2014 GWCCA Planning Retreat Day One

September 25 & 26, 2014
Welcome and Agenda Review
Benefits

• January 2013 Health Insurance
• 2014 Legislative approval/change for Flex Benefits
• Flex Benefits include:
  ➢ Dental
  ➢ Life Insurance
  ➢ Vision
  ➢ ST/LT Disability
THEREFORE, BE IT RESOLVED by the Board of Governors of the Geo. L. Smith II Georgia World Congress Center Authority that:

The Executive Director expressly is authorized to continue to evaluate available options for the Authority’s withdrawal from the state flexible employee benefits plan and enrollment in another flexible employee benefits plan.

Staff recommends approval.
Organizational Analysis
Background

- Retreat 2013
  - NSP – site coordination, Legacy events, new management relationship
  - Savannah International Trade and Convention Center
  - Campus Visioning
  - Potential Hotel Development
- Convention, Sports and Leisure
GEORGIA WORLD CONGRESS CENTER AUTHORITY
PRESENTATION OF KEY FINDINGS & RESULTS
SEPTEMBER 25, 2014
Discussion Topics

- **Research Steps**
  - Staff and management interviews
  - Follow-up discussions
  - Data review
  - Case Studies

- **Key Project Findings**

- **Primary Recommendations**
Key Project Findings
GWCCA Organizational Structure Review – Authority and Industry Changes

• New Stadium
• Headquarter hotel planning
• Savannah International Trade & Convention Center
• College Football Hall of Fame
• Potential parking deck addition
• Campus master plan
• Industry-wide focus on revenue/events
• Enhanced competitive landscape
## GWCCA Organizational Structure Review – Existing Conditions

<table>
<thead>
<tr>
<th>Facility</th>
<th>GWCCA</th>
<th>MCCA</th>
<th>Morial</th>
<th>ICCLOS</th>
<th>NRG Park</th>
<th>MPEA</th>
</tr>
</thead>
<tbody>
<tr>
<td>City</td>
<td>Atlanta</td>
<td>Boston</td>
<td>New Orleans</td>
<td>Indianapolis</td>
<td>Houston</td>
<td>Chicago</td>
</tr>
</tbody>
</table>

- Major Center Operations
- Sales
- Major Public Space
- Project Development
- Offsite Facility Management
- Police Department
GWCCA Organizational Structure Review – Key Findings

- Management addressing changing GWCCA portfolio
- Management responding to industry changes/opportunities
- Further clarity of roles for ED/COO would be beneficial
- Administrative department approach is consistent with other large authorities
- With distinct venues, various operational silos have long been in place
GWCCA Organizational Structure Review – Key Findings

• Revenue generating initiatives reflect current experimentation in the industry, but need to be focused

• Event Development Team (Authority Presents) is an appropriate response to industry trends and organizational opportunities

• With changes taking place, the focus for the COP in terms of events and operational approach needs to be sharpened

• Logistics (traffic/parking) could benefit from enhanced coordination
GWCCA Organizational Structure Review – Key Findings

• Training efforts have ramped up, need for minor additions

• Compensation levels for entry level staff may need to be adjusted

• Minor staffing additions in the engineering, security and communications departments may be beneficial

• Further efforts to leverage economic impact message could be beneficial

• Dome decommissioning process appears to be going well
Primary Recommendations
GWCCA Organizational Structure Review – Primary Recommendations - Structure

Executive Director

- Project Management (1)
- Finance, HR, Training, Contracts & Purchasing
- Chief Operating Officer (2)
- Government Affairs
- Internal Audit & Legal
- PR, Communications, & Programs

- Public Safety
- Authority Presents
- Campus Operations
- GWCC
- SITCC

(1) This position could be contracted out to a private firm during periods of significant facility/hotel/campus development.

(2) COO also handles various special projects assigned by Executive Director.
GWCCA Organizational Structure Review –
Primary Recommendations – COP/Grounds

<table>
<thead>
<tr>
<th>Existing COP Responsibilities</th>
<th>Future COP Responsibilities</th>
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<tbody>
<tr>
<td>Quality Control</td>
<td>Quality Control</td>
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<tr>
<td>Campus Logistics</td>
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<tr>
<td>Visitor Center</td>
<td>Visitor Center</td>
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<tr>
<td>Engineering</td>
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<tr>
<td>Park Maintenance</td>
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<tr>
<td>Event Coordination</td>
<td></td>
</tr>
<tr>
<td>Sales</td>
<td></td>
</tr>
</tbody>
</table>
GWCCA Organizational Structure Review –
Primary Recommendations – COP/Grounds

• Quality Control – directs staffing from Authority-wide departments (engineering, set-up, housekeeping, etc.)

• Campus Logistics & Safety – transportation logistics, working with local government, interaction with Public Safety and SCA administrator.

• Neighborhood Liaison – working with the Communications Director.

• Vendor Interaction – administer agreement with College Football H of F, parking; and manage visitor center.
GWCCA Organizational Structure Review – Primary Recommendations – Revenue

• Existing efforts include advertising & sponsorship, new event development, and “yield management” initiative

• Refining the booking and discounting policy is important, and should consider:
  • Event production costs
  • Room night/tax generation
  • National exposure
  • Multi-year contract
  • Historical occupancy during dates
GWCCA Organizational Structure Review – Primary Recommendations – Revenue

• Multiple departments/individuals have revenue responsibility
• Other large authorities are developing coordinated approaches to revenue maximization
• A two-phased approach should be considered for the GWCCA
GWCCCA Organizational Structure Review –
Primary Recommendations – Revenue

• Phase 1
GWCC AGM develops a set of strategies, needed resources, policies, etc. for a department focused on revenue generation.
GWCCA Organizational Structure Review – Primary Recommendations – Revenue

- Event Contracting Recommendations
- Event Revenue/Expense Analysis
- Up-Selling Existing/New GWCC Services
- Developing Broad Revenue Strategies
- Advertising/Sponsorships

GWCC AGM
GWCCA Organizational Structure Review – Primary Recommendations – Revenue

• Phase 1
GWCC AGM develops a set of strategies, needed resources, policies, etc. for a department focused on revenue generation.

• Phase 2
The appropriate organizational reporting approach is developed and implemented.

• Options for reporting include AGM, GWCC GM, Deputy Director or Director.
GWCCA Organizational Structure Review – Primary Recommendations – Event Development

• With campus-wide focus, department reports to Deputy Director

• Pursue a diversity of events:
  • New conventions & tradeshows
  • Leverage GWCC event use in the park
  • Consumer events
  • Self-contained COP events (corporate, non-profit, community)
  • Entertainment events (small music/festivals to large stadium events)
GWCCA Organizational Structure Review – Primary Recommendations – Event Development

• Develop clear set of controls on event financial risk

• Follow a mission:

The Mission of the EDT is to attract events and functions to the GWCCA campus that support the organizational goal of generating economic impact, and that serve to activate all venues and space on campus with a diverse set of events, all while limiting Authority risk and generating departmental profit.
GWCCCA Organizational Structure Review –
Primary Recommendations – Public Safety

• Maintain existing uniformed police and security staff (through security manager) reporting line to Director of Public Safety

• One hub for scheduling

• Continue to work on event related communications between security and end users (GWCC, COP)

• Move greeters to GWCC Event Services
GWCCA Organizational Structure Review – Primary Recommendations – Other Areas

• Enhance consistency and flexibility of purchasing process
• Minor staffing increases in engineering, full time security and communications
• Develop a brief, defendable set of Authority accomplishments
• Auditor to take a “deeper dive” into operational data for Authority contractors
• Consider long term provision of technology services
• Provide an operations budget for the sustainability department
GEORGIA WORLD CONGRESS CENTER AUTHORITY
PRESENTATION OF KEY FINDINGS & RESULTS
SEPTEMBER 25, 2014
Next Steps

- Identify tasks and teams
- Develop schedule
- Implement plan
Georgia Dome Decommissioning
Or, what needs to happen over the next 887-1,009 days!

887 - March 1, 2017 – NSP opens
1,009 - June 30, 2017 – Expiration of multiple existing agreements and financial close out of the books
Key Considerations

- Personnel
- Legacy Events transition
- Physical Assets/ Salvage Operations
- Final Year Operations
- Legal/ Financial
- Final Year Celebration
Personnel

- Agreement provides for preferential hiring of existing Dome employees
- Multiple meetings with Stadco HR, GM and EVP/CMO regarding process/timing for selection of existing Dome staff
- Anticipate Stadco/AMB S&E to hire 65-75 FT positions from Dome
Multiple internal meetings this summer with Dome staff to talk process/timing/available career paths

To best prepare staff for desired paths, HR team has scheduled in October:
- Training for interviewing skills
- Resume writing training
- Career Coaching
- Retirement seminars (Group/Individual)
Personnel - continued

- Anticipate Stadco presentation to Dome staff in Oct (NSP org structure), December interviews and January 2015 conditional job offers
  - Background/ drug screen at conditional offer and again at time of start date
  - Successful performance in interim period
Personnel - continued

- Total Budgeted positions: 133
- Based on discussions with current staff, their desired path breaks down as follows:
  - NSP – 40
  - GWCCA – 28
  - Retirements – 8
  - Undecided -15 / Vacancies - 14
  - Other – 6
  - *Post 10.1.14 hires - 22 (14 - NSP/ 8 - ?)
Timeline for hitting targeted goals:

- Sept 15, 2014 – 119 FT
- June 30, 2015 – 87 FT
  - (18 attrition & 14 GWCC transfer)
- June 30, 2016 – 48 FT
  - (18 attrition, 14 GWCC transfer, 8 retirement)

*Allows flex for attrition, undecided and post Oct 1, 2013 hires*

Confident of process – monthly monitoring/ GWCC vacancies
Legacy Events

- By agreement, 15 current annual Dome events are designated as Legacy Events
  - “…Legacy Events will move to the NSP as soon as reasonably practical after the Substantial Completion Date.”
- As of today, 50% of these are in various stages of discussion with Stadco
Physical Assets/ Salvage Operations

- GWCCA has the right to any Dome asset if reused by the Authority within 12 months of Dome closing
- Can save GWCCA significant dollars in future equipment expense and create additional revenue generating sources
- Over next 18 months, we’ll determine what to keep and where we’ll keep it
- Process to occur during final year Ops
Physical Assets / Salvage Operations - continued
Final Year of Operations

- Preliminary discussions w/ Stadco regarding solutions for final year ops
- Our desire – hire Stadco under a mgmt agreement to operate the Dome
- In this scenario, conceptually the remaining FT staff would become Stadco employees on 7.1.2016
- Business Terms, Quality Operating Standards and detailed Legal review
- GWCCA staff assigned for coordination
Legal/ Financial

- Finalize arrangement/agreement for final year of Operations
- Close out of all existing/applicable agreements
  - Event License Agreements
  - Premium Seating & Sponsorship Agreements
  - Vendor Agreements
- Close out of books
Final Year Celebration

- A comprehensive, integrated communications plan with the Falcons to celebrate:
  - 25 Seasons of Falcons Football
  - Celebrate the Long Time (Legacy) Events
  - Document History of Dome Events
  - World Records set in the Dome
  - History of Economic Benefits to State/ City
  - Finishing Strong/ Going Out on Top
Summary – Key Dates & Next Steps

- Personnel – on-going – target July 1, 2016 by desired paths (NSP, GWCC etc)
- Legacy Events – on-going process
- Salvage of Assets – next 18 months
- Legal/ Financial – on-going process
- Develop Final Year Celebration and Communications Plans – TBD over next 12 – 18 months
Questions?
Potential Hotel Development Update

Presentation to the GWCCA Board of Governors
September 25, 2014
Agenda

1. Project History
   • Meeting Planner Survey Results
   • Impact on GWCC Financial Performance
   • Project Development Costs
   • IRR and Gap Analysis

2. Developer Tools and Economic Impact

3. Master Plan Process

4. Next Steps
Project History

Fall 2013

• Three firms engaged to study the market and financial appeal of Hotel development on the GWCC Campus.

• Findings indicated that additional analyses were warranted.

• Results of these additional analyses are why we are here today.
Meeting Planner Survey Results*

Results reinforced the initial findings that:

• The proposed Hotel would be well received by the majority of the existing users of the GWCC.

• The Hotel would improve downtown Atlanta as a convention destination - an important consideration as other competitive cities, such as Nashville and Dallas, have made significant infrastructure improvements in recent years.

*33% response rate
## Rep-Year Estimates of Incremental Revenue, Expenses, and Profit at the GWCC
### Assuming Construction of an 800-room Convention Hotel (in 2014 $)

<table>
<thead>
<tr>
<th>Description</th>
<th>Value</th>
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</thead>
<tbody>
<tr>
<td><strong>Total Induced Demand (PKF estimate)</strong></td>
<td>160,000</td>
</tr>
<tr>
<td><strong>Induced group demand (PKF estimate)</strong></td>
<td>145,000</td>
</tr>
<tr>
<td>% of induced group demand attending GWCC Trade Shows and Conventions</td>
<td>x 100%</td>
</tr>
<tr>
<td>Induced group demand attending GWCC Trade Shows and Conventions</td>
<td>145,000</td>
</tr>
<tr>
<td><strong>Multiple occupancy factor (# of attendees per guest room)</strong></td>
<td>x 1.6</td>
</tr>
<tr>
<td><strong>Average length of stay (nights)</strong></td>
<td>/ 2</td>
</tr>
<tr>
<td><strong>Induced Trade Show and Convention Attendees</strong></td>
<td>= 116,000</td>
</tr>
<tr>
<td><strong>Est. Average Revenue per Trade Show/Convention Attendee</strong></td>
<td>x $ 25.64</td>
</tr>
<tr>
<td><strong>Total Average incremental revenue</strong></td>
<td>= $ 2,974,240</td>
</tr>
<tr>
<td><strong>Incremental costs as a percentage of Revenue</strong></td>
<td>x 45%</td>
</tr>
<tr>
<td><strong>Total Incremental Costs (§)</strong></td>
<td>= $ 1,338,408</td>
</tr>
<tr>
<td><strong>Net incremental income</strong></td>
<td>= $ 1,635,832</td>
</tr>
</tbody>
</table>

1 Average revenue per trade show attendee was determined econometrically from historical income statements
2 Incremental costs as a percentage of revenue per trade show attendee was determined econometrically from historical income statements

Source: PKF Hospitality Research, LLC.
Impact on GWCC cont.

Financial Performance

Conclusions

• We project that the new Hotel will generate an additional 116,000 trade show and convention attendees at the GWCC in a typical year.

• We project an increase in GWCC revenues (because of the new Hotel) of approximately $2.974 million (in current year dollars) in a typical year, which results in an increase in annual net income of $1.636 million.
Two Scenarios Considered:

1. Private Development:
   • GWCCA leases site for a nominal amount.
   • Parking provided by GWCC.
   • Access and Use agreement established.

2. Public Development:
   • Hotel 100% publicly owned.
   • Constructed by contractor engaged by GWCCA.
   • Professionally managed by hotel operator.
Conclusions

Two Scenarios Summary:

1. Private Development
   • Total Development Cost: $207 million

2. Public Development
   • Total Development Cost: $245 million

Variance primarily due to higher capitalized interest and debt service reserve funds for public financing scenario.
IRR Analysis:

• Typical private investor requires a leveraged IRR in excess of 20% for a new construction full-service hotel development.

• Assuming current market financing assumptions for the Private Development Scenario the leveraged IRR on a total equity contribution of $93.2 million is 10.9%.
Economic Gap Analysis:

• Approximately $50 million, reducing the private equity requirement to $43 million, would be necessary to achieve a leveraged IRR of 20%.

• Equity participation or incentives from a brand/management company can increase IRR or lower risk, some examples include Key money, reduced fees prior to stabilization and management performance guarantees (reduces operating risk).
Economic Gap Analysis:

1. Georgia Tourism Development Act

2. Property/Ad Valorem Tax Benefits

3. State sales and use tax exemption on construction materials
Private Development Scenario
Economic Gap Analysis

Economic Gap Analysis:
1. Georgia Tourism Development Act

• Act defines “tourism attraction” to include “convention hotel and Conference Center”
• Rebate of State Sales Tax up to 2.5% of projects approved development costs – 10 years
• Requires approval
• Qualifications:
  ➢ Tourist attraction and costs over $1 million
  ➢ Significant & positive economic impact to State
  ➢ May not adversely affect existing employment
  ➢ Will open to public at least 100 days per year
  ➢ Attract at least 25% of visitors from out of State
  ➢ If a lease, must be for a term of at least 30 years
Economic Gap Analysis:
2. Property/Ad Valorem Tax Benefits

Based on structure of agreement:

License: Would eliminate Property tax to developer is estimated at $1.7-2.5 million/year.

Lease: Requires Legislative committee approval Possible reduction of property tax
Economic Gap Analysis:
3. State sales and use tax exemption on construction materials

- Available for competitive Projects of Regional Significance
- Potential 4% of construction material cost
- Recently extended through June 2016
Economic Impact

Study performed by:

Ken Heaghney
State Fiscal Economist
Fiscal Research Center
Andrew Young School of Policy Studies
Georgia State University
Economic Impact cont.

Findings:
The construction phase economic impact is estimated to be as follows:

- Total economic output increase of $339.4 million;
- $137.2 million in additional labor income;
- 2,781 in added jobs;
- $8.3 million in additional state tax revenue;
- $3.2 million in additional sales tax revenues for local governments.

These are one time benefits that persist during the construction phase.
Findings (continued):

The annual economic impact once the Hotel becomes operational is estimated to be as follows:

- Total economic output increase of $155.4 million;
- $57.5 million in additional labor income;
- 1,676 in added jobs;
- $4.3 million in additional state tax revenue;
- $2.7 million in additional sales tax revenues for local governments;
- $1.6 million in additional hotel/motel tax revenues for local governments;
Georgia Dome Site Study

9/30/2014
360 ARCHITECTURE
GEORGIA DOME SITE STUDY
SEPTEMBER 18, 2014
<table>
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<th>NET AREA (SF)</th>
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<tr>
<td>GUESTROOMS</td>
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<td>LOBBY</td>
<td>10,000</td>
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<tr>
<td>DINING</td>
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<tr>
<td>3 MEAL RESTAURANT - 350 SEATS * APPROX. 28SF</td>
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<tr>
<td>2 MEAL RESTAURANT - 150 SEATS * APPROX. 28SF</td>
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<tr>
<td>LOUNGE/BAR - 125 SEATS * APPROX. 28SF</td>
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<tr>
<td>COFFEE BAR - 90 SEATS * APPROX. 22SF</td>
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<td>TOTAL</td>
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<td>GUEST AMENITIES</td>
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<td>RETAIL AREA</td>
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<td>KITCHEN</td>
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<td>SPA</td>
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<td>BUSINESS CENTER</td>
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<td>FITNESS CENTER</td>
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<tr>
<td>FUNCTION</td>
<td>NET AREA (SF)</td>
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</tr>
<tr>
<td><strong>BACK OF HOUSE</strong></td>
<td></td>
</tr>
<tr>
<td>KITCHEN</td>
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<tr>
<td>MAIN PREP KITCHEN</td>
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<tr>
<td>SATELLITE KITCHENS</td>
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<tr>
<td>BANQUET KITCHEN</td>
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<td><strong>TOTAL</strong></td>
<td><strong>27,500</strong></td>
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<td>LAUNDRY</td>
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<td>MAIN LAUNDRY AND VALET</td>
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<td>LAUNDRY MANAGERS OFFICE</td>
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<td>GUEST AMENITIES STORAGE</td>
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<td><strong>TOTAL</strong></td>
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<td>HOUSEKEEPING</td>
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<td>TOTAL HOSEKEEPING DEPARTMENT</td>
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<td>EXECUTIVE HOUSEKEEPER OFFICE</td>
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<td>ASST. EXEC. HOUSEKEEPER OFFICE</td>
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<td>OFFICE COORDINATOR</td>
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<td>LINEN STORAGE</td>
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<td>UNIFORM STORAGE AND ISSUE</td>
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<td>LOST &amp; FOUND AND LUGGAGE STORAGE</td>
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<td><strong>TOTAL</strong></td>
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<td><strong>EMPLOYEE FACILITIES</strong></td>
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<tr>
<td>EMPLOYEE CAFETERIA</td>
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<td>LOCKER ROOMS</td>
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<td><strong>TOTAL</strong></td>
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**PROPOSED PROJECT PROGRAM DEFINITION**
## HOTEL

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<td>STORAGE</td>
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<td>BEVERAGE STOREROOM</td>
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<td>FOOD STORAGE</td>
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<td>BOXED LINEN STORAGE</td>
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<td>BULK STORAGE</td>
<td>3,400</td>
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<td>BOXED GLASS, CHINA, SILVER</td>
<td>900</td>
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<tr>
<td>CARPET, FABRIC, FURNITURE, &amp; WALLPAPER</td>
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<td>TOTAL</td>
<td>13,800</td>
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<tr>
<td>MECHANICAL</td>
<td>6,900</td>
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### ADDITIONAL DEVELOPMENT SITE

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### OUTDOOR ACTIVITY ZONES

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<tr>
<td>ACTIVITY ZONES - 4</td>
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### PARKING

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<tbody>
<tr>
<td>FUTURE STRUCTURED PARKING</td>
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</tr>
<tr>
<td>GAME-DAY SURFACE PARKING (GRASS)</td>
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</tbody>
</table>
+ 750 TYPICAL GUEST ROOMS
+ 50 GUEST SUITES
+ 60,000 SF MEETING SPACE
+ 1000 FUTURE STRUCTURED PARKING SPACES
+ HOTEL ENTRY FROM ANDREW YOUNG AND NORTHSIDE DRIVE
+ HOTEL ORIENTATION DIRECTS VIEWS TO THE CITY AND PLAZA
+ ROOF TOP POOL & RESTAURANT
+ ADDITIONAL DEVELOPMENT SITE ON NORTHSIDE DRIVE

CONCEPT 1 DIAGONAL
750 TYPICAL GUEST ROOMS
50 GUEST SUITES
60,000 SF MEETING SPACE
1000 FUTURE STRUCTURED PARKING SPACES
HOTEL ENTRY FROM ANDREW YOUNG AND NORTHSIDE DRIVE
HOTEL ORIENTATION SCREENS VIEWS TO OUTDOOR ACTIVITY ZONE
ROOF TOP POOL & RESTAURANT
ADDITIONAL DEVELOPMENT SITE ON NORTHSIDE DRIVE

CONCEPT 2 MID-BLOCK
+ 750 TYPICAL GUEST ROOMS
+ 50 GUEST SUITES
+ 60,000 SF MEETING SPACE
+ 1000 FUTURE STRUCTURED PARKING SPACES
+ HOTEL ENTRY FROM ANDREW YOUNG AND NORTHSIDE DRIVE
+ HOTEL ORIENTATION SCREENS VIEWS TO OUTDOOR ACTIVITY ZONE
+ ROOF TOP POOL & RESTAURANT
+ ADDITIONAL DEVELOPMENT SITE ON NORTHSIDE DRIVE
Next Steps
Developer Procurement Request for Qualifications / Request for Proposal (RFQ/RFP)

- Advertisement on Georgia Procurement Registry and appropriate hotel/developer industry publications/sites (January 2015).

- **Step One- RFQ** (Appx. 45-50 day process):
  - RFQ provides **general** known and/or possible GWCCA hotel program information and GWCCA’s desired results to potential respondents, and requests detailed Developer **Statements of Qualifications (SOQ)**.
  - RFQ communicates evaluation process information, utilizing “universal” criteria categories:
    - Stability; Experience/Qualifications; Past Performance; Suitability
      - Development experience with Hotel Projects of this scale
      - Ability to provide equity and overall financing for Project
      - Public/Private development experience including booking policy
      - Thoughts on branding and management perspective and their experience
  - Developer’s SOQs are scored and ranked, with highest ranking Developers determined eligible to Receive Request for Proposals (RFP).
Developer Procurement  
Request for Qualifications /  
Request for Proposal (RFQ/RFP)

- **Step Two- RFP** (Appx. 80-90 day process)
  - RFP provides **comprehensive** known and/or possible GWCCA hotel program and site information and GWCCA’s **updated** desired results to potential respondents.
  - RFP requests detailed Proposals for Hotel Development from finalists:
    - Proposed Development Plan with Proposed Team/Partners
    - Proposed Financial Plan
  - RFP provides detailed proposal process (interviews, program information, specimen Agreement and proposal evaluation criteria).
  - Selection Committee selects best proposal and, if Board approves, GWCCA negotiates Development Agreement.
Questions
Today’s Presentation

- Identify Changes to the GWCCA Campus / Downtown
- Event Statistics
- 3 P’s
  - Proactive
  - Prepared
  - Persistence
South Side of Campus

6 Months Ago
South Side of Campus

Today
Changes – Last 6 Months

- Eliminated major roads
  - (MLK, GA Dome Drive, Hunter, Spring Street)
- Loss of 11% of parking on campus
- Confusion for those who haven’t seen it yet
Changes – Last 6 Months

- Removal of Georgia Dome Drive
- Removal of MLK Drive
- Removal of Mangum St

Addition of New Marietta

New Player Court

Addition of Georgia International Plaza

World Congress Center-Marketing

Philips Arena

Concerts, sports, family entertainment

Taco Mac Sports Grill Philips Arena

Dome-GWCC-Philips Arena-CNN Station

West Plaza

Georgia Dome
Mega-stadium home of the Atlanta Falcons
Changes – Last 6 Months

Marietta Deck CFHOF
Changes – Last 6 Months

- Phase 1
- Built in 1922
- Structurally Deficient
- 36 month project
Event Statistics
On The Run Tour

- Attendance – 49,759
- Crowd remains until end of event
- MARTA ridership – 27.9%
- Local/One time audience
Event Statistics
Preseason Falcons Game

- Attendance – 45-50k
- Crowds disperse before game ends
- MARTA ridership
  - 2014 Preseason Average – 30.9%
  - 2013 Preseason Average – 24.9%
  - 2012 Preseason Average – 22.4%
Event Statistics
Regular Season Game

– MARTA ridership
  • 2014 Opening Day – 29.0% (67,162)
  • 2013 Opening Day – 23.7% (62,902)
  • 2012 Opening Day – 22.6% (63,288)
Proactive Approach

- Bi-Weekly Meetings with City of Atlanta Dept. of Public Works
- Meetings with Stakeholders
- Planning Sessions with GDOT
- Strategy for Promoting MARTA
  - Raving Fans Initiative: Arrival and Departure
- Hired Parsons Brinckerhoff to Study Traffic Conditions
Prepared

- Advance Communication of Plans
- Event Day Traffic Management
- Implemented Parsons Brinckerhoff Findings
Prepared

• Communication
  – Presented revised plans to the Executive Member Advisory Board
  – Designed Interactive Map to assist guests finding GWCCA Parking
  – Use of PR and Social Media
Prepared

Interactive Map

Please choose a parking lot and an inbound route.
Lot: Upper Red Deck
From: I-75/85 S

Upper Red Deck from the North using I-75/85 S:
Exit Williams St.
Keep Straight on Williams St.
Right on Baker St.
Left on Centennial Olympic Park Drive
Right at second Andrew Young International Blvd. Intersection
Right into Upper Red Deck

Print Directions  Text Directions
Prepared – Website
The best play of the game is getting home safely! Miller Lite and MARTA are giving away 15,000 Breeze tickets to fans heading to the Georgia Dome to see the Atlanta Falcons take on the Buccaneers tonight. Grab a ticket at the HE Holmes, Indian Creek, College Park, or Lindbergh MARTA stations for a ride to the game. For more details, visit www.itsMARTA.com.

Also be sure to sign up to be a designated driver at any gate of the Dome for today’s game #FalconsDesignate.
Prepared – Twitter

The Georgia Dome @GeorgiaDome · 14h

Be clear on gameday safety! Leave big bags at home today #TBvsATL

The Georgia Dome retweeted

Kara Durette @FalconsKara · 19h

Avoid Marietta St. Fire Department is still on scene. Major Delays!
Prepared

Operations Center
Prepared

• Event Day Traffic Management
  – GWCCA Operations Center Opens for ingress and egress
  – Representation
    • APD
    • MARTA
    • AFCEMA
    • Communications
    • Parking
    • GWCCA PD
    • Radio Partner dedicated to “live” traffic reports
    • Social Media - @FalconsTraffic
• Falcons Dot Map
• Ingress Plan

- GWCCA Personnel
- APD Personnel
- CSC Personnel
- VMB Variable Message Board
- Road Closed
- Falcons Dot Map
- Egress Plan
Prepared

- Implementation of Parsons Brinckerhoff Findings
Why is Traffic Management Important? Why Now?

• Key to fan experience
• Complaints from previous years, particularly long delays exiting the gulch
• Changes caused by the new stadium
  – Loss of parking
  – Closure of MLK, GA Dome Drive
  – Understanding parking & access for NSP
• Fans accustomed to known routes
• New set of fans at future site
Study Team and Events

- GWCCA staff and officers very efficient yet very committed to making improvements
- Parsons Brinckerhoff performed TMC, ground & aerial reviews of traffic for 4 recent events:
  - 7-25 – Beyoncé On-The-Run Concert
  - 8-8 – Falcons Pre-Season vs. Dolphins
  - 8-23 – Falcons Pre-Season vs. Titans
  - 9-7 – Falcons Home Opener vs. Saints
Success Stories

• Reversing MLK
• Upper Red Deck Access
• TMC / Officer Coordination and Response to Issues
• Saints Game Operations
Reversing MLK during Egress

- Implemented for 1\textsuperscript{st} pre-season game
- Substantially better gulch clearance time
- Outbound traffic flow great on MLK/Mitchell Street to interstates
- Important during Spring Street Phase II
Upper Red Deck MLK Ingress

- Added new feature to contra-flow on COP; WB MLK traffic can enter upper Red Deck
- Working on details of signing/pass check
- Complicated by recent two-way COP
  - Saints Game showed importance of operation
TMC/GWCCA Officer Response

- Good communication from TMC
  - possible due to full camera coverage
- Many issues resolved on the fly
- Officers adaptive to change
Saints Game Operations

- “Worst” traffic: 70,000+ leaving at once
- Staff received multiple e-mail “at-a-boys” about traffic success
- Marta use up 5% from previous years
Challenges & Opportunities

• Northside Drive
• Drop-Off’s / Pick-Up’s
• New Access Routes
• Coding Future Parking and Access Routes
Traffic on Northside

- Will always be problematic (front door)
- Worse for events with a lot of drop-offs
- Worked on synchronization of pulling traffic/pedestrians at multiple intersections
- Considering bridge over Northside to NSP
Drop-off/Pick Up Plan

- Refinement of routes and staging for bus/taxi’s/limos/paratransit
- Develop designated areas and routes for drop-off/pick-up, particularly concerts
- Communicate different levels of operations for different events
New Parking/Access Routes

- Parking is shifting south and east
- New parking decks for CFHOF, NSP site
- TMP will evaluate new access corridors
  - Baker/John Portman route to CFHOF Deck
  - Spring Street interchange at I-20
Color Coding of Parking

- In a coming season, color coding of lots:
  - Establish access corridors from freeways
Persistence

• Learn from Experiences  
  – One size doesn’t fit all
• Continue to customize plans based on where guests are traveling from
• Keep open lines of Communications with Stakeholders
Questions?
Park Vision Update
Background:

• AECOM contracted in 2011 to develop visioning plan.
• Accessibility, monetization and capital improvements identified as key areas of focus.
• User survey was conducted.
• Park committee recommendations: Close AYIB, produce renderings, deduct landscaping, explore on-street parking, and fundraise.
• Met with Chamber leadership to discuss Park vision.
• Received funding of $1.1m for CapEx project of Reflection Pool rehabilitation, to begin November of 2014.
Background continued:

• Authority senior leadership recommendation: explore renderings with smaller new construction on current Chamber footprint and option for no permanent structure.
• Continued conversations with private sector for both annual sponsorship and project specific monies.
• Local experts, private sector leadership and foundations have been updated on progress and have provided feedback.
• August 18, 2014 Park Committee meeting held to update committee members and discuss potential next steps.
• September 2, 2014 submitted CapEx request for three (3) Park projects: permanent closure of AYIB, new Baker Street entrance and Southern Company Amphitheater upgrades.
Baker Street Entrance - $1.5M
Centennial Plaza - $2M
Southern Company Amphitheater
- $2.65M
Park Administration Building - Option 1 - $25M Acquisition, demolition, new structure, limited underground parking, hardscape and landscape
Park Administration Building - Option 2 - $20M Acquisition, demolition, new structure, hardscape and landscape
Park Administration Building - Option 3 - $1.6M
Infrastructure to match existing

Option 3a - temporary event structure and necessary infrastructure (costs - TBD)
## PROJECT SUMMARY

<table>
<thead>
<tr>
<th>Project</th>
<th>Cost</th>
</tr>
</thead>
<tbody>
<tr>
<td>Multi-use space</td>
<td>$6M</td>
</tr>
<tr>
<td>Additional Space</td>
<td>$15M (+$9M)</td>
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<tr>
<td>Baker Street Entrance</td>
<td>$1.5M</td>
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<tr>
<td>Centennial Plaza</td>
<td>$2.0M</td>
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<tr>
<td>Southern Co. Amphitheater</td>
<td>$2.65M</td>
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<tr>
<td>Park Administration</td>
<td></td>
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<tr>
<td>Option 1</td>
<td>$25M+</td>
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<td>$20M+</td>
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<td>Land plus $1.6M</td>
</tr>
<tr>
<td>Option 3a</td>
<td>$TBD</td>
</tr>
</tbody>
</table>
PARK CAP-EX PROJECTS

FY16

1. Centennial Plaza = $2.0m
2. Baker Street Corner = $1.375m
3. Southern Company Amphitheater = $2.645m
QUESTIONS?