	26,250	0	0	26,250
Corp Training/Mtgs	18	40	720	55	39,600	9,900	49,500	300	5,400	54,900
Business Lunches	104	20	2,080	24	50,440	0	50,440	0	0	50,440
Business Dinners	40	25	1,000	40	40,000	10,000	50,000	0	0	50,000
Major Employer Events	6	100	600	45	27,000	6,750	33,750	0	0	33,750
Breakfast Meetings	40	20	800	15	12,000		12,000	0	0	12,000
SMERF Events	36	24	864	22	19,008	4,752	23,760	0	0	23,760
Tournament/League	8	60	480	19	9,120	2,280	11,400	0	0	11,400
Sales Presentations	10	20	200	35	7,000	1,750	8,750	100	1,000	9,750
Outside Retreats	6	20	120	80	9,600	2,400	12,000	300	1,800	13,800
<b>TOTAL</b>										<b>\$996,450</b>

### SPECIAL EVENT REVENUE ASSUMPTIONS

Year 1 -Worst Case

	# events/yr	covers	total covers	Ck Avg	Food	Bar	FB Total	rm chg	Total R Chg	Total
Weddings	24	125	3,000	105	315,000	78,750	393,750	500	12,000	405,750
Large Social Event	4	250	1,000	45	45,000	11,250	56,250	0	0	56,250
Mbr Sponsor Lunch	8	25	200	19	3,800		3,800	0	0	3,800
Mbr Sponsor Dinner	8	25	200	28	5,600	1,400	7,000	100	800	7,800
Club Social Event	4	50	200	35	7,000	1,750	8,750	0	0	8,750
Corp Training/Mtgs	12	40	480	55	26,400	6,600	33,000	300	3,600	36,600
Business Lunches	82	20	1,640	24	39,770	0	39,770	0	0	39,770
Business Dinners	32	25	800	40	32,000	8,000	40,000	0	0	40,000
Major Employer Events	4	100	400	45	18,000	4,500	22,500	0	0	22,500
Breakfast Meetings	34	20	680	15	10,200		10,200	0	0	10,200
SMERF Events	28	24	672	22	14,784	3,696	18,480	0	0	18,480
Tournament/League	4	60	240	19	4,560	1,140	5,700	0	0	5,700
Sales Presentations	7	20	140	35	4,900	1,225	6,125	0	0	6,125
Outside Retreats	4	20	80	80	6,400	1,600	8,000	1	4	8,004
<b>TOTAL</b>			9,732							<b>\$669,729</b>

### SPECIAL EVENT REVENUE ASSUMPTIONS

Year 1 - Best Case (conservative)

	# events/yr	covers	total covers	Ck Avg	Food	Bar	FB Total	rm chg	Total R Chg	Total
Weddings	45	125	5,625	105	590,625	147,656	738,281	500	22,500	760,781
Large Social Event	12	250	3,000	45	135,000	33,750	168,750	0	0	168,750
Mbr Sponsor Lunch	18	25	450	19	8,550	0	8,550	0	0	8,550
Mbr Sponsor Dinner	24	25	600	28	16,800	4,200	21,000	100	2,400	23,400
Club Social Event	18	50	900	35	31,500	7,875	39,375	0	0	39,375
Corp Training/Mtgs	24	40	960	55	52,800	13,200	66,000	300	7,200	73,200
Business Lunches	122	20	2,440	24	59,170	0	59,170	0	0	59,170
Business Dinners	48	25	1,200	40	48,000	12,000	60,000	0	0	60,000
Major Employer Events	8	100	800	45	36,000	9,000	45,000	0	0	45,000
Breakfast Meetings	44	20	880	15	13,200	0	13,200	0	0	13,200
SMERF Events	42	24	1,008	22	22,176	5,544	27,720	0	0	27,720
Tournament/League	8	60	480	19	9,120	2,280	11,400	0	0	11,400
Sales Presentations	12	20	240	35	8,400	2,100	10,500	100	1,200	11,700
Outside Retreats	8	20	160	80	12,800	3,200	16,000	300	2,400	18,400
<b>TOTAL</b>										<b>\$1,320,646</b>

## EXHIBIT B - DEMAND GENERATORS

- Corporate Training/Meetings
- Marine Corps Birthday
- Marine Corps League
- Police Benevolent Association
- Birthday lunches
- Rehearsal Dinners
- Anniversaries
- Family Reunions
- Wedding Brunch
- Celebrations of Life (funeral)
- Interfaith marriage ceremonies
- Christmas/holiday parties
- Medical Center
- Pratt & Whitney
- FF & C
- High School Proms
- Family Reunions
- Anniversary Celebrations
- Schools
- Business Lunches
- Business Dinners
- Related Org. Events
- Major Employer Events
- Breakfast Meetings
- SMERF Events
- Tournaments/Leagues
- Sales Presentations
- Outside Retreats
- Gala's-non profits
- Business meetings
- Silent Auction
- Year end fund raising
- Retirement
- Employee Recognition
- Training
- Team Building
- Christmas/Holiday parties
- Rehearsal dinners
- Weddings
- Bachelor/Bachelorette Parties
- Mini-Conventions
- Client Entertaining
- Bar Mitzvah's
- Bat Mitzvah's

Village of North Palm Beach,

14

- Service Clubs

## EXHIBIT C - ACCP RESEARCH

The Association of Club Catering Professionals (ACCP) conducted a benchmarking study to establish club and catering department profiles, marketing and sales practices, menu and pricing strategies, and the financial performance of the club catering industry. Below are some of the statistics collected about club catering practices

CATERING REVENUES & PROFIT; 14% IS AVERAGE CATERING REVENUE CONTRIBUTION AS A PERCENTAGE OF OVERALL CLUB REVENUES (AND UP TO 21% IN SOME INSTANCES)

23% AVERAGE CATERING DEPARTMENT PROFIT MARGIN (30% IN SOME INSTANCES—MAKING CATERING ONE OF THE MOST PROFITABLE CLUB DEPARTMENTS)

LESS THAN 50% of catering departments have a sales/marketing plan.

84% of clubs have room fees

RENOVATIONS DRIVE REVENUES 50% of clubs have introduced renovations and improvements to their catering facilities over the past two years. 73% of these clubs saw revenue growth afterwards. Clubs plan to spend an average of \$1 MILLION to improve their catering facilities over the next two years.

SERVICE CHARGES MORE THAN 50% of clubs apply service charges to the bottom line, and in the case of the large clubs, approximately 66% apply service charges to the bottom line

EVENT BOOKINGS 37% of event bookings are corporate events. 5% are weddings, though weddings generate on average more than \$20,000 per event. (PCA's projection shows weddings as 10% of North Palm Beach CC's special events)