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October 15, 2020

THE PROJECT – The Desmond, Albany Shaker Road, Town of Colonie, NY  
SUBJECT: IDA Application

TO: Town of Colonie IDA - Board of Directors

Prestige Hospitality Group has been retained by First Colonie Company Limited Partnership to provide a market study and opinion regarding the eligibility of The Desmond Hotel and Conference for financial assistance from the conversion of The Desmond Hotel into a Crowne Plaza Hotel flagged hotel property (the "Desmond"). Prestige Hospitality Group has years of experience preparing market studies and project viability and has actual management and marketing. We have extensive experience in marketing to groups and associations and hosting specialty events from outside the Capital Region that seek to plan and hold events at various destination locations. Our sphere of experience includes primarily the mid-Atlantic and Northeast regions of the United States including the greater Capital District area. We are available for questions and can be available for the next IDA public hearing. Our experience and qualifications are displayed on the attached corporate brochure.

In connection with the redevelopment of the Desmond and prior to the pandemic, a feasibility study was performed by CBRE, an experienced hospitality valuation and feasibility consultant (the "CBRE Report"). This report is fully supportive of the analysis set forth herein in that it sets forth the revenue impact resulting from the refurbishment and subsequent conversion into a national-affiliated hotel brand, a Crowne Plaza by IHG. Further, the CBRE Report shows the expected impact of the project on the components of the Desmond's expected revenues which are estimated to have a substantial accretive impact on revenues from outside the area (i.e. the Group and Association Business) so that it is our opinion that the Desmond is a tourism facility that is likely to attract a significant number of visitors from outside the Capital Region economic development region (Albany, Saratoga, Greene, Schenectady, Rensselaer, Warren, Washington and Columbia counties).

Sincerely,

A handwritten signature in black ink that reads 'Justin D. Smith'.

Justin D. Smith, President

## **LEGAL REQUIREMENTS**

In order to qualify for financial assistance from the Town of Colonie Industrial Development Agency, the renovated and franchise branded Desmond must be location that is likely to attract a significant number of visitors from outside the Capital Region economic development area (Albany, Saratoga, Greene, Schenectady, Rensselaer, Warren, Washington and Columbia counties) (the "Market Area"). The second criteria are that there must be a causal link between the Desmond and its facilities and the ability to attract visitors from outside the Market Area

## **THE DESMOND FACILITY AND LOCATION.**

The Desmond is a brand name in the Market Area and is well known to residents of the Capital Region. Prior to the current renovation project, access to the Desmond was encumbered with difficult traffic movements to and from Albany Shaker Road. In the last year, the new exit ramp was completed to service the Albany County Airport. As a result of the road widening project on Albany Shaker Road, the Desmond acquired the former south bound entrance ramp on to the Northway which now serves as its main entrance. This acquisition and alignment with the traffic light has made access to and from this property significantly safer and easier. This will greatly assist the Desmond's efforts to become a primary tourism destination since it is located at the focal point entrance to the airport without encumbered access.

The Desmond is benefitted with two large courtyards which contain approximately 5,000 SF of open space. The courtyards have the look and actual operation of an all year-round open outdoor space since there are multiple skylights. The initial courtyard closer to the entrance is a three-story facility so that there is substantial light and air movement. The courtyard to the rear is a similar size but is four stories so that there is even more light and air movement. Any person that has attended an event at the Desmond has experienced the air flow and space of these court yards. The courtyards are a primary part of why the Desmond is a tourism destination. The Desmond can accommodate an event with up to 1,000 people. The physical configuration of the Desmond is unique for group, association and event business, because visitors can attend a function in the meeting rooms and then have break out meetings, events and functions in the courtyards. There are multiple tables and private areas in each courtyard. Since the onset of COVID and as a direct result of the Executive Orders from New York State, there has been no meaningful group, association and/or event business within the Market Area. We believe that there is a substantial amount of pent-up demand for group, association and event business in the Market Area. When the COVID pandemic dissipates, we believe that the Desmond will attract a substantial amount of this business, because meeting and event planners realize an "outdoor like event space" will be perceived as a better and safer alternative than conventional hotel meeting room space lacking outdoor light. As a result, the Desmond is in a superior position based on its unique physical attributes to capture this business. Importantly, the Desmond has always had a lot of this event and group business so that coupled with its superior position at the interchange and gateway to Albany County Airport it will become the primary tourism destination project attracting substantial



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number of visitors from outside the Market Area. All of the physical and locational components are at this property so that it can return to capturing out of Market Area business and visitors.

### **CURRENT MARKET TRENDS**

Currently there is virtually no group, association and/or event business in the Market Area as a result of Executive Orders and the COVID pandemic. As a result, all hotel properties are at ground zero (i.e. there is no group, association and/or event business). The physical facility and the older configuration of the property are now a beneficial attribute to the Desmond since it is atypical to the modern vertically constructed hotels. The Desmond has substantial amounts of well ventilated and natural light “year round space” so that it is well positioned to capture the group, event and association business that will exit from the COVID pandemic seeking what is perceived to be safer spaces. It is highly unlikely that traditional meeting room space will be highly desirable as there will be a continuing hangover impact of the COVID pandemic on travel and meeting space and all visitors will opt for the safer alternative.

### **CANCELLED EVENTS**

As a result of the COVID pandemic, Exhibit "A" attached hereto reflects all of the group, association and event business that has been cancelled. These events are generators of business from outside the Market Area.

### **PRIOR OPERATING RESULTS**

The Desmond enjoyed a substantive market presence that brought substantial number of visitors from outside the Market Area based on the following data. The effect of tourism dollars coming from outside the Capital District region generated by group and association business is the primary cause of this impact. The hotel at its revenue heights generated in excess of \$20,000,000 annually in the early 2,000s. During the peak period, Room revenue was in excess of approximately \$9,000,000 of which 65 percent was generated from group and association business whose attendees' residency came outside the Market Area. Food and beverage and conference fees accounted for approximately \$11,000,000 of which approximately 70 percent were related to association and group business from outside the Market Area. We expect that with the superior courtyard related facilities that The Desmond should be able to return pre-COVID revenue levels with approximately the same percentage of room and food and beverage income from outside the Market Area.

**FUTURE DEMAND FOR THE DESMOND**

The following page provides a partial list of those groups targeted for introduction or return to the Desmond facility post COVID.

**Targeted Former Desmond Events**

Association Behavior Analysis  
Installed Building Products Safety Summit  
Empire State College Spring Residency  
Association of Fire Districts, State of New York  
Federation of New York Insurance Professionals  
New York Physical Therapy Association  
GE FFT  
SUNY Pathways, Spring Institute  
NYS Assoc. of Volunteer Services Administrators  
SUNY AIRPO  
Excelsior College Commencement  
Homefinding Summit  
Healthy Families Training Institute  
NY Public Transit Association  
Association for Consortium Leadership (ACL)  
FASNY Legislative Conference  
NYSOTA Conference  
OVS Conference  
NAMI-NYS  
New York Construction Materials  
NYSASBO - SBMW Workshop  
Southwest Airlines  
AYCO

**Targeted Major Regional Desmond Events**

NYS Association of Fire Chiefs  
Future Business Leaders of America  
Northeast Assoc. of Fish & Wildlife Agencies  
U.S. National Jump Rope Championships  
National Grange of the Order of the Patrons of Husbandry  
New England Regional Genealogical Consortium  
Eastern Association of Colleges and Employers  
Northeast Assn. of Rail Shippers  
3D Photography Convention-National Stereoscopic Assoc.  
Northeast Regional Folk Alliance  
DanceFlurry  
Northeast Regional Life Sciences Core Directors  
SEMI Advanced Semiconductors Manufacturing Conference  
NAFSA Association of International Educators  
National Association of African-American Studies and Affiliates  
North East Association for Institutional Research  
Northeast Modern Language Association

Substantially all of this business is from outside the Market Area.

**CONCLUSION**

The Desmond Hotel is a "tourism destination project" that is likely to attract a significant amount of group and association business and visitors from outside the Market Area that have not prior to COVID pandemic come to the Capital Region or have been absent from the Market Area because of COVID pandemic or for other reasons. In addition, the renovated Desmond facility is likely to attract specialty events drawing large number of people from outside the Market Area since there is a significant amount of demand that is currently sidelined because of the COVID related problems.

As a result, we expect The Desmond to capture an additional 37% of the Group, Meeting and Event business that otherwise would have chosen alternative markets such as Rochester, Syracuse, Buffalo, Lake Placid, etc. based on the location, physical plant and amenities the Desmond can provide. Understanding that the average traveler, according to Smith Travel Research, spends



approximately \$350 per visit, our feeling is that the economic impact is substantial in terms of visitation and spending in the market. This accounts for business that otherwise would not be traveling to the Capital Region.

## SUPPORTING COMPONENTS OF THE CBRE REPORT

The following extracted pieces of the CBRE Report demonstrate the amount of Group and Association business that the Desmond was projected to capture prior to COVID pandemic and substantially all of this business was from outside the Market Area.

### *Desmond Hotel Conversion Study*

*April 12, 2017*

The historical occupancies, average daily rates, and RevPARs from 2013 through 2016 for the Desmond Hotel's competitive set (inclusive of the Desmond) are summarized in the following table.

Historical Market Performance of the Competitive Supply									
Year	Annual Supply	Percent Change	Occupied Rooms	Percent Change	Market Occupancy	Average Daily Rate	Percent Change	RevPAR	Percent Change
2013	638,444	N/A	406,816	N/A	63.7%	\$130.40	N/A	\$83.09	N/A
2014	638,385	0.0%	425,203	4.5%	66.6%	135.97	4.3%	90.56	9.0%
2015	638,385	0.0%	415,344	-2.3%	65.1%	138.99	2.2%	90.43	-0.1%
2016	638,385	0.0%	397,285	-4.3%	62.2%	135.91	-2.2%	84.58	-6.5%
CAGR	0.0%		-0.8%			1.4%		0.6%	

Source: Smith Travel Research

The competitive set's occupancy ranged between a high of 66.6 percent in 2014 and a low of 62.2 percent last year. Declining occupancies in 2015 and 2016 can be at least partly attributed to the addition of a total of 308 rooms at three hotels in the local area: a Residence Inn; a Staybridge Suites and a Home2 Suites, since late 2013. While excluded from the primary competitive set, it is believed that these new properties captured portions of demand historically accommodated within the competitive set.

Average daily room rates grew at a modest compound annual rate (CAGR) of 1.4 percent from 2013 to 2016, finishing last year at \$135.91. Trends in occupancy and ADR led to modest average annual growth in RevPAR of 0.6 percent.

### Historical Performance of the Subject

The following table summarizes the historical performance of the Subject Desmond Albany Hotel from 2013 through 2016.

Historical Market Performance of the Subject Hotel											
Year	Annual Supply	Percent Change	Occupied Rooms	Percent Change	Occupancy Percentage	Market Penetration	Average Daily Rate	Percent Change	RevPAR	Percent Change	Revenue Yield
2013	117,805	N/A	49,867	N/A	42.3%	66.4%	\$138.04	N/A	\$58.39	N/A	70.3%
2014	117,805	0.0%	58,924	18.2%	50.0%	75.0%	132.74	-3.8%	66.34	13.6%	73.3%
2015	116,800	-0.9%	65,082	10.5%	55.7%	85.6%	125.67	-5.3%	70.02	5.6%	77.4%
2016	117,440	0.5%	63,247	-2.8%	53.0%	86.5%	123.75	-1.5%	66.65	-4.8%	78.8%
CAGR	-0.1%		8.2%				-3.6%		4.5%		

Source: Desmond Albany Hotel

As indicated, demand and occupancy at the property increased healthily overall since 2013, reaching 55.7 percent occupancy in 2015 prior to a slight decline last year, to 53.9 percent. Management reports that this growth can be largely attributed to considerable growth in accommodated group and contract (airline crew) demand. Rising occupancy resulted in steadily increasing market penetration, from 66.4 percent in 2013 to 86.5 percent in 2016, though the property remains significantly below its overall fair share of demand.

## *Desmond Hotel Conversion Study*

*April 12, 2017*

While occupancy has risen, ADR has been in steady decline. Again, this trend can be directly attributed to growth in the group and contract segments, which are significantly lower-rated as compared to the transient segment. Rising occupancies and falling ADR combined for moderate RevPAR growth from 2013 through 2016, at a compound annual rate of 4.5 percent. The Desmond's revenue yield, which indexes its RevPAR against that of the overall competitive market, increased from 70.3 percent in 2013 to 78.8 percent last year.

Further insights into the recent historical performance of the Desmond Albany, both individually and relative to its competitive set, are revealed in the graphs on this and the following several pages.

We divided the Desmond's overall market demand penetration into individual demand segments as defined by Smith Travel Research: Transient (including individual commercial, individual leisure and government travelers); Group; and, Contract. The following graph illustrates trends in the Hotel's market penetration by segment from 2013 through 2016.



Source: Desmond Hotel Albany; Smith Travel Research

The Desmond has historically experienced significantly above fair-share penetration of the group segment, finishing 2016 at approximately 135 percent. The Desmond has a strong reputation as a high-quality group hotel and offers extensive meeting space to accommodate a wide variety of group types. Conversely, penetration of the transient segment has been considerably below fair-share, finishing 2016 at 35 percent. The soft penetration of the transient segment is indicative of the property's independent status, as individual business and leisure travelers tend to be attracted by the loyalty and incentive programs that major chains offer and are also attracted by the sense of familiarity and reliability that a major chain offers when choosing amongst lodging options. Contract penetration has increased steadily and exceeded fair share last year, at 118 percent.

Desmond Hotel Conversion Study

April 12, 2017

Management has made successful efforts to grow business within the contract segment over the past few years.

The following graph summarizes trends in the Desmond's ADR index from 2013 through 2016.



The Desmond's ADR index has declined overall from 105 percent in 2013 to 91 percent in 2016, driven by varying degrees of decline in each segment.

As previously described, the Desmond has historically been more oriented to the group segment than the transient segment, a balance which reverses the experience of the competitive set. The following graphs illustrate the mix of market demand segments for the Desmond Hotel from 2013 through 2016.

*--Please proceed to the following page--*

Exhibit C and D taken from the CBRE report offer projected operating results at stabilization as an independent hotel and as a Crowne Plaza.



















# EXHIBIT A

## 2020 LOST COVID

LMOU Training	2020 Empire Baptist Conference
Albany Medical College	Easter Sunday 2020
NYS CCBOA	Junior League of Albany
	NYS Association of Tax Receivers and Collectors
Nazareth College Accepted Students Reception	NYS Town Clerks Association
Estate Planning Seminar	Battle for the Belt 2020
Stonyfield Organic	Walls Temple AME Zion Church
Mackinnon - Catan Wedding Celebration	Albany College of Pharmacy Halfway Celebration of Life
Orla Clarke Group	
American Concrete Association New York	
NYPGA Annual Meeting and Propane Conference	NY District Kiwanis
Ettinger Law Firm Dinner Seminar	CDTA Awards Dinner
Mentor Training	Beachbody
BestPass	NYHIMA
Albany Medical Dinner	RV Profit Group Incorporated
NYS Work Experience Coordinators Association	Crimes Against Children Seminar
Alzheimer's Disease Memory Screening	Episcopal Diocese Of Rhode Island
CommutAir Open House	NYS Associate Degree Nursing Council
	NY Association of Treatment Court Professionals
Raddon Performance Analytics	Skilled Safety Panel
Tom DePeter's Retirement Celebration	NYSPA Lobby Day
CIT TTT	Christ Church Episcopal
US Marines	NYSARA
CEG Board Meeting	Men's & Women's End of Year Banquet
NYS Government Finance Officers Association	Supporting a Culture of Care in Schools
CNH Warranty Training	Gas Operation Meeting
New York State Brewers Association Conference	
Capital District Branch of the APA Spring Dinner	UUP 2020 Spring Delegate Assembly
PSA	NYS Drill Teams
NY Craft Brewers Festival	St Regis Hunting and Fishing Club
Restoration & Reformation Revival Meeting	Living Hope Church
Vera Bradley	Capital District Susu Women's Club
Restoration & Reformation Revival Meeting	NYS Town Clerks Association - Vendor
PEP: MS Educational Event	The Power of Having A Place at the Table
OASAS Summit	Council of Practical Nursing of NYS
NYSUT Staff Training	NYSUT RA Block
National Electrical Contractors Association	NYSUT Convention 2020
Cecilio - Pinano Wedding	Beta Alpha Psi Eta Pi Chapter
Cultivate Training	United Methodist Frontier Foundation
Hofstra Admissions Reception	ALTERNATE DATES
Green Mountain Electric Supply	43rd Annual NYSAC Public Affairs
Prudential Annuities	Arcuri Family Communion
Kubikian Family Room Block	Birthday Party
Alley Cats Spring Showcase 2020	Coxsackie Athens HS Prom

Connors - Kennedy Wedding	NYS Assoc of Realtors Legal Conference
NYS Association of Realtors Legal Conference	Tri-City JATC
HMA Albany Blitz	NYS Federation of Republican Women
NY Chapter American College of Physicians - Lobby Day	Aging Concerns Unite Us Conference
NYPD Officers Wall Memorial	IBA Distributors Meeting
	The Conference Board-Quality Council - Rooms only program
Insurance Trust	PeerPlace Reception
New York Medical Directors Association	CARD: Annual Distinguished Guest Lecture on Autism
	Aspen Dental
Justice Center Manager Forum	Siena Reunion Weekend
OVS 2020 Summit	Shaker High School Junior Prom
CEN Executive Committee Meeting	
BOCES Statewide Business Officials	Road Scholar
Albany College of Pharmacy Reception and Dinner for Graduating Students	Public Employees Federation Executive Board
	Public Employees Federation Executive Board
2020 SAANYS Awards Dinner	Bank of America Breakfast Meeting
	CEI Conference
Mothers Day	CARD - UAlbany
Countryway Insurance	International Masons
ROC Exhibition 2020	Christian Men's Business Connection
HIXNY Annual Board Retreat	Digital Dental Surgery
NYSUT Staff Training	Albany Medical College Neurology
Eastern Mutual Insurance	Graduation Celebration
Junior League of Albany	NYSPHSAA 2020-2021-2022 Lacrosse Championship
Adirondack Chapter Of The National Corvette Restorers Society, Inc.	2020 YMCA Youth & Government High School
Uncommon Schools	
	NYS DDPC Full Council Meeting
Boston Scientific / DBS Lunch & Learn	Catalano Family Room Block
General Federation of Women's Clubs - NYS Convention	Bridal Shower
Wildwood Programs	SUNY Distinguished Faculty Program
NY Property Insurance	NYS Council for the Social Studies Summer Institute
Graduation Dinner	Seattle Mariners
	Long - Markessinis Wedding
NYS Association of School Personnel Administrators	NYSUT Leadership Institute
International Masons	CSEA President Mary Sullivan Installation Dinner
Albany Academies Alumni Weekend	National Qigong Association
Graduation Dinner	NYSPTA Summer Leadership Conference
	HTEC Conference
Northeast Spoon Collectors Meeting	Uncommon Schools
Vascular Roundtable	ITTONA
NYS Caregiving & Respite Coalition	
Tom Wayne Ameriprise Financial Dinner	
NYS Council of Local Mental Hygiene Directors	
FBI Career Fair	

LARP Reunion Celebration	2020 NYSUT Presidents Conference on Endorsements
Denure Tours Adult Tour Series	NYSUT NLPC
	Presbyterian Women in the Synod of the Northeast
Graduation Party	NYC Elder Abuse Conference
FC Dutchmen Memorial Day Invitational	Catskill Fly Fishing Center & Museum
Road Scholar	NYSH&TA 2020 Annual Conference
Jamie's Bridal Shower	2020 Federal Highway Administration EDC-6 Regional Summit 4
	Synod of Province II Episcopal Church
Albany Princess Ball	Junior League of Albany
Community Care Physicians	ITS Health and Safety Meeting
Capital District Genealogical Society	Tiara's Bridal Shower BACK UP DATE
NYPD Officers Wall Memorial	Kozy Heat Fireplaces Meeting
Insurance Trust	Erie and Niagara Insurance
New York Medical Directors Association	OSE Learning Community
Justice Center Manager Forum	Denure Tours Adult Tour Series
OVS 2020 Summit	Graduation Party
CEN Executive Committee Meeting	FC Dutchmen Memorial Day Invitational
BOCES Statewide Business Officials	Road Scholar
Albany College of Pharmacy Reception and Dinner for Graduating Students	Jamie's Bridal Shower
2020 SAANYS Awards Dinner	Albany Princess Ball
Mothers Day	Community Care Physicians
Countryway Insurance	Capital District Genealogical Society
ROC Exhibition 2020	Granger Family Graduation Celebration
HIXNY Annual Board Retreat	Uncommon Schools
NYSUT Staff Training	Hudson Valley Consortium
Eastern Mutual Insurance	
Junior League of Albany	2020 Saab Club Annual Meeting
Adirondack Chapter Of The National Corvette Restorers Society, Inc.	Hall of Fame Weekend 2020
Uncommon Schools	
	Balaban - Flashman Wedding Celebration
Boston Scientific / DBS Lunch & Learn	Tiara's Bridal Shower
General Federation of Women's Clubs - NYS Convention	Coaches vs Cancer
Wildwood Programs	American Concrete Association New York Chapter
	NYS Retired Teachers Association - Board Meeting
NY Property Insurance	
Graduation Dinner	
	2020 Congress of Delegates
NYS Association of School Personnel Administrators	2020 Boys Gym Rat Challenge
International Masons	2020 Girls Gym Rat Challenge
Albany Academies Alumni Weekend	HEAP Regional Training Meeting
Graduation Dinner	BioHorizons
Northeast Spoon Collectors Meeting	Leadership Summit
Vascular Roundtable	Junior League of Albany
NYS Caregiving & Respite Coalition	

Tom Wayne Ameriprise Financial Dinner	Senior Babe Ruth Atlantic Coast Regional
NYS Council of Local Mental Hygiene Directors	CSEA LEAD Program
FBI Career Fair	CSEA LEAD Program
LARP Reunion Celebration	Pinsky Wedding Block
The Grand Council Cryptic Masons of the State of New York Annual Assembly	Connors - Kennedy Wedding Celebration
	NYS Association of REALTORS Strategic Planning Session
Galway High School Prom	Shrager/Carillo Wedding
Grandma Mac's 100th Birthday Celebration	NYS Associate Degree Nursing Council
Systems Implementation Inc.	Sabatino/Newton Wedding
AMTA NY Chapter	Denure Tours Adult Tour Series
NYSBCA Annual Convention	Meet Jill Marie Morris
VETCON 2020	Pastor Clarence Samuel's 80th Birthday Brunch
NYS System of Care Summit	Higgins~Wagner Wedding Room Block
Port Jeff Ferry - Saratoga Trip	Albany College of Pharmacy
Chainyk - Driggers Wedding Celebration	Little Conklin Wedding
Biosecurity Colloquium	Fashion on the Bayou
Hutton - Woodcock Wedding Celebration	
Chava's Bat Mitzvah Celebration Off Site Room Block	SUNY Guided Pathways
MOVED TO THIS DATE AS PLACENYS PEF 2020	
Statewide Nurses Conference & Lobby Day	Lefsyk - Eaker Wedding Celebration
NYS Insurance Fund Holiday Party	University of Delaware Football
The Smircich's 50th Anniversary	Monmouth Football
CSEA LEAD Program	Virus Alternate DateTiara's Bridal Shower
NYSCOPBA	AMTA NY Chapter
CEN Executive Committee Meeting	Balaban - Flashman Wedding Celebration
Research Foundation of SUNY	The Burke's 50th Anniversary
HEAP ECT	Scare-A-Con
	Bethlehem Central Class of 1980 40th HS Reunion
Condron Group	
Sport Coordinator Meeting	Mansir - Tino Off Site Wedding Room Block
Girls Tennis	Fidelis Holiday Party
Colonie Senion Citizens Holiday Celebration	Argo
Delaware Otsego Corporation	Chamberlain - Ronca Wedding Block
	Westchester Institute for Human Development
Toyota Fixed Ops Training	2020 Fall Conference & Plant Tour Event (WCMA)
Gas Operation Meeting	Averill Park High School Prom
United Methodist Frontier Foundation	
New York State Federation of Republican Women	Voluntary Agencies Summit
2021 OVS Conference	Wycliffe Associates
Coxsackie Athens HS Prom	Northstar Capital City Classic
Ettinger Law Firm Seminar	Saratoga Shootout



Ettinger Law Firm Seminar	Iannone Quay Wedding
NYS Liquor Store Association	Manhasset Lakeville Fire Department
Youth Development Training Conference	Sayan & Shirley's Wedding
NY District Kiwanis Convention	Soos - Shogry Wedding
Northeast Carpenters Fund	In Memory of Bernard Jaffe
New York State Suicide Prevention Conference	Sarah's Baby Shower Celebration
Junior League of Albany	Junior League of Albany
Albany Medical College	Olde Liberty Baptist Church Chivalry Dinner
Boston Scientific / DBS Lunch & Learn	SUNY Albany Retreat
Boston Scientific / DBS Lunch & Learn	McCambley Birthday Celebration
NYS Town Clerks Association	Wienman - Gordon Bat Mitzvah Off Site Room Block
Northeast Spoon Collectors	Tessa and John's Wedding Celebration
Performance Improvement Fund (PIF) Collaborating for Student Success Conference	Capital District Area Labor Federation Breakfast
Cystic Fibrosis Foundation 65 Roses Gala	Abramajtis - Leckonby Wedding
PLACEHOLDER WAITING FOR NEW DATEBridget & Josh's Wedding Celebration	Megan Luyun's First Holy Communion Celebration
Theresa's Memorial Celebration	St. Mary's Healthcare Gala
HFW Homicide Seminar	Celebration of Life Luncheon for Shelia Russo
Tessa and John's Wedding Celebration	Albany YMCA Student & Educator Awards Breakfast
Road Scholar	Alissa's Graduation Celebration
Road Scholar	USTA Eastern Inc. - Captain's Appreciation Night
NYC PBA	Altounian - Levinson Wedding
Annual Octoberfest	Junior League of Albany
Tri-City JATC	Money Mastery
EAC 15th Workshop	Albany Princess Ball
JMU Football	Hodgson Russ LLP Breakfast Seminar
BOCES Statewide Business Officials	Dow Family
NY Craft Brewers Festival	Shaker High School Junior Prom
Christian Men's Business Connection	General Dynamic Mission Systems Career
ULI Group Cornell University	Memorial Celebration for Carolyn Bol
Central Hudson Empire Baptist Association Luncheon	Catholic Central High School Graduation
National Association of Letter Carriers	Hunger Solutions NY
Record Riot	Celebration of Life Luncheon for Katherine Kirk
ABC News	Junior League of Albany
Couch White, LLP	Liberta - Michaud Wedding Menu Tasting
Kappa Phi Lambda	Underwriters Rating Board Education
Melvin Family Dinner	Vickery - Abare Wedding Menu Tasting
2020 New York Farm Bureau State Annual Meeting	Christian Men's Business Connection
Board Meeting	Iyok Off Site Memorial Room Block

NYSUT ED 51-53	Jordan and Ashley's Bridal Shower Celebration
North Country	Courtney's Baby Shower Celebration
SkillsUSA New York	Stephanie's Baby Shower Celebration
Jerry Van Dyke Travel - Canada New England	Mac and Patty's 40th Anniversary
NYS Work Experience Coordinators Association	Eduarda & Michael's Shower Celebration
Catholic Central High School Graduation Ball	E.A Morse & Co. Inc. Trade Show
Hunger Solutions NY	Junior League of Albany
Celebration of Life Luncheon for Katherine Kirk	Kinney Birthday Room Block
Junior League of Albany	Mary Ann's 50th Birthday Celebration - DO NOT POST
Liberta - Michaud Wedding Menu Tasting	Agape Apostolic Church
Underwriters Rating Board Education Meeting	Conquers of Christ 2020 International Youth Conference
Vickery - Abare Wedding Menu Tasting	Rekha's 60th Birthday Celebration - DO NOT POST - IS A SURPRISE
Christian Men's Business Connection	Foundation of New York State Nurses, Inc.
Iyok Off Site Memorial Room Block	Nightingale Gala
Jordan and Ashley's Bridal Shower Celebration	Ecker - Thibodeau Wedding Celebration
Courtney's Baby Shower Celebration	Bethlehem Central High School Class of 79
Stephanie's Baby Shower Celebration	Reunion Celebration
Mac and Patty's 40th Anniversary Celebration	Casondra's Baby Shower Celebration
Eduarda & Michael's Shower Celebration	Kane - Reynolds Wedding Celebration
E.A Morse & Co. Inc. Trade Show	Grimmick - Snyder Off Site Wedding Room Block
Junior League of Albany	Altounian - Levinson Wedding Celebration
Kinney Birthday Room Block	Azhan & Lisette's Baby Shower Celebration
Mary Ann's 50th Birthday Celebration - DO NOT POST	PEF Executive Board
Agape Apostolic Church	SNYPJOA
Conquers of Christ 2020 International Youth Conference	Cadaret Grant Continuing Education Meeting
Rekha's 60th Birthday Celebration - DO NOT POST - IS A SURPRISE	Commercial Food Equipment Service Association (CSESA)
Foundation of New York State Nurses, Inc.	Iowa State University
Nightingale Gala	42D ID
Jensen - Gaige Off Site Wedding Room Block	The Research Foundation for SUNY
Barker - Gribben Wedding Celebration	NYS Council for the Social Studies Summer Institute
Junior League of Albany	Empire State Federation Of Colored Women's Clubs, Inc.
Patel Family Celebration	Seattle Mariners RBI Club
Finn - Silipo Wedding Celebration	42nd ID HHBN
Mike and Pat's 50th Anniversary	Working Families Party
	Empire Baptist Church

O'Brien - DePasqua Off Site Wedding Room Block  
Bytner - Malewicz Wedding Celebration  
Adirondack Camper's Appreciation  
Christian Men's Business Connection  
Ben Zamer's Bar Mitzvah Celebration  
  
Christina's Baby Shower Celebration

Junior League of Albany

Kyla's Bat Mitzvah Celebration  
National Association of Letter Carriers  
Curran Wealth Management  
PCC Day  
Capital District Area Labor Federation Gala

MKas Lika Making Strides Against Breast Cancer  
American Association of Diabetes Educators  
NYS Association of Realtors Legal Conference  
SUNY Health Sciences  
Workforce Development Institute  
Technology Transfer Directors Meeting  
UAW  
Veterans Symposium  
American Legion  
Retiree Chapter 82  
F&I Workshop  
Philadelphia Insurance Cocktail Party  
Trudy Hinkle Meeting  
SUNY Health Sciences  
Trudy Hinkle Meeting  
Bard HS Ultimate  
NYS Unified Court System  
DBSA of NYS  
Imani's Graduation Room Block  
PeerPlace Reception  
VBAC  
American Legion Meeting  
Vermont Rockets  
Upstate/Downstate Coalition  
ESC Support Staff Conference  
Philadelphia Soul  
American Legion Meeting  
LIFE Conference - Team Rhino  
Giha-Whyte Wedding Block  
  
Siena College - Meeting Broker

Garland/Bach Wedding  
NYS School Facilities Association  
ESSAE Board Meeting  
Birthright Binghamton State Meeting  
NYS Associate Degree Nursing Council  
NYSCAP - New York State Council on  
Adolescent Pregnancy

American Association of Diabetes Educators

NYS Association of Realtors Legal Conference  
SUNY Health Sciences  
Workforce Development Institute  
Technology Transfer Directors Meeting  
UAW

Veterans Symposium  
American Legion  
Retiree Chapter 82  
F&I Workshop  
Philadelphia Insurance Cocktail Party  
Trudy Hinkle Meeting  
SUNY Health Sciences  
Trudy Hinkle Meeting  
Bard HS Ultimate  
NYS Unified Court System  
DBSA of NYS  
Imani's Graduation Room Block  
PeerPlace Reception  
VBAC  
American Legion Meeting  
Vermont Rockets  
Upstate/Downstate Coalition  
ESC Support Staff Conference  
Philadelphia Soul  
American Legion Meeting  
LIFE Conference - Team Rhino  
Giha-Whyte Wedding Block  
Siena College - Meeting Broker  
HEAP Regional Training Meeting  
NYS Care Management Coalition  
Port Jeff Ferry - Saratoga Trip  
PFS Conference  
Homefinding Summit  
Employee Summer Cookout  
The Grand Council Cryptic Masons of the  
State of New York Annual Assembly

HEAP Regional Training Meeting	Private Event
NYS Care Management Coalition	BMANA
Port Jeff Ferry - Saratoga Trip	SASF Annual Soccer Tournament
PFS Conference	Northeast York Rite Conference
Homefinding Summit	VSO Basic
	New York State Suicide Prevention Conference
Employee Summer Cookout	
The Grand Council Cryptic Masons of the State of New York Annual Assembly	BLAG RPI Reunion
Private Event	RPI Class of 1994 Reunion
BMANA	MSU Women's Hockey Team
SASF Annual Soccer Tournament	NYS Care Management Coalition
Northeast York Rite Conference	Youth Development Training Conference
VSO Basic	Criminal Justice Initiative Conference
CTE TAC/BIG 5 Meeting	NYAPRS
Weatherproofing Technologies, Inc	Smash It Sports
Inside Sales Consultative Training	VSO Advanced
Sexual Harassment Training	URI Football Team
Investment Meeting	NYS JCI
NY Propane	NY Highway Safety Annual Fall Symposium
Mike DiNova Retirement Dinner	NYS Liberty Partnership
Sexual Harassment Training	2020 Fall Executive Links Program
	Performance Improvement Fund (PIF)
	Collaborating for Student Success Conference
OTH Navigation	National Grid Focus Group
Jon Lee Auctions	Agility
Aldridge Electric	Sunoco Meeting
Gomez and Sullivan	Roeser Baby Shower
NYS School Boards Association	Lamanna Memorial Luncheon
Hallenbeck Memorial Luncheon	Novartis Meeting
Restoration & Reformation Revival Meeting	
Engineering Mechanics Corporation of Columbus Ohio	Newman Development
Swartz Birthday Party	Takeda Pharmaceuticals
Anderson-Negele	Meeting
United Steelworkers	FedEx Meeting
Sexual Harassment Training	Jon Lee Auctions
Fluor Marine Propulsion	Sexual Harassment Training
Sexual Harassment Training	Mitchell Scientific Meeting
O'Brien Memorial Luncheon	Sexual Harassment Training
Greif Industrial	Restoration & Reformation Revival Meeting
The Nurse Network Healthcare Job Fair	Baby Shower
Restoration & Reformation Revival Meeting	Morgan's Sweet 16
Saia	Christina's Baby Shower
NYSERDA	Ettinger Law Firm Dinner Seminar
Traffic Safety Committee	Maureen Kelly Memorial Reception



RE/MAX Technology Training  
CPR Training  
Richard Keefe Memorial Luncheon  
St. Rose Interviews  
St. Rose Interviews  
NTS Data

IDEXX Dinner Seminar  
CTE TAC/BIG 5 Meeting  
Sexual Harassment Training  
Memorial Luncheon  
NYSSO Regional Symposium  
Emily's Bridal Shower  
Preventing Harassment in the Workplace Training for  
Tri-City Rentals  
Gomez and Sullivan

Miranda Real Estate Group  
Beechnut Nutrition  
CT/MA Gas Operations  
Pi Kappa  
Superior Plus Energy Services  
Albany Marketplace Meeting  
NY Poor People's Campaign  
UUP Breakfast  
Professional Staff Congress /CUNY  
St. Lawrence Foundation  
HMA Albany  
Medical Directors  
Community Care Physicians  
Capital District Veterinary Medical Society  
Memorial Lunch for Dick Witko  
GCAR  
Robert J Scalise Memorial Lunch  
National Grid  
Waypoint  
Keystone Financial Management  
Hilton Family Gathering  
Memorial Lunch for John Wesley Thurlow III  
Rent A Center

NYS Association of School Personnel Administrators  
AGA  
IREVA Board of Directors  
Merck  
NYSUT RAC  
Superior Plus Energy Services  
MPI Cocktails and Connections

Joan Stinton Memorial Luncheon  
Vera Bradley  
Terracon  
Fidelity  
Contech  
Ernie & Susan's Wedding Celebration

Ahmed & Sashela Bakir 's Wedding Reception  
Gaeta Communications  
Brown & Brown  
Kirsh Helmets  
Ancient Languages  
NYSNA  
Bond, Schoeneck & King Meeting  
Oticon, Inc

Capital District Veterinary Medical Society  
Bryant Asset Management  
Domino's National Advertising Fund  
Novartis Meeting  
Shirley Dean Celebration of Life  
Superior Plus Energy Services  
CEG HR Bootcamp  
Terracon  
NYSUT ELT New Cadre Training  
Erin's Shower  
Discover Albany DOS Meeting  
MPI Board Meeting  
Beechnut Nutrition  
Superior Plus Energy Services  
Townsquare Media  
David Klein Group  
Maria and Jason's Track Party  
Fred Tyler Group  
NYSUT PSA Action Committee  
AGA  
NYSUT ELT Summer Training  
CEN Executive Committee Meeting  
Superior Plus Energy Services

NYS ALAS  
Staff Ciampino  
President's Meeting  
Hockett Tennis Team  
Boivin Family  
Caroline and Zachary's Wedding  
Holland Quebec Inc

MPI Cocktails and Connections	Albany Medical Center Board of Directors
Community Care Physicians	Retreat
Restoration & Reformation Revival Meeting	GCAR
	Superior Plus Energy Services
Abu Baker and Shamsol Durrani Wedding Celebration	NYSUT New Staff Orientation
NY Property Insurance	CEN Member Meeting
CEG - LE101 Workshop	Beechnut Nutrition
NYSUT RSC	Bond, Schoeneck & King Meeting
CEN	Key Club Fall Board Meeting
Siena College Research Institute Focus Group	Newcomer Funeral Services Group
NYS Nurses	NYSUT HCPC
Social Security	Jude Svendsen
RiverSource	YMCA Staff Retreat
Alzheimer's Association	Fidelis Town Hall Meeting
Upstate Ford Dealer Group	Sight Society of Northeastern NY
USPCA	Class of 2010+
Hodgson Russ LLP Breakfast Seminar	Happy Birthday Grace
NYSUT RD 39	Erika and Kara's Wedding
MC Lawton	NYSUT Staff Training
Empire State College Executive Board	CEN Member Meeting
Superior Plus Energy Services	NYSERDA Staff Meeting
Cassandra's Shower	ALC 50th Reunion
NYSUT Managers Meeting	Meet Matt Fraser
	New York State Society Daughters of
Pella Meeting	American Colonists
Preparing for the Summit	NYSRAEF Boot Camp
Suburban Propane ECE	Adirondack Film Society Inc.
NYWHC/AE	Penumbra Tech Forum
USW Next Generation	Dairy Farmers of America Training Session
Communication Workers of America	TrustCo Bank
National Grid CEI Meeting	Superior Plus Energy Services
Dairy Farmers of America	Restoration & Reformation Revival Meeting
National Grid Fleet Meeting	Bond, Schoeneck & King Meeting
United Steel Workers WOS Event	TrustCo Bank
2020 Albany Tax Healthcare Share Forum	Amsure ACA Conference
Suburban Propane AST06	In Loving Memory of Jean Gavin
Hearst Office of General Counsel	AstraZeneca POA Meeting
7-Eleven Project Reviews	In Loving Memory of Mary Larkin
Packaging Corporation of America	ATI Reception
DOC/NYSW Insurance Meeting	Regeneron
Creative Materials Summer Meeting	Evolution Media
Uncommon Schools	NYSEG
Case Management	Modern Marketing Concepts
Condron Group	CT Corporation
Board Financial Audit	The NYS Care Management Coalition

Auto/Mate Summer Sales Meeting 2020  
R & L Regional Sales Meeting  
Farm Credit East  
Avangrid Networks-Regulatory Strategy Department Meeting  
Voya Financial  
Community Bank Training

Curriculum Workshop  
Systems Implementation Inc.  
Raddon Performance Analytics  
United Steelworkers Meeting  
ACT Team Leader Retreat  
BPMC Annual Training Meeting  
Review at RPI Oct. 2020  
Eastern Mutual Insurance  
Penumbra Tech Forum  
Dairy Farmers of America Training Session  
TrustCo Bank  
Superior Plus Energy Services  
Restoration & Reformation Revival Meeting  
Trudy Hinkle Meeting  
TrustCo Bank  
Trudy Hinkle Meeting  
In Loving Memory of Jean Gavin  
AstraZeneca POA Meeting  
In Loving Memory of Mary Larkin  
ATI Reception  
Regeneron  
Evolution Media  
NYSEG  
Modern Marketing Concepts  
CT Corporation  
The NYS Care Management Coalition  
Easter Egg Decorating  
Megan's Baby Shower  
TrustCo Bank  
NYSNA  
Quarterly Meeting  
James' 50th Birthday  
Restoration & Reformation Revival Meeting

Easter Egg Decorating  
Megan's Baby Shower  
TrustCo Bank  
NYSNA  
Jon Lee Auctions  
James' 50th Birthday

Restoration & Reformation Revival Meeting  
Jon Lee Auctions  
RPI Retreat  
NYSNA  
Pack Your Bags Travel  
Metro Meeting  
TrustCo Bank  
Bond, Schoeneck & King  
Big 5 City CTE Directors  
FuzeHub Meeting  
Walk for Wishes Kick Off  
TrustCo Bank  
Tri-City JATC  
Jon Lee Auctions  
RPI Retreat  
NYSNA  
Pack Your Bags Travel  
Metro Meeting  
TrustCo Bank  
Bond, Schoeneck & King  
Big 5 City CTE Directors  
FuzeHub Meeting  
Walk for Wishes Kick Off  
TrustCo Bank  
Tri-City JATC  
Jon Lee Auctions  
Amsure ACA Conference  
Bond, Schoeneck & King Meeting  
United Union Employees UUE NY  
New York's 21st CCLC Reception  
Modern Kitchens  
HFW Homicide Seminar PRE-CON  
Elks Conference PRE-CON  
Elks Major Projects Luncheon

# EXHIBIT B



John Kearney Chairman  
Town of Colonie Industrial Development  
347 Old Niskayuna Road  
Latham NY 12110

October 10, 2020

Dear Mr. Kearney,

I am writing today on behalf of the New York State Brewers Association, the non-profit trade association for craft beer in our state.

As a non-profit trade association we are reliant on beer festivals to raise money, as you know with our long winters we are limited in time with good weather to host our festivals at outdoor locations. Indoor locations are plentiful but many are sterile ballrooms that don't offer the experiences we strive for the type of events we produce.

For those reasons we specifically choose to hold our winter festival at the Desmond hotel for the uniqueness of their layout but most importantly, the look and feel their courtyards give our events. We love the outdoor feel of trees, daylight, fountains, and hotel rooms that look like townhomes. In the dog days of winter, this gives people a feel of being outdoors while remaining warm indoors.

We very much look forward to a return of our annual winter festival at the Desmond once it is safe to do so.

Sincerely,

A handwritten signature in black ink, appearing to read "Paul Leone", written over a horizontal line.

Paul Leone  
Executive Director, New York State Brewers Association





# Kiwanis®

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**New York District of Kiwanis International, Inc.** PO Box 428 Glen Cove NY 11542  
516 671-1786 e-mail: [districtoffice@kiwanis-ny.org](mailto:districtoffice@kiwanis-ny.org) web site: [www.kiwanis-ny.org](http://www.kiwanis-ny.org)

Dear Jack

As the chief administrative officer of the New York District of Kiwanis International I would like to take this opportunity to acknowledge the important role The Desmond Hotel and Conference Center has played in our statewide organization conference and convention planning.

During the last number of years New York District Kiwanis has held events at hotels across our state, including Syracuse, Binghamton, Buffalo, Niagara Falls, Utica and White Plains. We consistently return to the Desmond. While we certainly enjoy the location, hospitality and service of your hotel I would also like to recognize the importance of the physical layoff of your facility. While each hotel we visit needs to meet our meeting room requirements, and the Desmond certainly does that, it is that meeting space combined with your unique atriums that provides us with flexibility that no other hotel in the state can match.

We have used the atrium space for workshops, exhibits, event overflow, receptions, group activity, service projects and much more, often simultaneously. It has given us the ability to expand our program because it gives us the space to think outside the box in conference planning. No other hotel we have used was able to provide this unparalleled space unique to the Desmond.

It is a major reason that on behalf of our 6,600+ members statewide consistently return the Desmond. It is why our 13,000+ sponsored High School organization, New York District Key Club, and our 800+ member collage sponsored organization, New York District Circle K have never left, holding their annual convention and conferences at the Desmond for a number of years.

I look forward to ability to continue to use your facility for many years to come.

Richard G Hall  
District Secretary  
New York District  
Kiwanis International

## EXHIBIT C

**Subject Desmond Hotel: as Independent**Projected Operating Results  
Calendar Years

Number of Units:  
321

Number of Annual Rooms Available:  
117,486

Number of Rooms Occupied:  
62,600

Annual Occupancy:  
53%

Average Daily Rate:  
\$155.75

Revenue Per Available Room:  
\$82.99

	2024	2025	2026	2027	2028
Revenues					
Rooms	\$9,750,000	\$10,031,000	\$10,328,000	\$10,641,000	\$10,971,000
Food & Beverage	10,009,000	10,293,000	10,601,000	10,919,000	11,265,000
Rentals and Other Income	12,000	12,000	12,000	13,000	13,000
Total Revenues	19,771,000	20,336,000	20,941,000	21,573,000	22,249,000
	Amount	Amount	Amount	Amount	Amount
	Ratio	Ratio	Ratio	Ratio	Ratio
	49.3%	49.3%	49.3%	49.3%	49.3%
	50.6%	50.6%	50.6%	50.6%	50.6%
	0.1%	0.1%	0.1%	0.1%	0.1%
	100.0%	100.0%	100.0%	100.0%	100.0%

Departmental Expenses					
Rooms	3,460,000	3,563,000	3,670,000	3,780,000	3,894,000
Food & Beverage	8,002,000	8,234,000	8,481,000	8,735,000	9,006,000
Total Departmental Expenses	11,462,000	11,797,000	12,151,000	12,515,000	12,900,000
	Amount	Amount	Amount	Amount	Amount
	Ratio	Ratio	Ratio	Ratio	Ratio
	35.5%	35.5%	35.5%	35.5%	35.5%
	79.9%	80.0%	80.0%	80.0%	79.9%
	58.0%	58.0%	58.0%	58.0%	58.0%

Departmental Profit	8,309,000	8,539,000	8,790,000	9,058,000	9,349,000
	Amount	Amount	Amount	Amount	Amount
	Ratio	Ratio	Ratio	Ratio	Ratio
	42.0%	42.0%	42.0%	42.0%	42.0%

Undistributed Expenses					
Administrative & General	1,718,000	1,769,000	1,822,000	1,877,000	1,934,000
Sales and Marketing	1,638,000	1,688,000	1,738,000	1,790,000	1,844,000
Franchise Fees	0	0	0	0	0
Property Operation and Maintenance	1,143,000	1,177,000	1,212,000	1,249,000	1,286,000
Utility Costs	630,000	648,000	668,000	688,000	709,000
Total Undistributed Operating Expenses	5,129,000	5,282,000	5,440,000	5,604,000	5,773,000
	Amount	Amount	Amount	Amount	Amount
	Ratio	Ratio	Ratio	Ratio	Ratio
	25.9%	26.0%	26.0%	26.0%	25.9%

Gross Operating Profit	3,180,000	3,257,000	3,350,000	3,454,000	3,576,000
	Amount	Amount	Amount	Amount	Amount
	Ratio	Ratio	Ratio	Ratio	Ratio
	16.1%	16.0%	16.0%	16.0%	16.1%

Base Management Fee	297,000	305,000	314,000	324,000	334,000
	Amount	Amount	Amount	Amount	Amount
	Ratio	Ratio	Ratio	Ratio	Ratio
	1.5%	1.5%	1.5%	1.5%	1.5%

Fixed Expenses					
Property Taxes	444,000	457,000	471,000	485,000	500,000
Insurance	182,000	187,000	193,000	198,000	204,000
Ground Rent	406,000	418,000	431,000	443,000	457,000
Total Fixed Expenses	1,032,000	1,062,000	1,095,000	1,126,000	1,161,000
	Amount	Amount	Amount	Amount	Amount
	Ratio	Ratio	Ratio	Ratio	Ratio
	2.2%	2.2%	2.2%	2.2%	2.2%
	0.9%	0.9%	0.9%	0.9%	0.9%
	2.1%	2.1%	2.1%	2.1%	2.1%
	5.2%	5.2%	5.2%	5.2%	5.2%

Net Operating Income	1,851,000	1,890,000	1,941,000	2,004,000	2,081,000
	Amount	Amount	Amount	Amount	Amount
	Ratio	Ratio	Ratio	Ratio	Ratio
	9.4%	9.3%	9.3%	9.3%	9.4%

FF&E Reserve	791,000	813,000	838,000	863,000	890,000
	Amount	Amount	Amount	Amount	Amount
	Ratio	Ratio	Ratio	Ratio	Ratio
	4.0%	4.0%	4.0%	4.0%	4.0%

Net Operating Income After Reserve	\$1,060,000	\$1,077,000	\$1,103,000	\$1,141,000	\$1,191,000
	Amount	Amount	Amount	Amount	Amount
	Ratio	Ratio	Ratio	Ratio	Ratio
	5.4%	5.3%	5.3%	5.3%	5.4%

Source: CBRE Hotels

**Subject Desmond Albany Hotel: As Crowne Plaza**  
 Projected Operating Results  
 Calendar Years

Number of Units: Number of Annual Rooms Available: Number of Rooms Occupied: Annual Occupancy: Average Daily Rate: Revenue Per Available Room:	2024		2025		2026		2027		2028	
	321	321	321	321	321	321	321	321	321	321
	117,486	117,165	117,165	117,165	117,165	117,165	117,165	117,165	117,486	117,486
	74,800	74,500	74,500	74,500	74,500	74,500	74,500	74,500	74,800	74,800
	64%	64%	64%	64%	64%	64%	64%	64%	64%	64%
	\$165.25	\$170.25	\$175.25	\$180.50	\$186.00	\$186.00	\$186.00	\$186.00	\$186.00	\$186.00
\$105.21	\$108.25	\$111.43	\$114.77	\$118.42	\$118.42	\$118.42	\$118.42	\$118.42	\$118.42	
Revenues	Amount	Ratio	Amount	Ratio	Amount	Ratio	Amount	Ratio	Amount	Ratio
Rooms	\$12,361,000	50.2%	\$12,684,000	50.2%	\$13,056,000	50.2%	\$13,447,000	50.2%	\$13,913,000	50.3%
Food & Beverage	12,235,000	49.7%	12,552,000	49.7%	12,928,000	49.7%	13,316,000	49.7%	13,716,000	49.6%
Rentals and Other Income	14,000	0.1%	14,000	0.1%	15,000	0.1%	15,000	0.1%	16,000	0.1%
Total Revenues	24,610,000	100.0%	25,250,000	100.0%	25,999,000	100.0%	26,778,000	100.0%	27,645,000	100.0%
Departmental Expenses										
Rooms	3,668,000	29.7%	3,775,000	29.8%	3,888,000	29.8%	4,005,000	29.8%	4,128,000	29.7%
Food & Beverage	10,017,000	81.9%	10,292,000	82.0%	10,601,000	82.0%	10,919,000	82.0%	11,247,000	82.0%
Total Departmental Expenses	13,685,000	55.6%	14,067,000	55.7%	14,489,000	55.7%	14,924,000	55.7%	15,375,000	55.6%
Departmental Profit	10,925,000	44.4%	11,183,000	44.3%	11,510,000	44.3%	11,854,000	44.3%	12,270,000	44.4%
Undistributed Expenses										
Administrative & General	1,631,000	6.6%	1,678,000	6.6%	1,728,000	6.6%	1,780,000	6.6%	1,834,000	6.6%
Sales and Marketing	1,276,000	5.2%	1,314,000	5.2%	1,354,000	5.2%	1,394,000	5.2%	1,436,000	5.2%
Franchise Fees	1,174,000	4.8%	1,205,000	4.8%	1,240,000	4.8%	1,277,000	4.8%	1,322,000	4.8%
Property Operation and Maintenance	1,158,000	4.7%	1,192,000	4.7%	1,228,000	4.7%	1,265,000	4.7%	1,303,000	4.7%
Utility Costs	645,000	2.6%	664,000	2.6%	684,000	2.6%	704,000	2.6%	726,000	2.6%
Total Undistributed Operating Expenses	5,884,000	23.9%	6,053,000	24.0%	6,234,000	24.0%	6,420,000	24.0%	6,621,000	24.0%
Gross Operating Profit	5,041,000	20.5%	5,130,000	20.3%	5,276,000	20.3%	5,434,000	20.3%	5,649,000	20.4%
Base Management Fee	369,000	1.5%	379,000	1.5%	390,000	1.5%	402,000	1.5%	415,000	1.5%
Fixed Expenses										
Property Taxes	444,000	1.8%	457,000	1.8%	471,000	1.8%	485,000	1.8%	500,000	1.8%
Insurance	182,000	0.7%	187,000	0.7%	193,000	0.7%	198,000	0.7%	204,000	0.7%
Ground Rent	406,000	1.6%	418,000	1.7%	431,000	1.7%	443,000	1.7%	457,000	1.7%
Total Fixed Expenses	1,032,000	4.2%	1,062,000	4.2%	1,095,000	4.2%	1,126,000	4.2%	1,161,000	4.2%
Net Operating Income	3,640,000	14.8%	3,689,000	14.6%	3,791,000	14.6%	3,906,000	14.6%	4,073,000	14.7%
FF&E Reserve	984,000	4.0%	1,010,000	4.0%	1,040,000	4.0%	1,071,000	4.0%	1,106,000	4.0%
Net Operating Income After Reserve	\$2,656,000	10.8%	\$2,679,000	10.6%	\$2,751,000	10.6%	\$2,835,000	10.6%	\$2,967,000	10.7%
Source: CBRE Hotels										