

Creating **Dynamic** Destinations

“FROM **CONCEPT** TO **REALITY**”



Vibrant Development Group specializes in developing dynamic retail, dining and entertainment destinations.

The company's expertise is built upon 20 years of working with gaming companies, leading sports and entertainment groups, real estate developers, and the public sector to create compelling destination places. Our diverse base of projects includes casinos and resorts, urban waterfront developments, mixed-use town centers, as well as creating individual venues and attractions.



WHO WE ARE

CHARLES M. BRAGITIKOS

PRESIDENT/CO-FOUNDER

Chuck Bragitikos is president of Vibrant Development Group. Prior to founding Vibrant Development Group, Chuck was a co-founder and principal at MRA International, a leading development consulting and strategy firm. Chuck worked at MRA from its inception in 1986.

Chuck works with gaming companies, developers, professional sports teams, and the public sector on conceiving and developing dining, entertainment and retail destinations. Chuck's recent work includes acting as strategic advisor and owner's representative for Aztar, parent company of the Tropicana Casinos, on the \$285 million expansion of its flagship Atlantic City property. The core of the project is Atlantic City's first immersive dining, entertainment and retail project, themed around pre-Castro Havana and called the Quarter. Chuck and his partners worked closely with senior management to formulate the development concept and business strategy. Chuck then acted as owner's representative to implement key aspects of the project. Chuck also led the project team charged with developing the concept, program, and business strategy for the podium of the redevelopment of the Tropicana Casino and Resort in Las Vegas.

Chuck negotiated the agreement for a \$40+ million expansion of the New Jersey State Aquarium and transfer of the operation from the State to a private company. He also secured the development rights for 30 acres of adjacent land along the Camden waterfront. Vibrant Development Group and MRA are master developing

the project in partnership with Steiner + Associates into an urban, mixed use project which will include a town square, 1,500 residential units, 300,000 s.f. of office, restaurants, retail, and additional entertainment uses.

Chuck has also worked with major brands and entrepreneurs to create individual tenants and venues. Chuck worked with the National Football League over a three year period to create a new portfolio of businesses, including NFL "X", a 45,000 square foot restaurant and entertainment concept, which was approved by a super majority of NFL team owners. Chuck also helped create the concept and business plan for Murray Bros. Caddyshack, an energetic restaurant and bar concept that is currently rolling out across the southeastern U.S.

Chuck has experience in creating strategic partnerships and creative financing for the implementation of development projects. He negotiated the first naming rights agreement for a retail entertainment property in the U.S. on behalf of a major telecommunications company and has worked with a wide range of development companies including Simon Property Group, Palladium, Hillwood, and Steiner + Associates on forging private and public-private partnerships. Chuck is a member of the Urban Land Institute, the International Council of Shopping Centers, the National Restaurant Association, and the International Spa Association and is a frequent speaker at industry conferences. Chuck is a graduate of the Wharton School of Business at the University of Pennsylvania.

JASON I. SPILLERMAN

PRINCIPAL/CO-FOUNDER

Jason Spillerman is principal and co-founder of Vibrant Development Group. Prior to founding Vibrant Development Group, Jason was a senior consultant at MRA International, a leading development consulting and strategy firm.

Throughout his career, Jason has consulted with a variety of development interests including real estate investment trusts, private land owners, public and quasi-public development entities, cities, gaming companies, professional sports clubs and entertainment/media companies to realize unique destination real estate projects. He specializes in assessing and implementing development strategies for large-scale, mixed-use developments. As a principal at Vibrant Development Group, Jason is responsible for overseeing due diligence, financial feasibility, conceptualization, master planning, business strategy, programming, new venue creation, partnering strategy, project merchandising, rent roll definition and leasing.

As a senior consultant at MRA International, Jason worked as owner's representative and strategic advisor for a number of large scale, mixed-use real estate developments including, H&S Properties Inner Harbor East, a 3.5 million square foot mixed-use development located along Baltimore's famed Inner Harbor. He also played a key role in the site selection and destination development strategy for the Dallas Cowboys' new, state-of-the-art stadium and mixed-use development, including hotel, office and lifestyle retail and entertainment center.

The total development cost of the Cowboys' new stadium and ancillary development program is estimated at over \$1 billion.

Jason's most recent work at Vibrant includes serving as Aztar Corporation's development advisor for the creation of The Quarter, a \$285 million retail, dining, spa and entertainment destination, that serves as the cornerstone of the Tropicana Casino & Resort in Atlantic City. The project opened to critical acclaim in late 2004 and is commonly cited as one of the key developments responsible for Atlantic City's recent revitalization. In Evansville, Indiana, Jason advised Aztar on the creation of a seven acre town center adjacent to Casino Aztar's existing riverboat casino and hotel. The mixed-use project will include a 115 room boutique hotel, a two acre public park and approximately 40,000 sf of dining and entertainment. From 2002 until spring 2006, Jason was a lead development advisor to the Aztar Corporation on the business planning, conceptualization, programming and leasing of the new Tropicana Resort & Casino in Las Vegas. The \$1.2 billion casino resort was to feature 2,700 hotel rooms, 100,000 square feet of gaming and over 200,000 square feet of retail, dining, spa and entertainment.

Jason holds a bachelor's degree from Cornell University and a Master's Degree from Drexel University and Medical College of Pennsylvania. Jason has completed graduate coursework at MIT Center for Real Estate.

OUR APPROACH

STRATEGIC FRAMEWORK & CONCEPT DEVELOPMENT

- Strategy Development
- Market Assessment
- Concept Creation
- Financial Analysis & Economic Impact
- Development Program
- Lease Plan & Rent Roll
- Implementation Plan

Our process begins by working closely with our clients' senior management to understand the strategic and financial goals for a property. We then carefully analyze the market to understand the key drivers, competitive environment and opportunities. We combine the results of this assessment with our client's goals and our understanding of the requirements of various tenants to craft a concept, financial plan, and development program. The customized mix of shops, restaurants and entertainment venues is strategically crafted to competitively differentiate a property by creating a fun, exciting, and highly repeatable experience for visitors and guests. The strategy, concept and program are summarized in a presentation that clearly communicates the vision for the project.

IMPLEMENTATION/DEVELOPMENT & LEASING ADVISORY SERVICES

Vibrant implements the development program collaboratively with its clients. We either work with an existing design and development team or help to assemble such a team as development and design advisors. Our primary role during the development process is to create the retail, dining and entertainment experiences. We do this through a combination of identifying and securing tenants, structuring management or licensing agreements with highly recognizable chefs or entertainment concepts, creating joint ventures with independent operators, or working with management's internal food and beverage group to develop unique and exciting concepts.

- Development & Design Team Assembly
- Retail, Dining & Entertainment Experiences
 - Identify & Secure Tenants
 - Management or Licensing Agreements
 - Joint Ventures with Independent Operators
 - Unique Owned & Operated Concepts

ADDITIONAL VALUE CREATION

- Public Approvals & Financing
- Strategic Partnerships
- Large-Scale Sponsorships
- Other Unique Revenue Sources

Vibrant develops long-term relationships with its clients. Over the course of these relationships, we regularly spearhead other unique initiatives for creating value for our clients' businesses. We often work as the owner's representative to assist in securing public approvals and financial support for projects, to seek out strategic partners or brands for complementary development, to identify and structure large-scale sponsorship opportunities, and to assemble custom teams of specialty consultants to create unique features or programmed entertainment for a property.



PROJECTS & CLIENTS

CASINOS & RESORTS

Casino Aztar, Evansville, IN
Dover Downs Gaming & Entertainment, Dover, DE
Gila River Indian Community, Phoenix, AZ
MGM Grand Hotel & Casino, Las Vegas, NV
Pocono Manor Casino & Resort, Pocono Manor, PA
Tropicana Resort & Casino, Las Vegas, NV
The Quarter, Tropicana Casino & Resort, Atlantic City, NJ
World Golf Village, St. Augustine, FL

CITIES & PUBLIC SECTOR ENTITIES

Casino Reinvestment Development Authority, NJ
Canada Lands Company, Toronto, ON
City of Chicago
City of Little Rock
City of North Little Rock
City of Philadelphia
Cooper's Ferry Development Assn Camden, NJ
Delaware River Port Authority, PA and NJ
Derry Township Industrial, Development Authority, Hershey, PA
NJ Sports & Exposition Authority
Penn's Landing, Development Corporation
Philadelphia Industrial, Development Company

ENTERTAINMENT ATTRACTIONS

Adventure Aquarium, Camden, NJ
Battleship USS New Jersey, Camden, NJ
IMAX Theater, Atlantic City, NJ
John Hancock Center Observatory, Chicago, IL
Murray Bros. Caddyshack, St. Augustine & Orlando, FL
Please Touch Museum, Philadelphia, PA
The Franklin Institute Science Museum, Philadelphia, PA
Warehouse Grill & Museum of the American Road, New Castle, DE

ENTERTAINMENT COMPANIES

AMC Entertainment
Binney & Smith
Comcast Corporation
Gaylord Entertainment
IMAX

REAL ESTATE DEVELOPMENT COMPANIES

DDR/OliverMcMillan
H&S Development Corporation
Hillwood Development
Kravco Company
LCOR International, Inc.
Matzel Development
Mills Corporation
Pioneer New Paradigm, Development, LLC
Scannapieco Development
Simon Property Group
Steiner + Associates
The Palladium Company
The Peterson Companies

SPORTS LEAGUES, FRANCHISES, ARENAS & STADIUMS

Meadowlands Sports Complex
National Football League
National Hockey League
NFL Arizona Cardinals
NFL Cleveland Browns
NFL Dallas Cowboys
NFL Philadelphia Eagles

