



## TEXAS MEDICAL CENTER, HOUSTON, U.S.A.



### TEXAS MEDICAL CENTER, JOHN P. MCGOVERN TMC COMMONS, HOUSTON, U.S.A.

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 Since no commercial facilities had been permitted "on campus" (as a result of outdated land covenants) this huge consumer base was having to travel "off campus" to meet even their basic consumer needs.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



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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.

