



TEXAS MEDICAL CENTER, HOUSTON, USA



Texas Medical Center, John P. McGovern TMC Commons, Houston, Texas.

The Texas Medical Center (TMC) occupies approximately 675 acres of land. It owns/operates over 100 permanent buildings with a GLA of +/- 20 million sq. ft. The centre has approximately 60,000 employees, 20,000 regular students, 70,000 part-time students, 9,000 volunteers and 4.5 million patient visits per year. Since no commercial facilities had been permitted "on campus" (as a result of outdated land covenants) this huge consumer base was having to travel "off campus" to meet even their basic consumer needs. As a result TMC requested the team of Cini-Little International Inc. & Talbot Consultants International Inc. to advise on the feasibility of constructing a "Town Center" building that would provide a +/- 500 car parkade and "campus services" for the employees, students, volunteers, patient families and visitors. Talbot Consultants was retained as the retail-planning consultant to advise on the feasibility, positioning & merchandising of the "campus services" component. The project was conducted in two phases. Phase 1 involved a site visit, a preliminary competitive inventory, an analysis of existing employee data and a brief intercept survey. Based on that data we determined that the development of a food & beverage, retail & services "hub" on this site was not only feasible but had the potential to be extremely successful. As a result we were retained to conduct a detailed due diligence analysis. Phase 2 involved a detailed consumer intercept survey conducted amongst employees, students, volunteers, patient families and visitors. In addition a "mail-back" survey was conducted with all the employees of the buildings within a five-minute "walk-time" from the site and interviews were conducted with a random sample of TMC's existing food & beverage, retail and services operators. The project also required a review of the retail trends in hospital complexes nationally & internationally and interviews with likely non-TMC retailers throughout Houston. Phase 2 included a detailed financial feasibility study detailing projected sales, rents, expenses, CAMs, TIs and capital costs. Based on our feasibility analysis we recommended that the project proceed and, in conclusion, provided a pre-qualified tenant "hit-list" by "banner" (and contact name) that not only met consumer "wants & needs" but also met the financial requirements that we had identified. The project has been named "The John P. McGovern TMC Commons" and is now completed and fully leased.

MOUNT SINAI HOSPITAL, TORONTO, CANADA



Mount Sinai Hospital, Toronto.

Talbot Consultants International Inc. was retained by G+G Partnership Architects on behalf of Mount Sinai Hospital to provide a preliminary assessment as to the feasibility of re-developing the commercial food & beverage, retail and services components of the hospital. As a result of our initial site visit with G+G Partnership Architects it was determined that the optimum area for the redevelopment of the food & beverage, retail and services component would be on the ground floor of MSH.

Our preliminary assessment was that there was a significant redevelopment opportunity in the ground floor street front area occupied by accounting. Our recommendation was that a modern retail and food & beverage component in this area would significantly improve the facilities satisfaction levels of employees, patients & visitors. In addition, we advised that demand would be such that the redevelopment would not only pay for the capital costs of the new facilities but also all the relocation

costs of the existing departments well within a timeframe of 5 to 10 years (which is typical of such industry pay-backs).

One year later we asked to revisit the site and advise the board if there were any changes to our recommendations. We advised that the retail and food & beverage patterns we forecasted remained essentially unchanged and that the optimum solution was that a modern retail and food & beverage component should be developed on the ground floor with the food & beverage fronting on University Avenue. However, in the interim, we recommended that in order to increase revenues the operation of the gift shop be removed from the volunteer group and turned over to the owners of the Indigo, Chapters and W.H. Smith book chain to develop a “mini” Indigo.



KING ABDULLAH UNIVERSITY OF SCIENCE AND TECHNOLOGY, THUWAL, THE KINGDOM OF SAUDI ARABIA



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Talbot Consultants International was retained as the retail planners and consultants for the commercial core of the KAUST campus by HOK Architects and their client the King Abdullah University of Science and Technology (KAUST).

The KAUST campus will house not only academics and their families, but also a robust support community to provide for the needs of KAUST faculty and students. Adjacent to the academic core and research laboratories will be a seaside town and commercial center with a wide variety of shops and housing, from apartments to single-family homes. There will be parks, playgrounds and schools for families with children; recreation amenities will include a golf course, yacht club and marina. The campus will overlook the sea, and many of the residences will have waterfront views. At maturity, the total KAUST community will number approximately 20,000 people.

The campus site is in a unique coastal location near the fishing village of Thuwal, 80 kilometers (50 miles) north of Jeddah. The total area is more than 36 million square meters, including a unique coral-reef ecosystem that will be preserved by the University as a marine sanctuary, and will be a focus for research. The KAUST campus and surrounding community will incorporate a distinctive blend of traditional Middle Eastern architecture and modern styles and amenities. The buildings will evoke ancient centers of learning within a context of high-tech science and engineering facilities. KAUST's campus is being constructed to have a minimal environmental footprint and high aesthetic impact.



THE NATIONAL BALLET SCHOOL, TORONTO, ONTARIO, CANADA



The National Ballet School, Toronto, Ontario, Canada.

Canada's National Ballet School (NBS) is one of the finest ballet academies in the world. Its mission is "to provide excellence in the training and education of ballet professionals in Canada", and it counts among its graduates the country's leading dancers, teachers, choreographers, and artistic directors. However, as a result of recent changes in Federal Government funding for the arts, The National Ballet School needed to increase its self-generated revenues. One option being considered was to expand the provision of revenue producing NBS goods and services through a retail store and/or catalogue operation. Talbot Consultants International Inc. was therefore retained by the National Ballet School to conduct a study on the feasibility of establishing such a business venture. The project involved researching similar operations world-wide, interviewing key NBS staff members, analysing the 17,000 person NBS database, reviewing a survey of 8,000 NBS members, conducting research into competitors & possible operating partners, investigating the potential of E-Commerce and producing a feasibility analysis and action plan. Our final recommendations included a mixed delivery system including a "flagship" store in Toronto, an interactive web-site, an international catalogue operation and an affiliated retailer network across Canada.

