Theme and Concept Master plan for the Soniya Hills Resort, Sonia Village, Nara Prefecture

6-15-1990

Harrison Price Company
THEME AND CONCEPT MASTERPLAN
FOR THE SONIYA HILLS RESORT,
SONIYA VILLAGE, NARA PREFECTURE

Prepared for:
Fukunan Kaihatsu Co., Ltd.
Mr. T. Eguchi, President
June 15, 1990

Prepared by:
Harrison Price Company
970 West 190th Street, Suite 580
Torrance, California  90502

(213) 715-6654
FAX (213) 715-6957

In Association With
Planning Consultant
INTRA, International Tourism
and Resort Advisors
Adam Krivatsy, AIA, AICP, Principal

and

Architectural and Theme Consultant
David A. Price Associates
David A. Price, AIA, Principal
A conference center's food and beverage operation is totally geared to accommodate the group's meeting schedule and to maximize interactions among conferees. Refreshments for breaks, for instance, are set up adjacent to the meeting room, while the meeting is in progress, in order to be ready at the appropriate time. The conference center's main dining room is often set so that conferees are seated with members of their group, apart from others who may be dining at the same time. In some facilities, buffets are set up for breakfast and lunch for efficiency. Centers typically offer one or more lounges where conferees can meet informally to unwind after meeting hours.

Because of the intensity of working sessions, recreation often plays an important role in the overall success of a conference. Therefore, conference centers offering selection of on-site and nearby recreational activities are by far the most popular and a growing number employ fitness professionals who can assist meeting planners in incorporating recreation into the conference program.
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Mr. T. Eguchi, President of Fukunai Kaihatsu Company, Ltd., has acquired a picturesque mountain site near Soniya Village in Nara Prefecture and proposes to develop an important new resort complex. The total site assembled by Mr. Eguchi contains 330 hectares. The lower slopes are committed to golf course, clubhouse, and related development. The resort and its amenities are to be located on 66 contiguous hectares on the upper slope area of the total site.

In pursuit of entitlements and acquisition rights, Mr. Eguchi developed a preliminary land use plan which designated several major zones of activity which were identified as:

- lodging facilities zone
- shopping zone
- gourmet food zone
- service facilities zone (financial and information services)
- community zone
- relaxation zone
- art village and museum zone
- sports zone
- 27-hole golf course and clubhouse

Within these zones specific resort facilities and amenities were identified which included:

1. The hotel complex
   - lodging
   - multipurpose hall
   - beer hall and shops
   - crafts workshop
   - garden
   - museum and sculpture garden
   - parking garage and parking area
2. Other lodging
   - condos
   - rentals
   - artist studios

3. Sports amenities
   - tennis (outdoor and indoor)
   - golf and clubhouse
   - hiking trails
   - mountain bike course
   - stable and horseback riding
   - skating rink
   - water sports (pool, boating, fishing)

4. Other activities
   - ride attraction
   - events space
   - ranch operation
   - animation adventure

On successful completion of the land acquisition phase of effort, Mr. Eguchi expressed interest in carrying out a masterplan with a fresh look and in more schematic and conceptual detail and in furtherance of a specific objective which is to build a unique, distinctive, different, and very special resort. In March of this year, after a mid-February field visit to see the site and meetings with Mr. Eguchi and key staff in Fukunanan Kaihatsu and Eguchi Gumi and associated consultants, Harrison Price Company was retained to develop concept recommendations appropriate for this site, its supporting market and the client's goals. The concept to be developed is to focus on the program for the upper 66 hectares of the total site. It excludes the golf course and clubhouse area in its scope of work.

Start of construction for the golf course and clubhouse project is scheduled late in 1990 with completion scheduled in 1993. Resort construction is scheduled to begin in 1991. To facilitate the assignment, Adam Krivatsy an experienced resort and land planner based in San Francisco and David Price, a recreation project architect
experienced in thematically oriented recreation project design and located in Irvine, California were added to the project team. They visited the site in late April during the very special cherry blossom time and in turn were briefed by Mr. Eguchi and his associates. The extensive cherry tree grove at the foot of the upper cliffs give this site a particular kind of natural beauty with considerable aesthetic and philosophical significance in Japan.

As a result of the various field visits and briefings and in consideration of the nature and character of the mountainous, tree covered and cliff framed site, it was agreed that in carrying out this assignment, the project team would schematically develop an Alpine or Bavarian theme for the Soniya Hills Resort. Bavarian architectural expression has a highly specific content and is the main form and tradition of summer and winter resort development in the mountainous areas of Switzerland, Austria, and Southern Germany. It has been transposed successfully to other areas of the world with great success. Two of America's greatest resort areas, Vail and Aspen, each with over one million skier days in winter and extensive summer programs, have relied primarily on this genre of architectural and thematic expression. The key to its adaption to Japan is to employ this motif authentically and in depth, not lightly or superficially, so that the resort will become known for the strength and character of its architectural statement. The concept drawings and perspective renderings in this report strive to carry out this spirit as a schematic guideline for future design development of the project.

This report is organized in four sections. After this introduction, Section 2 deals with the economic and physical geography and demographics of the site. Section 3 expresses the site planning judgments of the project team developed under the leadership of Adam Krivatsy and the proposed development program and Section 4 presents the schematic illustrated expression and thematic orientation of the project prepared by David A. Price Associates. Site plans and schematic views of the main elements of the project are also presented separately as a slide show and in original illustrative art work.
Section 2

DEMOGRAPHY AND GEOGRAPHY OF THE SITE

This section deals with certain economic and physical parameters of the project which influence and condition concept development and feasibility analysis. They are access, site conditions, climate, and market support.

Access

As shown in Figure 1, the expressway between Osaka and Nagoya loops south and comes within 30 kilometers of the Soniya Hills site. The connection to the expressway is now primarily by prefectural highway 369 shown on the map. A more direct route, highway 65, runs directly from the site to the expressway just to the east of the 369 on ramp. It is under construction and scheduled to be completed within the period of construction for Soniya Hills.

Train access to the site is close-by at Nabari Station with a short 20 kilometer highway connection to Soni Village amenable to bus shuttle connection. The run from Namba Station in Osaka on the Kintetsu train is direct and takes approximately one hour. The train connection from Nagoya requires a transfer at Matsusaka and is over two hours but still fairly convenient.

Site Conditions

The acreage assembled at Soniya Hills has many favorable physical and demographic characteristics. Regionally and site specifically, the project area is scenic. Mountain views abound. It has a verdant tree cover. It’s cherry orchard is worthy of special public park status. It is a large site (330 hectares) so its development can be carried out at relatively low density. It is close to Soni Village which gives it access to local urban labor and housing support. The local village political structure headed by its chief Mr. Ueda is enthusiastically behind the project, an important consideration in the creation of infrastructure.
Its problems, primarily physical, relate to rough topography and steep terrain which add to cost and restrict planning choices. It is an exceptional site aesthetically but expensive to develop.

Mr. Adam Krivatsy comments about the site and its conditions as follows:

The total site designated for development of the resort measures 330 hectares. At the foot of dramatic cliffs, the hillside land overlooks the planned golf course, the valley below, and the surrounding alpine peaks. With its lowest point at elevation 640 meters above sea level, the land rises to heights of up to 930 meters. The zone that is most suitable for resort development extends between elevations 710 and 770 meters; the related vacation home sides overlooking the golf course are positioned at 640 and 700 meters altitude.

Some of the very best qualities of the parcel also represent the toughest constraints to its development. The steep slopes promise dramatic views, however they limit accessibility of the site, and make construction expensive. One of the special qualities of the place is represented by its abundant tree cover. Our measurements indicate that 48.2 percent of the site is covered by a mixture of cedar and cypress, 30.6 percent is planted in cedar, and only 2.6 percent has cypress growth. Various other trees cover 7.0 percent of the planning area, while 11.6 percent has no tree cover. However, it is the dense tree growth that limits potential views of the valley.

Fortunately, the site has at least one access road that - when improved - will serve the resort, and it is large enough to assure the integrity, privacy and choice of vacation experiences that is essential to the success of any planned resort community.

**Climatic Conditions**

As shown in Table 1, average temperatures for the year in Soni Village are 3.7°C cooler than those in Osaka. Nagoya is slightly cooler than Osaka and its average difference with Soni Village for the year drops to 2.5°C.
<table>
<thead>
<tr>
<th>Month</th>
<th>Soni Village</th>
<th>Osaka</th>
<th>Nagoya</th>
</tr>
</thead>
<tbody>
<tr>
<td>January</td>
<td>1.3</td>
<td>3.8</td>
<td>2.4</td>
</tr>
<tr>
<td>February</td>
<td>1.5</td>
<td>5.1</td>
<td>2.4</td>
</tr>
<tr>
<td>March</td>
<td>4.9</td>
<td>8.2</td>
<td>7.6</td>
</tr>
<tr>
<td>April</td>
<td>10.8</td>
<td>14.9</td>
<td>14.1</td>
</tr>
<tr>
<td>May</td>
<td>15.7</td>
<td>18.3</td>
<td>17.8</td>
</tr>
<tr>
<td>June</td>
<td>19.9</td>
<td>23.2</td>
<td>22.2</td>
</tr>
<tr>
<td>July</td>
<td>23.4</td>
<td>26.7</td>
<td>25.0</td>
</tr>
<tr>
<td>August</td>
<td>24.2</td>
<td>28.0</td>
<td>27.2</td>
</tr>
<tr>
<td>September</td>
<td>20.2</td>
<td>25.0</td>
<td>24.1</td>
</tr>
<tr>
<td>October</td>
<td>13.9</td>
<td>17.2</td>
<td>16.3</td>
</tr>
<tr>
<td>November</td>
<td>8.4</td>
<td>12.4</td>
<td>11.3</td>
</tr>
<tr>
<td>December</td>
<td>3.5</td>
<td>8.9</td>
<td>7.5</td>
</tr>
</tbody>
</table>

Source: Observations Department, Meteorological Agency and Soni Village.
In Soni Village, ten year average maximum and minimum daily summer temperatures are recorded as follows:

<table>
<thead>
<tr>
<th></th>
<th>Maximum</th>
<th>Minimum</th>
</tr>
</thead>
<tbody>
<tr>
<td>July</td>
<td>27.9°</td>
<td>19.4°</td>
</tr>
<tr>
<td>August</td>
<td>29.3°</td>
<td>19.8°</td>
</tr>
<tr>
<td>September</td>
<td>25.1°</td>
<td>16.1°</td>
</tr>
</tbody>
</table>

In Soni Village, ten year average maximum and minimum daily winter temperatures are recorded as follows:

<table>
<thead>
<tr>
<th></th>
<th>Maximum</th>
<th>Minimum</th>
</tr>
</thead>
<tbody>
<tr>
<td>December</td>
<td>8.5°</td>
<td>-1.2°</td>
</tr>
<tr>
<td>January</td>
<td>5.7°</td>
<td>-2.8°</td>
</tr>
<tr>
<td>February</td>
<td>5.9°</td>
<td>-2.6°</td>
</tr>
<tr>
<td>March</td>
<td>10.1°</td>
<td>-0.3°</td>
</tr>
</tbody>
</table>

Rainfall comparisons in Soni Village are shown in Table 2. The ten year annual average in the village is 1,603mm compared to 1,160mm at Osaka and 1,380mm at Nagoya.

Over the last decade, Soni Village has averaged 22 days with snowfall per year as follows:

<p>| | |</p>
<table>
<thead>
<tr>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>December</td>
<td>2</td>
</tr>
<tr>
<td>January</td>
<td>10</td>
</tr>
<tr>
<td>February</td>
<td>8</td>
</tr>
<tr>
<td>March</td>
<td>2</td>
</tr>
<tr>
<td></td>
<td>22</td>
</tr>
</tbody>
</table>

Conclusions about the Soniya Hills climate are drawn as follows:

- The average daily temperature in summer is substantially cooler than that in lower elevations in nearby metropolitan urban areas.
- The summertime average daily minimum temperature is quite comfortable (the nights are comfortable).
### Table 2
TEN YEAR AVERAGE RAINFALL COMPARISONS
AT SONI VILLAGE, OSAKA AND NAGOYA
(Millimeters)

<table>
<thead>
<tr>
<th>Month</th>
<th>Soni Village</th>
<th>Osaka</th>
<th>Nagoya</th>
</tr>
</thead>
<tbody>
<tr>
<td>January</td>
<td>51</td>
<td>5</td>
<td>20</td>
</tr>
<tr>
<td>February</td>
<td>53</td>
<td>25</td>
<td>30</td>
</tr>
<tr>
<td>March</td>
<td>120</td>
<td>135</td>
<td>160</td>
</tr>
<tr>
<td>April</td>
<td>122</td>
<td>135</td>
<td>160</td>
</tr>
<tr>
<td>May</td>
<td>131</td>
<td>215</td>
<td>210</td>
</tr>
<tr>
<td>June</td>
<td>227</td>
<td>205</td>
<td>210</td>
</tr>
<tr>
<td>July</td>
<td>221</td>
<td>140</td>
<td>330</td>
</tr>
<tr>
<td>August</td>
<td>225</td>
<td>100</td>
<td>10</td>
</tr>
<tr>
<td>September</td>
<td>195</td>
<td>70</td>
<td>80</td>
</tr>
<tr>
<td>October</td>
<td>142</td>
<td>70</td>
<td>40</td>
</tr>
<tr>
<td>November</td>
<td>75</td>
<td>10</td>
<td>30</td>
</tr>
<tr>
<td>December</td>
<td>41</td>
<td>50</td>
<td>100</td>
</tr>
<tr>
<td>Yearly Average</td>
<td>1,603 mm</td>
<td>1,160 mm</td>
<td>1,380 mm</td>
</tr>
<tr>
<td></td>
<td>63.1 &quot;</td>
<td>45.7 &quot;</td>
<td>54.3 &quot;</td>
</tr>
</tbody>
</table>

Source: Observations Department, Meteorological Agency and Soni Village.
In winter, the average daily minimum is slightly below freezing in the range -0.3°C to -2.8°C. However, it is not cold enough to function as a winter resort based on skiing.

Some snow falls during 22 days of the winter on average, enough to provide for snow play and the ambience of a winter resort.

Rainfall in the Village at 1,603mm per year is higher than that in Osaka and Nagoya but not high enough to be a problem. Other major resort areas have considerably more rain (for example, Hawaii, Orlando, Okinawa, Guam).

**Market Support**

The proposed Soniya Hills resort is located in between two very populous regions, the closest to the west includes the tremendous population in the Kinki region including Osaka, Kobe, and Kyoto which is the second largest market in the world after number one, which is greater Tokyo and the Kanto region. It is also close to the heavy population concentrations around Nagoya to the west. The degree of urbanization in these market areas is shown in **Figure 2**, Population Density of Japan. It is a tremendous urban pressure and the close by Soniya Hills Resort can offer conveniently located and direct relief.

A 150 kilometer distance ring is shown in **Figure 3**. This area contains most or all of the following prefectural populations as shown in **Figure 4**:

<table>
<thead>
<tr>
<th>Region</th>
<th>Prefecture</th>
<th>1987 Population (Millions)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Kinki</td>
<td>Nara</td>
<td>1.34</td>
</tr>
<tr>
<td></td>
<td>Osaka</td>
<td>8.74</td>
</tr>
<tr>
<td></td>
<td>Wakayama</td>
<td>1.08</td>
</tr>
<tr>
<td></td>
<td>Mie</td>
<td>1.77</td>
</tr>
<tr>
<td></td>
<td>Shiga</td>
<td>1.18</td>
</tr>
<tr>
<td></td>
<td>Kyoto</td>
<td>2.60</td>
</tr>
<tr>
<td></td>
<td>Hyogo</td>
<td>5.32</td>
</tr>
<tr>
<td></td>
<td>Fukui</td>
<td>0.82</td>
</tr>
<tr>
<td>Chiba</td>
<td>Aichi</td>
<td>6.56</td>
</tr>
</tbody>
</table>

29.41
Figure 2
POPULATION DENSITY OF JAPAN
1987

(Per sq. km)

- 1000 persons and over
- 500-999
- 300-499
- 200-299
- Under 199 persons
1987 POPULATION OF JAPAN
1980-'87 ANNUAL GROWTH RATES BY PREFECTURE
(Population in Millions, Growth Rate in Percent Per Annum)

Source: Statistics Bureau Management and Coordination Agency and Harrison Price Company.
The total is a very large 29.4 million population in a highly concentrated market area. The market condition augers well for this project:

- It is a huge, prosperous market.

- Leisure time pursuits are on the increase in Japan.

- Short duration recreation with greater frequency is an increasing pattern in Japan. A close location favors this propensity.

- Business conferences with a recreational tie-in in a scenic setting are new to the Japanese market. This evolving segment of market support favors close in locations.

- Competitive facilities exist in other outlying areas particularly around Kyoto but the market is ripe for new products and approaches.

- Business conferences favor the time of year from fall to spring. General leisure favors the summer. Together these two market exploitations can build a 12 month program at Soniya Hills Resort.

- Size of the proposed facility in terms of number of rooms is a function of operating, service, and economic considerations. However, because of its inherent character as a destination resort, the project requires a large number of rooms (a large critical mass) to enter the market and justify the contemplated quality of facilities and amenities.

- The product should be upscale in quality and range of amenities; this is not the context for a low budget popularly priced program.

- All markets should be pursued but the order of increasing importance and approximate market goals are likely to evolve as follows:
- non business groups ±(10%)
- singles, including single golfers and tennis players ±(15%)
- corporate and other business conferences, seminars, and meetings ±(35%)
- families, couples, and other independent travelers ±(40%)

* In the adjacent golf activity zone of 27 holes, approximately half of the starting times (or a little less) should be reserved for hotel visitors.
Section 3

PROJECT CONTENT AND SITE PLANNING CONCEPTS

The site planning concept and development program for the proposed Soniya Hills Resort responds to the developer's desire to create a world class resort environment in a beautiful alpine setting. The essential form of the site planning concept is influenced by two important factors:

1. market and site conditions outlined in Section 2 and
2. opportunities and constraints represented by the steep, heavily wooded site.

This section of the report deals in sequence with recommended project content, and the development program and concept.

RECOMMENDED PROJECT CONTENT

A market responsive project content is detailed in Table 3, Soniya Hills Preliminary Program. The development program responds to resort guests' anticipated needs by satisfying basic functional requirements and provides for a wide variety of recreational and cultural activities. Some essential aspects of the plan are noted as follows:

Hotel Rooms and Condominiums

Three hundred hotel rooms and condos in Phase 1 provide an adequate critical mass for a resort of major scope with extensive amenities. Realization of Phase 2 expansion (100 hotel rooms, 100 condos) is a function of market acceptance in Phase 1.

The inclusion of a large number of condominiums (100 Phase 1, 200 at buildout) increases the probability of economic success and provides for a flexible expansion of hotel capacity (through time-share and/or other rental usage of condo owned units). The condo operations can be directly associated with tennis or golf, or hotel functions.
Table 3

Soniy Hills Preliminary Program

1. Lodging and Conference/Seminar Facilities
   - 300 rooms including some 200 hotel rooms in Phase 1 some of which would be in Japanese style and 100 condo format units
   - 200 rooms in Phase 2, half of which are offered as condominiums
   - 1,500 square meters of conference, seminar support space, 1,030 square meters in Phase 1, 30 percent more in Phase 2 with banquet capacity of 800 in Phase 1 expandable to 1,000 or more in Phase 2

2. Shopping Area
   - Arts and Crafts shops
   - Convenience store
   - Import shops
   - Sports shop
   - A minimum total of 1,200 square meters in Phase 1, doubled or more in Phase 2 depending on results

3. Arts and Cultural Activities
   - Small amphitheater of 200 - 300 seats
   - Art exhibition on grounds and nature walk
   - Artist village containing residence space for a small number of visiting artists (this could be upper story space in the shopping village)
   - Art show and museum space of 250 - 300 square meters (in the shopping village)

4. Reflection and Relaxation Functions
   - Interdenominational shrine in the historic cherry grove
   - 12 landscaped garden areas throughout the site each with its own character and style and particular use of fountains, benches, and sculpture.

5. Sports and Recreation Activities
   - Twelve indoor and outdoor tennis courts (6 indoor, 6 outdoor)
   - Transparent, roofed centrum of 700 or 800 square meters including 200 square meter indoor pool and water slide area.
   - A Health Club operating within or adjacent to the Centrum with jacquuzzi, sauna, gymnasium, and dietary and longevity consultation
   - 4-6 lanes of bowling
   - 400 square meters ice rink convertible to roller skating in summer
   - Recreation room with pool tables, ski ball (shuffle board) and other activities (possibly located in the hotel)

1 27 holes of golf with club house, pro shop and pro instruction are off-site to the southeast.
5. Sports and Recreation Activities - continued
   - Chair lift of approximately 150 meters horizontal distance, 45 meters vertical rise, 165 meters total length. It serves to activate the trail system.
   - Trail System connecting gardens and zones of the site, extending to the upper cliff area by means of the chair lift or as an alternative access, the featured stairway to happiness connection and return from the upper area above the cliffs.

6. Food Services and Entertainment Areas
   - Bavarian Alpine restaurant with continental cuisine (Italian, French and German items)
   - Festhaus beer hall and bar with nighttime entertainment opportunities
   - Japanese restaurant
   - Refreshment or restaurant chalet at the upper end of the chair lift (this could be an attraction for day visitors to the resort)
   - 300 to 400 seats in Phase 1, more as required thereafter
Conference/Seminar Activity

This resort will offer important conference and seminar facilities as a primary marketing strategy. At present, conference and seminar activity is an underdeveloped activity in Japanese resort hotels. It is generally carried out in urban locations. It is, however, a business that will grow in importance in Japan. It is a huge business and an essential communication function in the U. S. hotel industry and much of it is carried on in resort settings. A meeting in such a setting is considered an employee perquisite in U. S. business and professional sectors.

Facilities provided are high-tech in communications, film and multi-media--elegant and comfortable. Screens are back lit. Chairs are rated for 18 hours' use with comfort. In the conference business, resort environments offer many advantages over urban hotels, and many major resorts in the U. S. pursue this business aggressively and generate bookings in the range of 25 to 70 percent of total revenues. A description of the conference center concept is included as Appendix A.

In the U. S., commitment to conference space generally falls in the range 50 to 100 square feet per room. In the less developed Japanese conference market we would recommend a phase 1 commitment of 1,030 square meters expandable to 1,400 square meters or more in Phase 2 as needed. An initial array of rooms should be provided as follows:

<table>
<thead>
<tr>
<th>Meeting Room Size (persons)</th>
<th>Number</th>
<th>Square Meters Per Room</th>
<th>Total Square Meters</th>
</tr>
</thead>
<tbody>
<tr>
<td>10</td>
<td>4</td>
<td>40</td>
<td>160</td>
</tr>
<tr>
<td>20</td>
<td>4</td>
<td>60</td>
<td>240</td>
</tr>
<tr>
<td>20-50</td>
<td>2</td>
<td>125</td>
<td>250</td>
</tr>
<tr>
<td>50-100</td>
<td>2 (back to back)</td>
<td>190</td>
<td>380</td>
</tr>
</tbody>
</table>

Many major resorts in the U. S. pursue this business aggressively: La Costa, Cheyenne Mountain Inn, The Broadmoor, Greenbrier, the Boca Raton Club and many hundreds more. It is a fact, however, that the top of the line--those that have great recreational environments--are generally sold out many months and often years into
the future. The impact on occupancy and average stay is dramatic. The larger rooms can be designed to open into one another so that a large banquet can be accommodated (up to 800 people in Phase 1 or 1,000 people in Phase 2).

**Shopping**

Potentially a generator of 30 to 40 percent of resort revenues, the merchandise area will be most effective in a highly themed village setting separate from the main hotel. It is an important part of the entertainment and recreation experience in the resort. The Bavarian theme is carried out in architecture and costuming. Specialty stores and boutiques will stress a wide variety of high quality domestic and imported merchandise. Arts and crafts expand the level of merchandise interest and appeal.

**Arts and Culture**

Performing arts can be carried out in the small amphitheater in good weather (and the festhaus and/or conference/seminar area in inclement weather).

The client's objective of exhibiting sculpture and art work in an exhibit building and other areas throughout the site is a great addition to the power of the plan. The much publicized developer, Chris Hemmeter and others, have demonstrated the promotional and real value of this approach in several newly developed destination resort projects particularly in the Hawaiian Islands.

**Reflection and Relaxation Areas**

The large number of small and very special garden areas (12) planned throughout the site, serve to add interest to the trail system so that it is a primary recreation activity at this resort. The combination effectively blends active and contemplative modes of recreation.

**Sports and Recreation Activities**

An important element of the sports program at the proposed resort is the tennis complex with 6 indoor and 6 outdoor courts which caters to the high interest in active sports manifested by the Japanese people (tennis is surveyed at 34 percent which is
almost equal to golf at 41 percent)\(^1\). Tennis activity in most resort facilities in Japan is underdeveloped and this is inconsistent with potential demand. Top quality facilities, tennis clinic format, and instruction by a known professional will be required to be responsive to this latent demand.

An excellent prototype is John Gardner's Tennis Ranch at Carmel Valley, California and Scottsdale, Arizona. Gardner offers intensive tennis instruction in a tennis clinic format in a resort setting. A week in a Gardner resort hotel offers intensive instruction three times daily, closed circuit TV monitoring with instant replay, AMTEN computerized ball machines equipped to deliver 1,200 balls an hour and other advanced instruction aids.

The proposed facility is supported by a clubhouse of 200 - 300 square meters, lockers, pro shop, and instructor's office. Top grade tennis and apparel are available at the pro shop. Courts are night lit.

The Centrum, inspired by prototypes developed in the Netherlands, is an all-weather, indoor/outdoor water sports center which functions as an important entertainment/recreation center in several Dutch destination resorts. The Centrum contains a large heated pool and a group of water slides. The glass roof is partially retractable in summer. In Holland it is a social gathering place and the heart of the destination resort.

In Soniya Hills, a spa, health and fitness facility operates as a part of the Centrum or adjacent to it. The spa fitness program is concerned with coronary evaluation, weight control and diet, smokers' withdrawal and gymnasium activities such as weights, aerobics, running, other exercise, sauna, massage and jacuzzi.

A key offering in the resort is a 165 meter chair lift ride to the top of the cliffs from the shopping village. This makes the view on top of the cliffs available to all ages and serves to increase hiking and picnicking and use of the trail system. The trail system connects the many gardens in the site and is an essential amenity of the resort. The chair lift could serve as a visible logo for the resort.

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\(^1\) Survey by Leisure Development Center, Tokyo.
Food Service and Entertainment

The Bavarian theme is most amenable to the development of interesting food service and entertainment. A Bavarian restaurant can develop a continental menu emphasizing German, Italian, and French menu specialties. The festhaus, typical of alpine resorts, is a flexible multiple use facility ideal for beer and German food, dancing and large parties. It is the great "mixer" in a resort setting and the focus for nighttime entertainment. A Japanese restaurant and a refreshment chalet on the cliff at the upper end of the chair lift fill out the list. The chalet could be designed at 5/8 scale to increase its visual impact.

In Phase 1, a total of 300 to 400 seats are required in the four sit-down facilities (Bavarian, Festhaus, Japanese and Chalet), depending on the degree to which day visitor use of the resort is developed.

The Development Program

The program identifies five "zones" of activities. While each of these zones are interrelated as complementary parts of a varied and rich resort environment, each of them has a different character, each instills a different mood and provides for a special experience.

These five zones are associated with lodging, shopping, arts and culture, reflection and relaxation, and sports and recreation. In addition to these five zones, the concept allows for extensive development of vacation home sites that will complement the central lodging operation with individual accommodations on the site. The program also recognizes the presence of a high quality golf complex as part of the resort. The Golf Center and the golf links will be essential to the success of the development.

Building area requirements associated with the five activity zones are presented in Table 4. Land area allocations are partially determined by the facilities' respective "foot prints," the setting they warrant within the resort environment, and also by the limited amount of buildable land available on the steep site.
Table 4

BUILDING AREA REQUIREMENTS

<table>
<thead>
<tr>
<th>Zone/Activity Area</th>
<th>Area in Acres</th>
<th>Area in Hectares</th>
</tr>
</thead>
<tbody>
<tr>
<td>Lodging/Conference Center</td>
<td>6.3</td>
<td>2.52</td>
</tr>
<tr>
<td>Associated parking</td>
<td>3.7</td>
<td>1.48</td>
</tr>
<tr>
<td>Shopping Street</td>
<td>3.5</td>
<td>1.40</td>
</tr>
<tr>
<td>Art Support/Culture/Tram Station</td>
<td>2.2</td>
<td>0.88</td>
</tr>
<tr>
<td>Reflection/Relaxation</td>
<td>7.5*</td>
<td>3.00</td>
</tr>
<tr>
<td>Sports and Recreation</td>
<td>2.9</td>
<td>1.16</td>
</tr>
<tr>
<td>Subtotal</td>
<td>26.1*</td>
<td>10.44</td>
</tr>
<tr>
<td>Potential Resort Housing</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Tennis Condominiums</td>
<td>2.1</td>
<td>0.84</td>
</tr>
<tr>
<td>Hillside Condominiums</td>
<td>1.4</td>
<td>0.56</td>
</tr>
<tr>
<td>Villas - Sites 1-8</td>
<td>14.2</td>
<td>5.68</td>
</tr>
<tr>
<td>Artists' Cottages</td>
<td>0.7</td>
<td>0.28</td>
</tr>
<tr>
<td>Parking</td>
<td>1.7</td>
<td>0.68</td>
</tr>
<tr>
<td>Total Housing Area</td>
<td>20.1</td>
<td>8.04</td>
</tr>
<tr>
<td>Total Land Allocation</td>
<td>46.2</td>
<td>18.48</td>
</tr>
</tbody>
</table>

* Note: Figures do not include the 6 acres dedicated for the historic public gardens and Cherry Grove just east of the proposed resort development.

Source: Adam Krivatsy/INTRA.
The Development Concept

This subsection is extracted directly from the analysis prepared by Adam Krivatsy.

In preparation for accommodating the intended development program on the site, a "Development Suitability Map" was compiled. This tool aided the identification of the most promising building sites on the parcel, and the location of each particular facility. The largest contiguous area of good development potential is at elevations 760 to 770 meters. After due consideration of alternative options, this 10+ acre (4 hectare) area was selected for accommodating the core of the resort environment and its associated activities. Residual building sites were earmarked for related "real estate development."

A personal visit to the Soniya Hills property, and subsequent site analysis led to a development concept that appears to be custom-tailored to the site. The proposed concept is illustrated in the enclosed activities plan shown in Figure 5.

The plan relies on an improved road access from the east, with possible, new road linkage to the Golf Center below, and a future connection to the regional road system to the west.

The concept is based on a layout that provides for both, activities in a social, urban setting, and for privacy in a natural environment. This way the resort will assure a wide variety of opportunities for guests to seek out individual vacation experiences, promising serenity, excitement, quiet rest or lively interaction, at will. The strength of the concept lies in the proximity and interrelationship among the main activity centers, all combined into an "urbane" complex inspired by the alpine setting. This series of active urban places will serve as natural spring-points for scenic excursions into the surrounding forest and the flower gardens within it.

The entire concept is centered on the Main Arrival Plaza, which holds the resort hotel and the conference center. This plaza will be linked to the public gardens and its historic cherry trees and shrine through a succession of shopping, dining, arts/crafts facilities and finally the chair lift or tramway terminal, in form of a village street that is open to the sun and views to the south.
This series of urban activity areas will be tied together by a landscaped promenade and by a linear water feature. In its final design, this water feature may take the form of a bubbling brook, interspersed with ponds and waterfalls as deemed appropriate in each specific area. Most urban at the Main Arrival Plaza, this environment will gradually open up to the surrounding natural setting, providing a gradual transition toward the Tramway Terminal and the historic Cherry Grove beyond.

The first "arm" of the resort core extends practically along the same grade elevations, toward the east. The second arm of the core area will extend to the south-southeast, as determined by a natural ridge line. Starting at elevation 760 meters, this environment will gradually step down to 710 meters. This linear development will terminate in the Centrum/Spa complex, and will also connect the Resort Hotel with the Tennis Center. Options are assured for accommodating various forms of managed and individual resort housing along this landscaped walk. This "arm" of the development will be designed in a more rustic theme than the activity areas above; emphasis will be on recreation and sports, without opportunities for shopping.

The plan incorporates a network of informal, scenic nature walks, leading to -- and through -- flower gardens designed to bloom at different times throughout the year. The location of proposed gardens was selected where topography suggests places of rest, viewing and contemplation. These gardens play a very important role in providing the desired vacation experience, since different gardens would attract different guests, and once "adopted" by them, they would add greatly to Soniya Hills Resort's attraction to repeat visitation.

Certainly, the most beautiful garden will be the historic Cherry Grove, just within a few minutes' walk from the eastern limits of the resort village. While spectacular, this public place may not always offer the tranquility often sought by resort guests. The smaller gardens hidden throughout the sites are meant to provide opportunities for privacy and reflection in intimate, scenic settings. The plan envisions more than a dozen flower gardens to be discovered throughout the site. The planned network of walking paths exceeds 3.3 kilometers. The plan also incorporates a 1.2 km long scenic walk originating at the cliff-top Chalet.
The plan's "residential" component combines two types of vacation homes for purchase: 1) resort condominiums adjacent to the hotel and the tennis courts and within a few minutes walking distance of the hotel lobby, and 2) vacation home sites clustered at lower elevations, within easy access of the Golf Center. The development sites identified for this purpose could accommodate up to 60 condominiums, over 80 vacation villas and 9-10 cottages in a small "artist colony." Additional "real estate" product could be introduced by offering units for sale atop retail stores and restaurants, as part of the resort complex, or by creating additional development sites on the slopes. The latter solution would involve extensive re-grading and perhaps costly landscape improvements. However, a goal of 200 condominium, villa and cottage units is obtainable in the context of this site plan.

**Urban Design Concept**

The proposed concept is designed to create an enchanting urban environment that invites resort guests for a variety of activities. Designed according to an alpine theme, these urban places will provide settings that range from formal to the informal, from places where the architectural frame-work will dominate, to public environments designed to focus on certain views and key natural site features. Important components of this resort environment are associated with the urban portion of the Development Program: the central Arrival Plaza and the associated Resort Hotel and Conference Center, the Shopping Street, the Arts and Crafts area with the Tramway Terminal, and possibly the Centrum/Spa complex.

**Summary**

In summary, the proposed development concept envisions a resort environment that offers both, "urban" and "garden" settings to guests, with options for lively social interaction, a variety of sports, and quiet times with nature as well.

Four of the five major activity areas will be arranged on a "shelf" overlooking the golf course and the valley below and along an associated, sloping ridge. The complex will be anchored by the Resort Hotel and the Conference Center, and will terminate in the Cherry Grove to the east, and the Centrum/Spa complex to the south.
This urban environment will open up to sports activities and nature walks in appropriate locations, inviting guests to have fun, and to discover favorite places in the surrounding forest. A tramway or chair lift connection will provide access to a scenic Chalet and associated panoramic trail atop the spectacular cliffs overlooking Soniya Hills Resort.

Residual development sites will be used for a variety of resort housing. Some of these will be associated with tennis, most of them will be oriented to golf.

We expect that in the next phase of planning and design the developers will guide their planners and architects by advising them to what degree they wish to see development of a special architectural theme within Soniya Hills Resort. A Bavarian themed concept is presented schematically in the next section.
SECTION 4
Section 4

THEMATIC ORIENTATION

This section of the report presents a preliminary schematic concept for a new world class resort in Soniya Hills prepared by David A. Price. A thematic "hook" of special character is considered to be important in positioning this resort in the marketplace. The thematic development of the project needs to be strong, unique, aesthetically pleasing and appropriate to its setting. It should differentiate this facility as a very special destination resort.

Bavarian alpine is the proposed architectural design theme for the Soniya Hills Resort developed in this section. This theme was inspired by the unique qualities of the Soniya Hills site, its broader setting, and the proposed development program. The combination of steep slopes, dramatic cliffs, surrounding forest, distant views and the valley below creates a special alpine ambience that invites the development of a Bavarian design theme.

A sub-theme structure for the resort is based on articulation of its amenity and activity program which is concerned with:

- garden treatment of the environment
- a total sports program conceived with golf, tennis, water sports in the centrum, trail development throughout the site incorporating a chair lift to the top of the cliffs and a comprehensive spa program concerned with health and life extension.
- entertainment and night life appropriate for an alpine resort.

Within the site's natural, alpine features, the development program suggests an "urban" village complex containing important elements of the resort. This environment includes various plazas, a village street and building clusters set into the hillside. It is the natural alpine setting and an urban environment which creates a special place for an enchanting and memorable Bavarian Village resort.

Key components of the Bavarian Village environment associated with the urban portion of the development program include: the central arrival plaza and the associated resort
hotel and conference center; the shopping street; the arts and crafts area with the chair lift or tramway terminal; and; possibly, the centrum/spa complex are shown in Figures 6 and 7.

Visitors enter the Bavarian Village, as shown in Figure 7, at the cobble stone-paved arrival plaza. The plaza features a magnificent central fountain with statuary. Special Bavarian street lamps, thematic signs and banners enliven the space. The majestic cliffs overlooking the village resort are clearly seen to the east.

The plaza space is shaped by the resort hotel to the south and the conference center to the north. The hotel and conference center are connected by a two-story wing at the western end of the plaza. The west wing is also the base for a picturesque clock tower that stands above all other towers within the resort. A drive-thru stone archway at the base of the tower leads to the parking areas.

The hotel shown in Figure 8 is a 5-6 story Bavarian-style lodge with steep gables, painted shutters, window flower boxes, and carved and painted railings. The hotel entry is a flat facade flanked by towers with copper roofs, a picturesque exterior floral mural (trompe l'oeil), and flowers beneath the upper eaves of the main roof. A grand hotel lobby greets visitors and provides views of distant mountains (see Figure 9).

The conference center, Figure 10, is conveniently located directly across the plaza from the hotel. The building can be clearly seen by guests arriving from the east access road and is marked by romantic towers. The main entry to the conference center is a square shouldered flat facade with painted plaster and stone. Resort administrative offices are located on the upper floor of the building overlooking the arrival plaza, with a convenient overview of most of the resort grounds.

The shopping street pictured in Figure 11, is located immediately northeast of the arrival plaza and is entered by passing over a small stone bridge. A total of eight (8), two-story steep-gabled timber and stucco buildings line the shopping street. The east end of the street opens into a secondary arts and crafts plaza through a small clock tower and archway. The cobble stoned street and second plaza is lined by a variety of shops, studios, galleries, cafes and restaurants (see Figure 12). Also included is a small bowling lane center and an outdoor skating rink for summer and winter sports. Second floor areas provide additional resort housing above the stores and restaurants.
within the village complex. The village street is tied together by a landscaped promenade with Bavarian themed street lamps, signs, benches, exhibits and special water features. Visitors are invited to stroll, stop and explore the village street, enjoying the ebb and flow of a small Bavarian town.

The arts and crafts plaza shown in Figure 13, is the terminus to the village street. The plaza is fronted by three buildings and is home to the arts and crafts stores, and restaurants and the chair lift terminal. The interior of the festhaus and its 360 degree mural walls are shown in Figure 14. At the east end of the plaza, the chair lift terminal is housed in steep gabled roof and tower that will carry visitors atop Soniya Hill's majestic cliffs to a lookout chalet designed at 5/8 scale and shown in Figure 15. The chalet bar/cafe location provides for panoramic views of the surrounding mountains and could attract considerable day visitation. East of the plaza and village, visitors enjoy a pleasant walk to the famous cherry trees and historic gardens of the Soniya Hills Resort.

The arrival plaza, shopping street and arts and crafts plaza, as shown previously in Figures 6 and 7, comprise the primary features of the Bavarian town. Like many Bavarian alpine villages, the town traverses the slope of the mountain following similar grade elevations. The second arm of the Soniya Hills Resort core follows a natural ridge line which terminates at the centrum/spa complex and connects the resort hotel with the tennis center as shown in Figure 16. The Bavarian design theme reflected in the village core area assumes a more rustic quality in the recreational activity areas.

The centrum/spa complex, Figure 17, is a large, circular building characterized by a long stucco and timber perimeter wall punctuated with two small towers with half-round wood shingled roofs and an entry gateway building with turrets and steep gable roofs. Terraces associated with the spa provide sweeping views of the golf course below. The interior space, Figure 18, is partially covered by a translucent roof for year round use and houses an exciting garden of waterfalls, pools, spas, cafes and areas for seating and relaxation. The complex is surrounded by the forest and accessed by foot following the ridge trail and bubbling brooks that meander down from the Bavarian lodge.

The architectural theme for the resort condominiums and the vacation villas will be inspired by the simple, rustic alpine theme to be found in alpine villages. The golf center may echo the architectural theme selected for the arrival plaza, yet in a more playful vein.

4-10
APPENDIX A

CONFERENCE CENTER CONCEPT

A conference center is a facility whose primary purpose is to accommodate small- to medium-sized meetings.

In the U.S., conferences have long been an integral part of corporate and institutional communications. As organizations have grown in size and complexity, an increasing demand has evolved for facilities to hold conferences. Typical meeting locations which have been developed to meet this demand range from corporate board rooms to hotels, motor inns, resorts, country clubs and conference centers.

Each of these categories of meeting facilities has certain attributes to offer various types of meetings. However, all except for conference centers specifically cater to a variety of markets which are equally, or even more, important to the facility than the meetings market.

The characteristics of each of the other types of facilities can often work against meeting efficiency since distractions abound. Furthermore, poorly designed guest and meeting rooms, an insufficient number of meeting and breakout rooms, inadequate lighting, uncomfortable furniture and lack of modern meeting aids and trained personnel often add to the inadequacies of such facilities.

It was this demand for more appropriate facilities which resulted in the development of the conference center concept. The primary purpose of the center is to offer a self-contained, full-service meeting environment. Unlike other meeting facilities, the conference center is dedicated to accommodating small- to medium-sized meetings. While many hotels, for example, accept meeting business, it often comprises a small percentage of the total mix of business, which may include social gatherings, tour groups, and individual leisure or business travelers.
As a result of this dedication to meetings, centers tailor all of their services to the needs of the meeting planner -- from arranging ground transportation to informing them of everything the surrounding area has to offer. The pricing structure for a conference is often a single, uniform per person rate -- a package which includes lodging, meals, breaks, meeting services and equipment, and recreation fees, if any. This simplifies the planner's task, avoiding the often costly confusion that can result when each component carries a separate price tag.

**Conference Center Services and Facilities**

Services and facilities are tailored to meetings ranging in size from 5 people to about 400 -- with an average group size of 50 or fewer. While facilities and services vary from one conference center to another, most centers possess several, or all, of the following characteristics.

- Meeting rooms that are functionally designed primarily for educational or business meetings, as opposed to social or other functions:

- Comfortable, upholstered seating;

- Built-in audio-visual support and/or an ample supply, on site, of the most often requested a-v equipment, along with staff trained to service a-v needs.

- A Conference Services Department whose staff's primary task is to service all needs of the meeting planner before, during, and after the conference -- an invaluable advantage to planners who tap their expertise.

Conference centers recognize the fact that a conferee's work may continue after the day's meetings have ended. Therefore, guest rooms generally provide a separate, well-lighted work area, with a desk or writing surface, in addition to all of the other features one would expect from first class accommodations.
A conference center's food and beverage operation is totally geared to accommodate the group's meeting schedule and to maximize interactions among conferees. Refreshments for breaks, for instance, are set up adjacent to the meeting room, while the meeting is in progress, in order to be ready at the appropriate time. The conference center's main dining room is often set so that conferees are seated with members of their group, apart from others who may be dining at the same time. In some facilities, buffets are set up for breakfast and lunch for efficiency. Centers typically offer one or more lounges where conferees can meet informally to unwind after meeting hours.

Because of the intensity of working sessions, recreation often plays an important role in the overall success of a conference. Therefore, conference centers offering selection of on-site and nearby recreational activities are by far the most popular and a growing number employ fitness professionals who can assist meeting planners in incorporating recreation into the conference program.