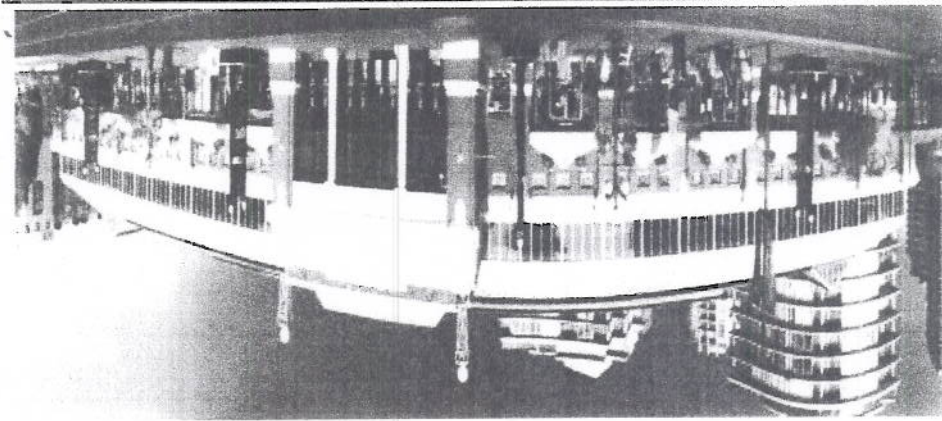


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FINANCE DEPARTMENT
CITY OF VICTORIA



CRYSTAL GARDENS

CRYSTAL GARDEN LEASING OPPORTUNITY

Executive Summary

The Crystal Gardens building is of great historical significance to the city of Victoria and its residents. The concept of redevelopment must be something that enhances the downtown core, the city itself and the community at large. With the proper plan this building can once again become the showpiece of the city and an economic driver, but, it can also help bring the community together and represent the values of the "garden city".

Our team brings a unique set of skills ideally matched to skillfully develop and execute a successful redevelopment of this important asset. Extensive Victoria tourism management experience, event management experience, deep international sales contacts, strong financial backing and large scale heritage property redevelopment experience are all part of the proposal team.

The opportunity envisioned for this structure will achieve the following goals:

- enhance and respect the historical significance of the building;
- bring an offering of interest to the community thus helping to enhance downtown;
- help impact the tourism industry in a positive manner that will also help the economic development of the region
- it will act as both an educational opportunity and a sustainable "green" enterprise
- be financially sound with the ability to more than cover annual costs with no financial aid from the city

In order to accomplish the above objectives the building needs to respect the needs of the city, tourism and community. To that end, the proposal is to modify the interior of the existing building so that it can be utilized for a dual purpose and multi-function. The building's purpose would be twofold:

1. Continue to fulfill a role as an alternate conference centre to augment the needs of the main Victoria Conference Centre, thereby allowing the city to gain the economic benefits of hosting larger conferences year round and
2. A world class conservation centre that focusses on the gardens of the land and sea. This would be "similar" in nature to the old Crystal Gardens that was in place from 1980-2004.

OVERVIEW

Our group envisions a renewed purpose for Crystal Gardens with a very long term and positive impact. The building currently serves an important purpose as part of the Conference Center, however, the asset is under-utilized. Often the building remains unused and/or only partially utilized. Nonetheless, it would be a loss to the community and to the efforts of the City to lose the Conference Center value offered by the Crystal Gardens.

The solution we wish to put forward is two-fold. We feel the building could be recast as a multi-purpose building, housing both the conference center as well as a world class tourist attraction that would directly complement the City of Victoria.

Conference centre positive attributes:

- Vital to the city's ability to host larger conferences and thereby increasing city stay revenues
- Spin-off effect of the larger conferences benefits, tourism, retail, restaurants and hotels year round not just in the high season.
- A means to attract new investment in the city
- Provides a venue for the events currently booked so that they can proceed and will encourage its use as a place that communities gather.
- Existing event revenues will augment revenues from the attraction portion

Redeveloping part of the building to become a revitalized "Crystal Gardens" (attraction):

- Unlike the "BC Experience" this will be a truly interactive experience that is already proven to be profitable
- This type of attraction is something that rates very high with all tourists but especially the Chinese and US visitors (our two largest tourism markets)
- Based on the history at Victoria Butterfly Gardens local visitation will be a minimum of 25%
- Will bring back a much loved entity to the community
- Will be able to act as an educational facility for school groups
- Will enhance the city's "Gardens City" moniker
- Will help to build on Canada's sesquicentennial.
- Will act as a conservation centre for rescued and/or donated animals
- Will showcase the diversity and importance of nature with plants from around the world.
- Will tell the story of how gardens feed the world and their importance in everyday life

Positive features of a dual purpose building:

- Preserves the historical exterior of the building
- Respects the community engagement necessary to be accepted by our residents
- Creates new lines of revenue through operating as a year round attraction
- Blending the desires and wants of the community with the needs of the tourism industry and the economic development and revitalization of the downtown core.
- The ability to work together with the existing conference centre to host larger conferences
- No external funding required by the City of Victoria

THE TEAM

David Roberts – Principal

Areas of Expertise

- Successfully operated a garden tourism facility for 4 years – General Manager of Victoria Butterfly Gardens
- Successfully operated a whale watching business for 3.5 years - Sales Operations Manager of Prince of Whales Whale Watching
- Successfully operated an inbound Tour company – Operations Manager (Canada) for Scenic Tours
- Sales Marketing Director for 7 years in tourism
- Ability to take competing needs and bring them together for a common purpose. As Chair of Attractions Victoria, I listened to the needs of Tourism Victoria, Greater Victoria Harbour Authority and Attractions Victoria and brought them together to create the Official Destination Map of Victoria that each organization plays a part in.
- 2013 Tourism Victoria "Miracle Award" Winner
- 20 years Tourism experience
- Chair of Attractions Victoria → Sept 2011 - Sept 2014
- Vice Chair of Attractions Victoria → Sept 2014 - Present
- Vice President of Gardens BC → Sept 2014 - Present
- Tourism Victoria Marketing Committee January 2013 - Present
- President of Peninsula Shuttle Group → July 2012 - Present

Amrit Sofer – The TVM Group

Areas of Expertise

- Owner and operator of The TVM Group
- Specialized experience in repurposing and redeveloping heritage buildings
- Extensive experience in construction and major renovation/conversion
- Long-term owner of redeveloped properties
- Strong Balance Sheet and financing background
- See www.tvm.ca
- Mayoral References available upon request

THE PROPOSAL

Based upon our understanding of the intents and desires of the City of Victoria, we believe that Crystal Gardens can be partially redeveloped to allow for the ongoing use as a conference center as well as a word class tourist attraction.

A capital investment would need to be made to create the appropriate separations and base building requirements to allow for the dual use. Further, additional capital would be invested to create the tourist attraction. For the reason of these capital inputs, a longer term arrangement may be more appropriate.

The City's access to the ongoing operation of the building as a conference facility can be embedded into the agreement therefore allowing the City to rely on the long-term existence of the conference center. Our team feels it can operate the entire dual operation in a cash positive manner, therefore relieving the City of any future financial obligation and leaving it with the benefit of the conference center. The benefits of the dual usage of the building would be felt on many levels, including the substantial addition of traffic to the City's downtown.

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