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Revised Attendance and Investment Parameters for the Relocated Marine World Africa USA at Vallejo

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REVISED ATTENDANCE AND INVESTMENT PARAMETERS FOR THE RELOCATED MARINE WORLD AFRICA USA AT VALLEJO

Prepared for:

Marine World Africa U.S.A.

March 18, 1985

Prepared by:

Harrison Price Company 876 South Bronson Avenue Los Angeles, California 90005

(213) 937-3457

March 18, 1985

Mr. Michael B. Demetrios President Marine World Africa U.S.A. Marine World Parkway Redwood City, California 94065

Dear Mr. Demetrios:

In accordance with your letter of February 2nd, we have reviewed our prior report dated September 1982 on the feasibility of relocating Marine World to Vallejo, California. asked us to restate the attendance parameters of that feasibility study based on our evaluation of changes in the project and the market makeup which have occurred in the last two and one and one half years since the original study was prepared. You also asked us to estimate a capital expenditure sustainable by our revised projections.

If you have any questions about our revised projections, please let me know.

RESIDENT MARKET STUDY

We are submitting herewith new computerized runs on the demographics of market areas around Vallejo which are attached to this letter. They are summarized as follows:

		Population		
	Radius	1984	1989	
Primary	50 Miles	4,393,400	4,730,000	
Secondary	50-100 Miles	3,545,400	3,973,700	
Secondary	100-150 Miles	879,300	994,513	

In our original study, the primary market was defined as Alameda, Contra Costa, Marin, San Francisco, San Mateo, Santa Clara, and Solano Counties with the following population count:

1985	1990	
5,058,000	5,320,000	

This count was used as the measure of resident support for all seven Bay Area locations evaluated. This assumption led to some inacuracy in placing the primary market perimeter around cities at the fringe of the above market area, for example, Vallejo and San Jose. This was empirically offset by adjusting primary market penetrations. The high penetrations taken were for relatively central Mountain View, 774.5/5,320 in 1990; or 14.6 percent and San Jose 799.5/5,320 or 15 percent (on the

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fringe). Vallejo was discounted for its fringe loction on the north and taken as 558.0/5,320 or 10.5 percent.

In the present revised computation, we have more accurately moved the location of the primary market to a 50-mile band around Vallejo and taken a basic market penetration based on an evaluation of comparables as follows:

Sea life park primary 50-mile market penetration (1984):

	Primary Market Attendance (000)	Primary Market (000)	Penetration (percent)
1. Vancouver Aquarium	529	1,191	44.4
2. Sea World San Diego	880	2,036	43.2
3. Sea World Orlando	421	1,894	22.2
4. Sea World Ohio	526	3,992	13.2
5. Marine World	570	4,962	11.5
Aquarium primary 50-mile market	penetrati	on (1984):
1. Monterey Aquarium	450	1,951	23.1
	660	5,283	12.7
2. National Aquarium Baltimos	re 669	0,200	
 National Aquarium Baltimos New England Aquarium 	597	5,913	10.1

In our opinion, it is appropriate to adjust our former primary market attandance estimate for the Vallejo project to the following second year values:

	Low	Medium	High
Penetration	12.0%	13.5%	15.0%
Market Size		4,730,588	
Attendance (000)	567.7	638.6	709.6

The primary reasons for this upward adjustment are related to (1) changes in definition of the primary market and appropriate market penetration rates for that market, (2) acknowledging the importance of the Sacramento-East Bay corridor in that primary market, (3) review of the present design concept for the project, (4) evaluation of the declining competitive base in the Bay Area and, (5) the strength of the Monterey Aquarium performance at the other end of the market.

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To avoid overlap between the secondary and tourist markets, in this revised cut, we have used a 50- to 100-mile market perimeter for the secondary market which is more reflective of driving times and overnight stays expected in this operation. Over 100 miles (and two to two and one half hours driving time), an overnight or touristic classification of the market area is more accurate and less overlapped in this location. In our prior study, we used a secondary market perimeter of 50- to 150-miles containing a population of 5,473,000 and a mid-penetration rate of 2.9 percent in Vallejo. In this cut, we used a current 50- to 100-mile population of 3,973,681 and a mid-penetration of 6 percent. It is of interest that the 50-100 mile secondary market out of Vallejo is substantially greater than that from Redwood City because of the inclusion of larger Sacramento Valley populations. Comparatives are listed as follows as of 1984:

	At	tendance 100 Miles (000)	Market Size (000)	Penetration (percent)
1.	Sea World San Diego	336	2,782	12.1
2.	Sea World Orlando	587	3,982	14.7
3.	Sea World Ohio	168	2,654	6.3
4.	Marine World	119	2,852	4.2

The revised secondary market population at Vallejo is estimated as follows in the second year:

	Low	Medium	High
Penetration Percent	5.5	6.0	6.5
Market Size		3,973,681	
Attendance (000)	218.6	238.4	258.3

This treatment in our opinion more accurately deals with the Vallejo market configuration. A six percent treatment of a 50-to 100-mile population results in a 49.6 percent increase in secondary attendance (238,400 instead of 158,700). The reasoning behind the increase is the five points previously mentioned and the fact that the 50- to 100-mile band out of Vallejo holds 73 percent of the 50- to 150-mile population ring previously used.

The final market segment, tourism, is projected at a higher penetration rate in this revision. Our prior study used a mid-

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point penetration of 0.8 percent on a tourist base of 12 million or 96,000 tourist attendance. It is our opinion that this value understates the Vallejo opportunity for tourist interception on the Sacramento corridor as it has developed. Comparatives are listed as follows:

	Sea Life Parks	Tourist Attendance (000)	Tourist Market (000)	Tourist Market Penetration (percent)
1.	Sea World Orlando	2,047	15,000	13.6
2.	Sea World Ohio	426	4,500	9.5
3.	Sea World San Diego	1,467	17,000	8.6
4.	Vancouver Aquarium	151	5,000	3.0
5.	Marine World	162	12,000	1.4
	Aquariums			
1.	Monterey Aquarium	1,350	6,000	22.5
2.	시 가게 되어 하는 아이를 하면 하는 사람들이 얼마나 하면 하는 것이 나를 하게 하는 것이다.	697	4,500	15.4
3.	Seattle Aquarium	257	4,000	6.4
	New England Aquarium	n 321	6,000	5.4

The thrust of the above figures is that this project has a high upside potential if the developer can develop a first class project within the available budget and increase the construction budget by heavy reinvestment. We have estimated the project's touristic penetration at the low end of the spectrum of the above penetrations, but on the basis of its present design at a substantially higher value than that currently being achieved in Redwood City (1.4 percent). We recommend these second year values:

	Low	Mid	High
Market Penetration (%)	2.0	2.4	2.8
Tourist Market		12,000,000	
Attendance (000)	200.0	288.0	345.6

Revised total second year attendance projections are summarized as follows:

	Attendance Projections				
	Low	Mid	High		
Primary Market	567.7	638.6	709.6		
Secondary Market	218.6	238.4	258.3		
Tourism	200.0	288.0	345.6		
Total	986.3	1,165.0	1,313.5		

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For pro forma purposes we would recommend the mid-point projection for the second year. Taking into account recent experience at Baltimore (second year performance is estimated at 87.5 percent of a first year high rate of success) we would use a 10 percent inflation for estimating first year attendance. We expect Monterey to experience a like drop-off in its second year. Thereafter we recommend a 3 percent per year trend rate of improved attendance recognizing that this is a trend, not an annual occurrence, and that it is projected in the expectation of a solid reinvestment strategy. Given large reinvestment in the Vallejo park, the building of attendance to levels on the order of 9 percent of the total market (1,863,000) is a rational long-term objective. This would put attendance at 1.8 million. The venture has a high rate of upside if large scale reinvestment in first class attractions can be accomplished.

A recommended pro forma is based on these revised attendances:

1st	Year	1,282,000
2nd	Year	1,165,000
3rd	Year	1,200,000
4th	Year	1,236,000
5th	Year	1,272,000
10th	Year	1,475,000

You have also asked us to comment on an allowable level of investment which we have dealt with based on the 3rd year attendance figure of 1,200,000. In approximate terms, these estimates are relevant to the question:

Attendance	1,200,000
Per Capita	\$22.37
Revenues	\$26,844,000
Total Pre-Depreciation and	
Pre-Interest Expense (68.5%)	18,400,000
Operating Profit	\$ 8,444,000

Desired Average Reinvestment 2,000,000

Cash Available for Debt Service Profit and Taxes \$ 6,444,000

In the above estimates, per capita in the third year is estimated at 5 percent per year above current levels as are most costs. Annual reinvestment is higher than previously estimated reflecting the upside possibilities of the project. This would indicate to us that a total investment range in the third year of

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\$50 to \$70 million is a justifiable objective for this project with total debt financing on the order of \$36 to \$50 million. We would be pleased to refine these values.

Very best regards,

Harrison A. Price

President

HAP:em

Attachment

	1980	Census	198	4 Est.	198	9 Est.
POPULATION	4	137430	4	393367	4	730588
In Group Quarters		109369		115494		124167
PER CAPITA INCOME	\$	9297	\$	12483	\$	16308
AGGREGATE INCOME (\$Mil)	3	8464.0	5	4840.5		7144.3
	1601896	e e	1707872	%	1873830	*
By Income Less than \$ 5,000	175651	11.0	120283	7.0	89753	4.8
			189925			
\$ 10,000 - \$ 14,999	218674	13.7	182888			
\$ 15,000 - \$ 19,999	204265	12.8	164276		144684	
\$ 10,000 - \$ 9,999 \$ 10,000 - \$ 14,999 \$ 15,000 - \$ 19,999 \$ 20,000 - \$ 24,999 \$ 25,000 - \$ 29,999 \$ 30,000 - \$ 34,999 \$ 35,000 - \$ 39,999 \$ 40,000 - \$ 49,999 \$ 50,000 - \$ 74,999	196097	12.2	190900		129464	
\$ 25,000 - \$ 29,999	159254	9.9			172208	
\$ 30,000 - \$ 34,999	126118	7.9			136752	
\$ 35,000 - \$ 39,999	91209	5.7	118435			
\$ 40,000 - \$ 49,999	105243	6.6	168405			
\$ 50,000 - \$ 74,999	81139	5.1	170582			
\$ 75,000 +	34649	2.2	86704			
Median Household Income	\$	19812		25158		32566
Average Household Income	\$	23710	\$	31777	\$	40802
FAMILIES	1029035	&	1091342	%	1163838	8
By Income	1000000	9.5	1502-000			
Less than \$ 5,000	59133		61783		57001	
	98478				70812	
	117928		95267			
\$ 15,000 - \$ 19,999	125891	12.2	97264		77110	
\$ 20,000 - \$ 24,999	137928	13.4			77193	
\$ 20,000 - \$ 24,999 \$ 25,000 - \$ 29,999 \$ 30,000 - \$ 34,999 \$ 35,000 - \$ 39,999	123970	12.0	99974		89047	
\$ 30,000 - \$ 34,999	102959		93240		85424	
\$ 35,000 - \$ 39,999	76769	7.5	90508	8.3	78072	6.7
\$ 40,000 - \$ 49,999	88955	8.6	137507	12.6	134774	11.6
\$ 50,000 - \$ 74,999 \$ 75,000 +	67940	6.6	144125	13.2	252279	
\$ 75,000 +	29083	2.8	72232	6.6	168163	14.4
Median Family Income	\$	24029	\$	29597	\$	38290
Average Family Income	\$	27880	\$	36283	\$	45619

	1980 Ce	nsus	1984	Est.	1989	Proj.
POPULATION In Group Quarters		7430 9369		93367 15494		730588 124167
HOUSEHOLDS 1 Person 2 Person 3-4 Person 5+ Person Avg Hshld Size	1601896 449214 522220 469708 160689 2.5	28.0 32.6 29.3 10.0	479210 558283 510854 159525	28.1	621468 568986 151213	28.4 33.2 30.4 8.1
FAMILIES	102		10		11	
RACE: White Black Other SPANISH/HISPANIC	442301 627668	15.2	494596	11.3	854150	11.9
AGE: 0 - 5 6 - 13 14 - 17 18 - 20 21 - 24 25 - 34 35 - 44 45 - 54 55 - 64 65 + Median Age	436040 262413 218358 308571 791699 524900 427787 407168	10.5 6.3 5.3 7.5 19.1 12.7 10.3 9.8	420871 429172 508755	9.4	429031 224556 186451 267941 969453 820831 467425 424174	% 7.5 9.1 4.7 3.9 5.7 20.5 17.4 9.9 9.0 12.4
MALES 0 - 20 21 - 44 45 - 64 65 +	817045 4	30.7	2161465 607481 935793 412733 205459	28.1		26.2 44.8 18.8 10.1
FEMALES 0 - 20 21 - 44 45 - 64 65 +	808125 3 430506 2	% 8.4 88.3 20.4 2.9	2231899 580209 911086 437310 303296	26.0 40.8 19.6 13.6	2398474 582426 1012812 452592 350646	% 24.3 42.2 18.9 14.6
HOUSING UNITS Owner-Occupied Renter-Occupied		% 2.2 3.1	967996 739876		999983 873847	

Source: 1980 Census, Jan. 1,1984 UDS Estimates

INCOME: 1980-84-89 VALLEJO, CA: CENTER OF TOWN 50.0 - 100.0 MILE BAND

	1980	Census	198	4 Est.	198	9 Est.
POPULATION In Group Quarters	3	3229028 59986		545435 63368		973681 68379
PER CAPITA INCOME AGGREGATE INCOME (\$Mil)	\$ 2	8165	\$	11008 9029.6		14414 7276.2
HOUSEHOLDS By Income	1174109	8	1306235	용	1505365	8
Less than \$ 5,000 \$ 5,000 - \$ 9,999 \$ 10,000 - \$ 14,999 \$ 15,000 - \$ 19,999 \$ 20,000 - \$ 24,999 \$ 25,000 - \$ 29,999	117568 89432 61188	14.4 14.5 13.3 12.5 10.0 7.6 5.2 5.9 4.2	155656 154911 135238 151481 133794 100107 88852 122850 118538	11.9 10.4 11.6 10.2 7.7 6.8 9.4 9.1	129787 156456	8.6 10.4 8.6 7.6 9.3 7.5 8.3 9.9 15.7
Median Household Income Average Household Income	\$	18839 22256		23794 29656	\$	30487 37811
FAMILIES By Income	839633	*	925418	*	1039354	£
Less than \$ 5,000 \$ 5,000 - \$ 9,999 \$ 10,000 - \$ 14,999 \$ 15,000 - \$ 19,999 \$ 20,000 - \$ 24,999 \$ 25,000 - \$ 29,999	49263 99116 112298 113174 115562 98367 77310 53405 61427 43716 15995	11.8 13.4 13.5 13.8 11.7 9.2 6.4 7.3 5.2	51025 84062 95795 95794 108254 88565 74845 72853 104665 103890 45669	9.1 10.4 10.4 11.7 9.6	48091 71074 78600 82461 80440 89965 83364 69733 114684 200598 120345	6.8 7.6 7.9 7.7 8.7 8.0 6.7 11.0
Median Family Income Average Family Income	\$	21851 25270	\$	26568 32922	\$	34141 41396

Source: 1980 Census, Jan. 1,1984 UDS Estimates (INF)

DEMOGRAPHIC TRENDS	5: 1980-84-89
VALLEJO, CA: CENTER	OF TOWN
50.0 - 100.0 MILE	BAND

	1980 Cens	sus 1984 I	Est. 1989 Proj
POPULATION In Group Quarters	32290 599		5435 3973683 3368 68375
HOUSEHOLDS 1 Person 2 Person 3-4 Person 5+ Person Avg Hshld Size	386004 32 385584 32		23.0 359662 23.9 33.0 506306 33.6 33.1 500115 33.2 10.9 139282 9.3
FAMILIES	8396	33 925 %	5418 1039354 %
	113924 3	.1 2869770 8 .5 135587 .4 540077 1	80.9 3173974 79.9 3.8 165847 4.2
AGE: 0 - 5 6 - 13 14 - 17 18 - 20 21 - 24 25 - 34 35 - 44 45 - 54 55 - 64 65 + Median Age	280188 8 389304 12 230099 7 181561 5 246132 7 572501 17 391880 12 325301 10 297269 9	.1 382122 1 .1 216820 .6 179714 .6 268525 .7 655749 1 .1 489041 1 .1 339247 .2 328828 .7 361381 1	9.1 371248 9.3 10.8 415707 10.5 6.1 213427 5.4 5.1 176357 4.4 7.6 252499 6.4 18.5 731511 18.4 13.8 633978 16.0 9.6 404713 10.2 9.3 342249 8.6 10.2 431992 10.9 32.6
MALES 0 - 20 21 - 44 45 - 64 65 +	551732 34 604385 38 302400 19	.0 712419 4 .0 324296 1	\$ 1968894
FEMALES 0 - 20 21 - 44 45 - 64 65 +	1636848 529419 32 606128 37 320170 19 181131 11	.0 700896 3 .6 343778 1	% 2004783 % 80.1 574648 28.7 9.1 800193 39.9 9.2 380479 19.0 1.6 249465 12.4
HOUSING UNITS Owner-Occupied Renter-Occupied	1268814 725767 57. 448342 35.		895990 609375

Source: 1980 Census, Jan. 1,1984 UDS Estimates

INCOME: 1980-84-89 VALLEJO, CA: CENTER OF TOWN 100.0 - 150.0 MILE BAND

	1980	Census	1984	Est.	198	9 Est.
POPULATION In Group Quarters		794142 25990		379300 27445		994513 29509
PER CAPITA INCOME AGGREGATE INCOME (\$Mil)	\$	7128 5660.6		9600 8441.3	\$	12563 2494.5
HOUSEHOLDS By Income	285204	*	320397	*	373169	8
Less than \$ 5,000 \$ 5,000 - \$ 9,999 \$ 10,000 - \$ 14,999 \$ 15,000 - \$ 19,999 \$ 20,000 - \$ 24,999 \$ 25,000 - \$ 29,999 \$ 30,000 - \$ 34,999	37222 51896 49302 41895 34224 22824 16047 9135 10639 7672 4349	18.2 17.3 14.7 12.0 8.0 5.6 3.2 3.7 2.7	47498 46604 41074 41063 30692 20838 16719 20565 18148	9.6	39812 48333 40873 34428 38966 29459 26859 29912	13.0 11.0 9.2 10.4 7.9 7.2 8.0
Median Household Income Average Household Income	\$	15457 19426		19734 25728		25252 32661
FAMILIES By Income	204390	*	227448	8	258332	8
Less than \$ 5,000 \$ 5,000 - \$ 9,999 \$ 10,000 - \$ 14,999 \$ 15,000 - \$ 19,999 \$ 20,000 - \$ 24,999 \$ 25,000 - \$ 29,999 \$ 30,000 - \$ 34,999 \$ 35,000 - \$ 39,999 \$ 40,000 - \$ 49,999 \$ 50,000 - \$ 74,999 \$ 75,000 +	13747	16.0 17.3 16.0 13.8 9.5 6.7 3.9 4.6 3.2	30759 30813 31769 21692 16184 13583 17524	9.5	13699 22247 25561 27089 25976 27857 22230 16645 23001 33324 20703	8.6 9.9 10.5 10.1 10.8 8.6 6.4 8.9
Median Family Income Average Family Income	\$	17837 21957		21785 28386	\$	27619 35612

Source: 1980 Census, Jan. 1,1984 UDS Estimates

(INF)

	1980 C	ensus	1984	Est.	1989	Proj.
POPULATION In Group Quarters		94142 25990		79300 27445		94513 29509
5 4 1 6 1 5 6 11	62097 99178	21.8 34.8 31.6 11.8	34517	22.4 34.9 31.9 10.8	87167 132071 119850	23.4 35.4 32.1 9.1
FAMILIES	2	04390	2	27448	2	58332
RACE: White Black Other SPANISH/HISPANIC	646863 29551 117728 135446	81.5 3.7 14.8	711963 33340 133997	81.0 3.8 15.2 17.4	802244 38594 153675	3.9 15.5
6 - 13 14 - 17 18 - 20 21 - 24 25 - 34 35 - 44 45 - 54 55 - 64	73898 92401 51980 48038 65989 142783 84635 71960 75208 87047	11.6 6.5 6.1 8.3 18.0 10.7 9.1 9.5	93311 48894 45598 70696 167610 105969 74672 82330 100321	10.6 5.6 5.2 8.0 19.1 12.1 8.5 9.4 11.4	109833 105826 48130 42851 65030 190783 137786 89188 85042 120044	13.9 9.0 8.6 12.1
MALES 0 - 20 21 - 44 45 - 64 65 +	399189 137518 152407 70373 38891	34.4 38.2 17.6 9.7	441760 142528 179550 74791 44891	32.3 40.6 16.9 10.2	497886 155992 204734 83512 53647	31.3 41.1 16.8 10.8
FEMALES 0 - 20 21 - 44 45 - 64 65 +	394750 128799 141000 76795 48156	32.6 35.7 19.5 12.2	437540 135174 164725 82211 55430	30.9 37.6 18.8 12.7	496626 150647 188865 90717 66397	30.3 38.0 18.3 13.4
HOUSING UNITS Owner-Occupied Renter-Occupied	344142 168419 116785	48.9 33.9	194255 126143		212410 160759	

Source: 1980 Census, Jan. 1,1984 UDS Estimates

(DTF)