



ASSET & FINANCIAL MANAGEMENT

Recreational Facilities Strategy



TASK

Market, financial & partnership assessments are used to appropriately identify the right type of recreational facilities and strategies for sustainable management.

APPROACH

CHM-GS staff use standard supply and demand analysis processes combined with financial modeling tools to assist clients in identifying trade-offs that are required for financial sustainability.

KEY RESULTS

CHM-GS staff provided the Forest with proposed recreational development options that were market supportable and an understanding of the resources (funding, volunteers and partnerships) which would be necessary for success.

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The Humboldt Toiyabe National Forest needed to assess the market and financial feasibility of a proposed master plan for the Middle Kyle Canyon area of the Spring Mountains National Recreation Area in Las Vegas. The proposed land uses for this 50 to 100 million dollar, 2,500-acre development included day use, trails, visitor center and camping facilities.

The engagement involved supply and demand analysis to identify the appropriate scope and scale of proposed facilities. Particular focus was placed on understanding the market for visitor centers or other destination locations within the Las Vegas market. We developed current and future recreational demand estimates for a 10 year projection period using primary and secondary research methods. After reviewing demand and cost estimates, the Forest Service engaged the team to create a development phasing plan and assess the financial sustainability of the proposed recreational facility. We researched operating and financial models that could be supported at the proposed location and evaluated partnering opportunities. From this financial analysis, we developed financial scenarios for four operating models.

- Identified that master plan capacities were over-scoped
- Recommended elimination of several facilities which did not have market support
- Developed pricing position for all facilities
- Identified partnering strategies that aligned with the development proposal
- Developed financial decision tools to assist the agency in understanding trade offs to reach financial sustainability
- Undertook a professional fundraising feasibility assessment which assisted agency in understanding the potential for non-profit funding.

CHM Government Services partners with public agencies in the U.S who are responsible for visitor-based facilities and services to develop and implement sustainable strategies to operate, maintain and improve these hospitality and recreation assets and programs. We achieve this result by applying our private sector experience, skills, tools and networks and our understanding of policy and funding frameworks.