GEORGIA WORLD CONGRESS CENTER AUTHORITY

Atlanta City Council Finance Committee February 13, 2013

Presentation

- Studies/Analysis
  - **Phase I Master Plan** Analysis of Entire GWCC Campus
  - **Phase II Master Plan** Develop a solution for renovation of existing Georgia Dome
  - **Phase III Master Plan** Determine the viability of an open air NFL stadium sited on the Yellow Lot and Marshalling Yard

Presentation cont.

- **<u>Phase IV Master Plan</u>** Evaluate removing the existing fixed roof and replacing it with an operable roof and determine if current NFL programmatic elements can be incorporated into a modified Georgia Dome Structure.

- **<u>Current Status</u>** Brief discussion on status of Business Terms

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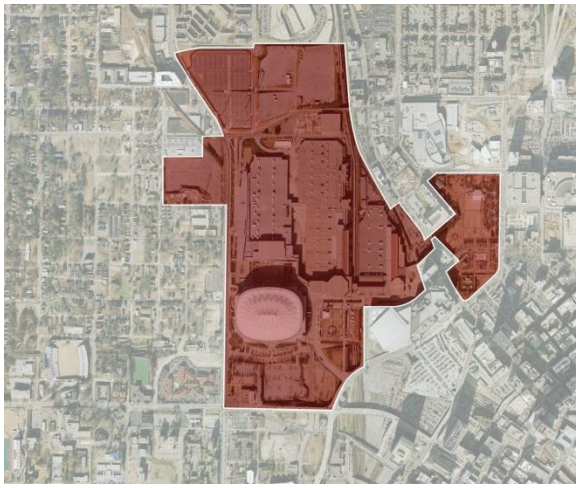
GWCCA Campus Master Planning Pre-2010

Master Plan Scope

- General assessment of campus projects to meet anticipated customer/market driven requirements.
  - Potential GWCC/Georgia Dome renovation projects
  - Replacement of Georgia Dome with new stadium
  - Expansion of GWCC

STUDY AREA

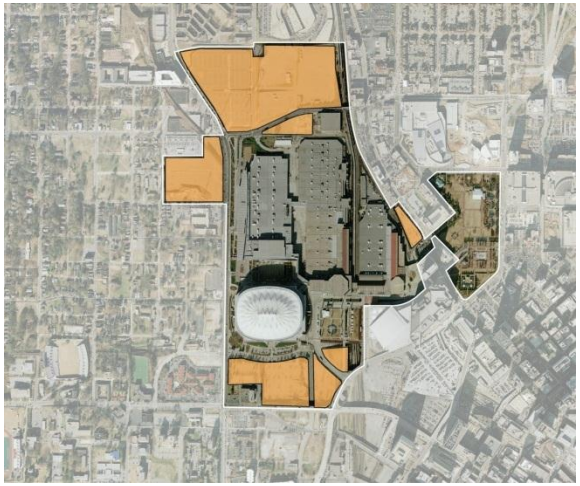


GWCC STUDY AREA

VEHICLE ENTRANCES

PEDESTRIAN ENTRANCES

MARTA STATIONS



UNDEVELOPED 44 ACRES

PARKING

GWCC STUDY AREA

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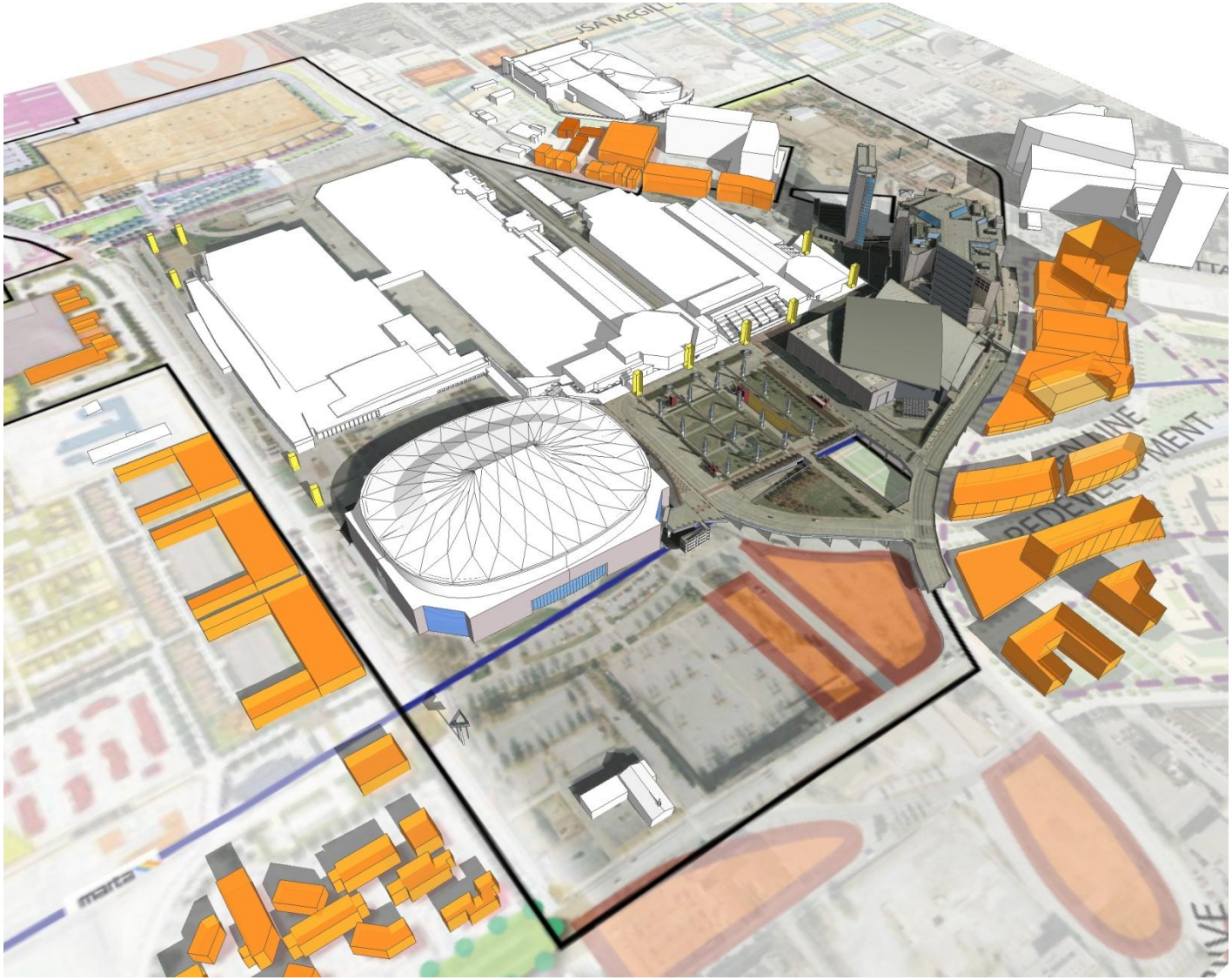
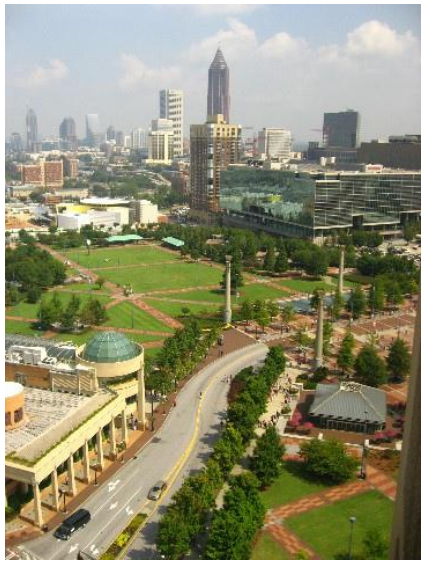
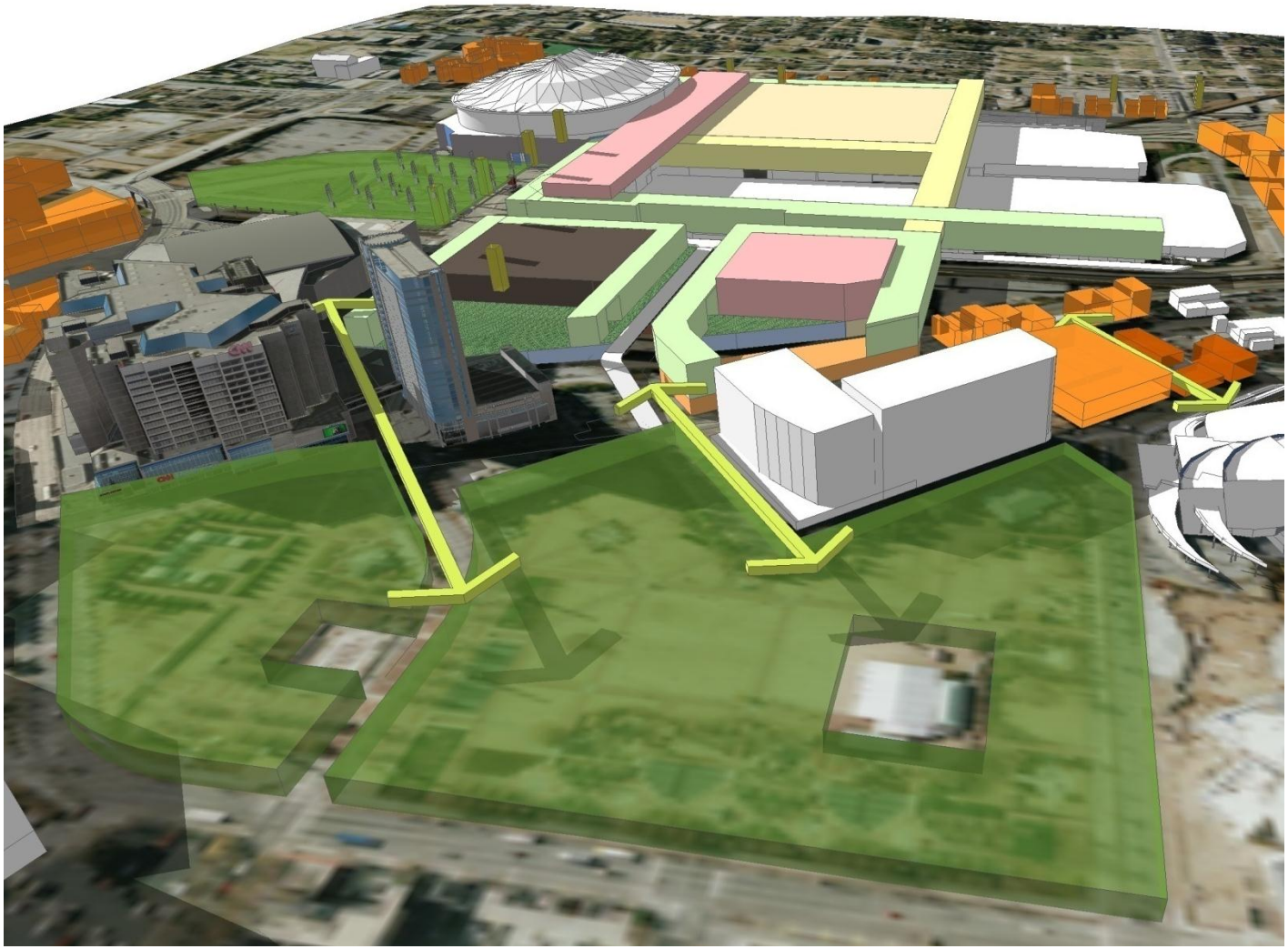
CONNECTIONS



CONNECTIVITY TO NEIGHBORHOODS/CITY CENTER





CONNECTIONS TO NEIGHBORHOODS/CITY CENTER

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Phase II – Renovation of the Georgia Dome 2010

Study Objective

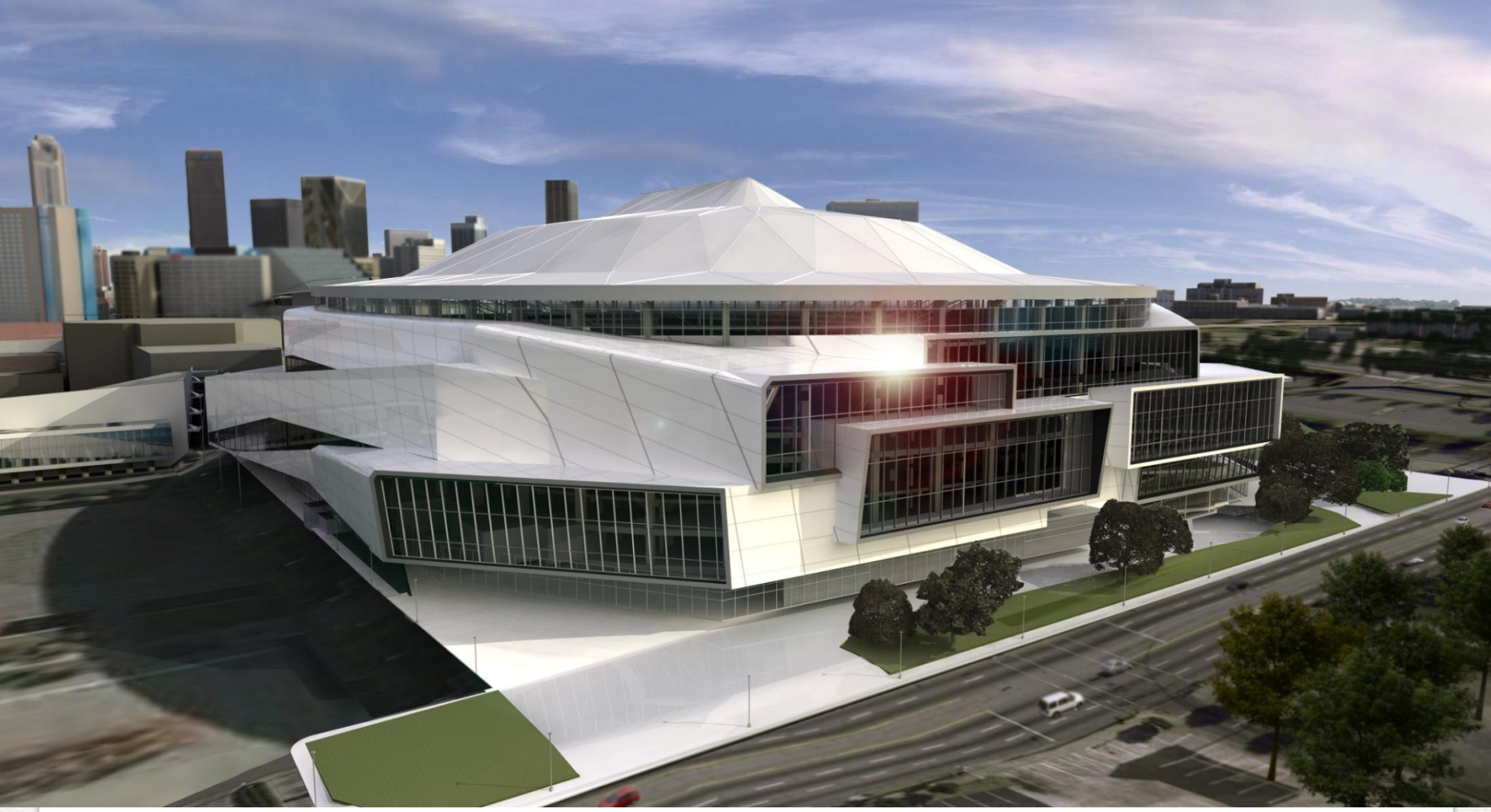
- Conceptual design and planning study to determine the flexibility and adaptability of the existing Georgia Dome to accommodate the proposed NFL program of 1.9 Million square feet.

Square Foot Summary - Renovation

•Spectator Facilities	=	810,831
•Food Service and Retail Facilities	=	127,080
•Team Facilities	=	65,088
•Media facilities	=	39,528
•Administrative Offices	=	11,184
•Service and Operations	=	325,092
•Circulation	=	541,305
•Net-to-gross multiplier	=	199,038
•TOTAL GROSS SQ.FT.	=	1,920,090

A COMMUNITY OF EXPERIENCES – INTERWOVEN & MULTI-DIMENSIONAL

GEORGIA DOME RENOVATION & EXPANSION



GEORGIA DOME RENOVATION & EXPANSION

GEORGIA DOME RENOVATION & EXPANSION

2010 EXPANDED / RENOVATED GEORGIA DOME BUDGET

	AREA	COST/S.F.	COMPONENT COST	TOTALS
Existing Stadium	1,637000 s.f.			
New Additional Area	369,000 s.f.	$320/ s.f.	$118,100,000	
Major Renovation	728,000 s.f.	$200/ s.f.	$145,600,000	
Minor Renovation	232,000 s.f.	$100/ s.f.	$23,200,000	
Seating Bowl/Field	499,000 s.f.	$50/ s.f.	$25,000,000	
Total Stadium Area	1,828,000 s.f.			
Cost Sub Total				$319,000,000
Replace Roof Fabric				$30,000,000
Operable Roof (Option)			$200,000,000	
Construction Cost Total				$349,000,000
Soft Costs - Fees - Etc. - 15%				$52,000,000
Escalation to Year				TBD
Parking - Structured				TBD
Parking - Surface				TBD
Off-Site Infrastructure				TBD
Land				TBD
Total Project Cost				TBD

Summary Phase 2 Option

- In 2010 dollars
  - $401 million to renovate the Georgia Dome (does not include replacement of the current fabric roof).

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Phase III- Two Stadium Option-2011

Study Objective

- Determine the viability of an open air NFL stadium sited on the Yellow Lot and Marshaling Yard

MASTER PLAN PHASE III

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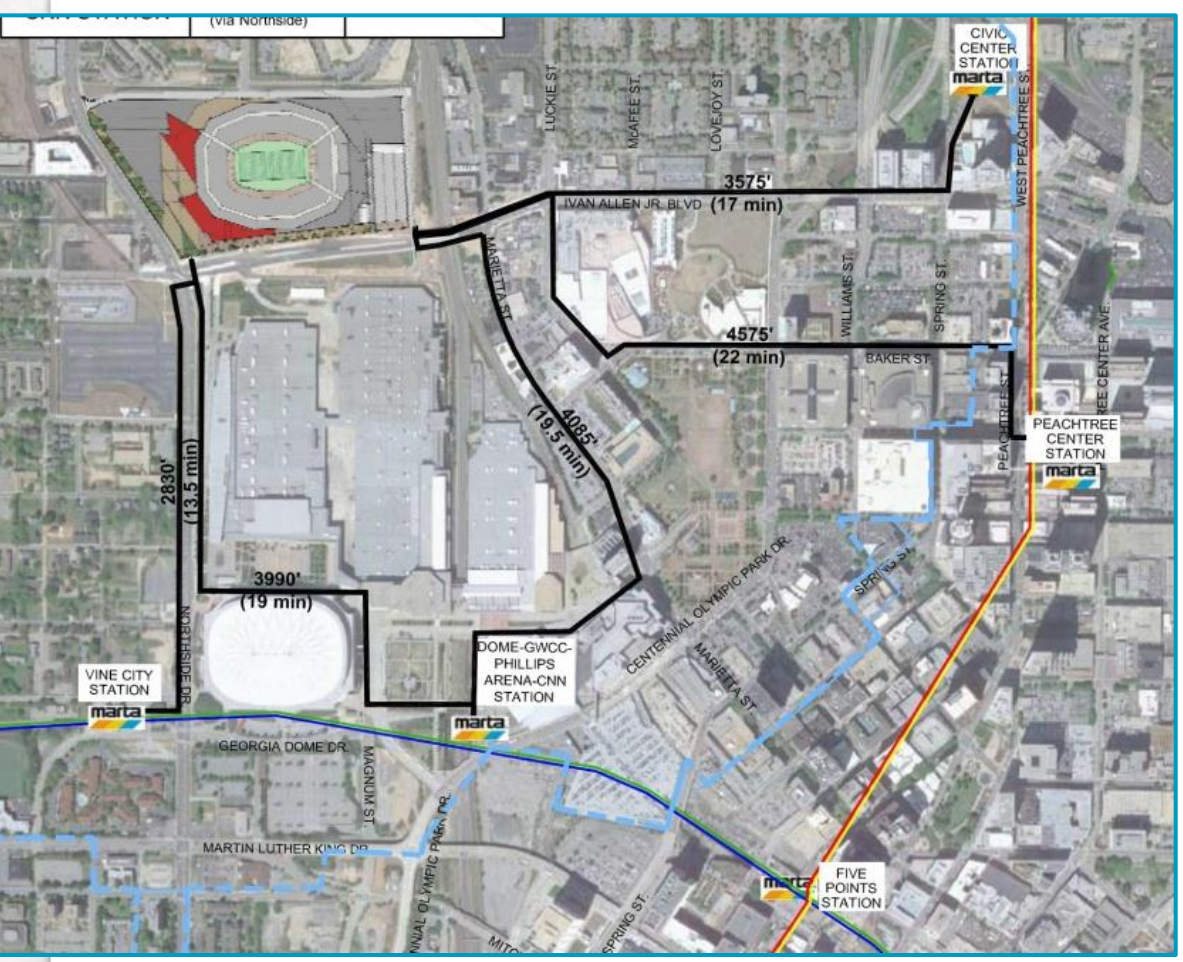
Open Air Stadium Program:

- 65,000 seat stadium – additional 10,000 temporary seats
- 7,500 club seats and 111 suites
- Best practice recommendations for NFL facilities regarding concession points of sale, general seating, circulation and restrooms
- Best practice recommendations for building operations, storage, staging and maintenance facilities
- Provided as many on-site parking spaces as possible

New Stadium – MARTA



- Greater walk times to Vine City, Phillips Stations
- Civic Center Station in 20-minute walk zone
- Expect a greater reliance on auto trips

STATION	DISTANCE TO SITE	WALK TIME TO SITE
VINE CITY STATION	2830'	13.5 MIN
CIVIC CENTER STATION	3575'	17 MIN
DOME-GWCC-PHILLIPS ARENA-CNN STATION	4085' (via Marietta)	19.5 MIN
	3990' (via Northside)	19 MIN

Open Air Stadium Cost Model

- Stadium Construction Cost = $574,200,000
- On-Site Development Cost = $48,000,000
- Off-Site Development Cost = $72,000,000
- Total Project Budget = $694,200,000

Two Important Requirements – Business Terms

- In the two stadium scenario negotiations, the GWCCA among a number of items had two key requirements:
  - Capital needs for the Georgia Dome
  - Financial support for continued operations.

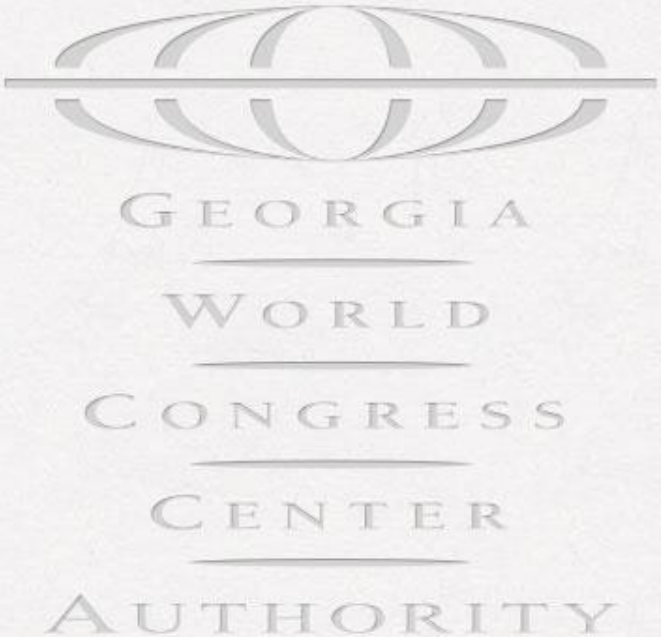
Existing Georgia Dome Anticipated Capital Requirements

Items addressed in the business terms negotiations:

- Maintenance and repair of the facility based on current use - $44,500,000
- Improvements address the changing nature of customers and event types - $35,000,000 - $70,000,000
- Replacement of Georgia Dome fabric roof - $30,000,000 (est.)

Georgia Dome Operating Support

- In 2011, GWCCA commissioned an analysis to identify the financial impact to operations under a two stadium scenario:
  - Study indicated the Georgia Dome would lose between $1.10m - $2.70m annually
  - Event assumption reflects minimal loss of existing business



Phase IV- Retractable Roof added to Georgia Dome - 2012

The Study Objectives

The prior studies performed by Populous to renovate and expand the Georgia Dome were undertaken to examine whether program needs and market requirements of the GWCCA and Falcons would support this approach. The objectives of this study as it relates to the Georgia Dome are as follows:

- Evaluate removing the existing fixed roof and replacing it with an operable roof.
- Use current NFL programmatic elements, which the Falcons have adopted, and consider whether these elements can be incorporated into a modified Georgia Dome structure.
- Update the Phase II and Phase III project budgets taking into consideration the NFL/Falcons program requirements and escalating the revised project budgets to a 2014 procurement with a 2017 facility opening.

Facility Requirements and Questions

The Market Requirements expressed and questions posed by the Falcons and utilized by Populous during this Study are as follows:

- Will a significant investment in the redevelopment of the Georgia Dome deliver a fresh stadium that can be marketed in a new way to satisfy changing consumer requirements?
- The Falcons desire an open-air stadium and will accept an operable roof based on the needs of the GWCCA
- Removing the roof will likely impact at least two off seasons.
- Disruption caused by replacing the current roof with a new operable roof and having to move out of the facility for periods of time will significantly impact the Falcons fan base and ticket sales as well as GWCCA hosted events during this time period.

Facility Requirements and Questions cont.

- Today's NFL Stadium needs premium level hierarchy and sponsorships executed in ways the existing Dome isn't able to address.
  - Redistribute seating, additional seating in the Lower bowl, reduced seating at the upper levels specifically end zones and corners.
  - Add premium level seating options at mid-field seating areas. Add field level clubs on the sidelines.
  - Add field suites in the end zones.
  - Add sponsorship spaces specific to that sponsor.

Facility Requirements and Questions cont.

- NFL stadium designs need to have built in flexibility at the function level, not just at the finish level to respond to changing market demands so that premium seating can be expanded or reduced or rebranded economically.

- As the NFL program criteria for premium seating and spaces has changed, the team's ability to sell the type of premium seat products and spaces available in the Georgia Dome, has diminished, rendering the Georgia Dome incapable of being a stadium to take the franchise into the next 30 plus years.

Program Requirements

The Program Requirements taken into consideration by Populous in this Study are summarized below:

- 1.8 million square feet of total facility program.
- Total seating capacity of 66,000 to 72,000, and 80,000 for special events.
- Increasing seating capacity in the lower bowl and decreasing capacity in the upper deck.
- Deeper seat treads and wider seats in the lower seating bowl.
- Deeper seating treads and wider seats at the club seating level.
- Repositioning club seats from the mid-bowl club level to the field level.
- Adding stadium club under the lower level seating bowl.

Program Requirements cont.

- Providing end zone field level suites.
- Increase upper deck seating capacity within the 30 yard lines.
- Allowing for an operable roof.
- Changing the tread depth from 33” to 34” in the lower seating bowl.
- Changing the tread depth from 34” to 36” in the club level seating bowl.
- The requirement to increase the seating capacity of the lower bowl and reduce the non-sideline capacity of the upper seating bowl.
- A stadium that functions as an open air stadium but secondarily is able to be enclosed for a multitude of other events.

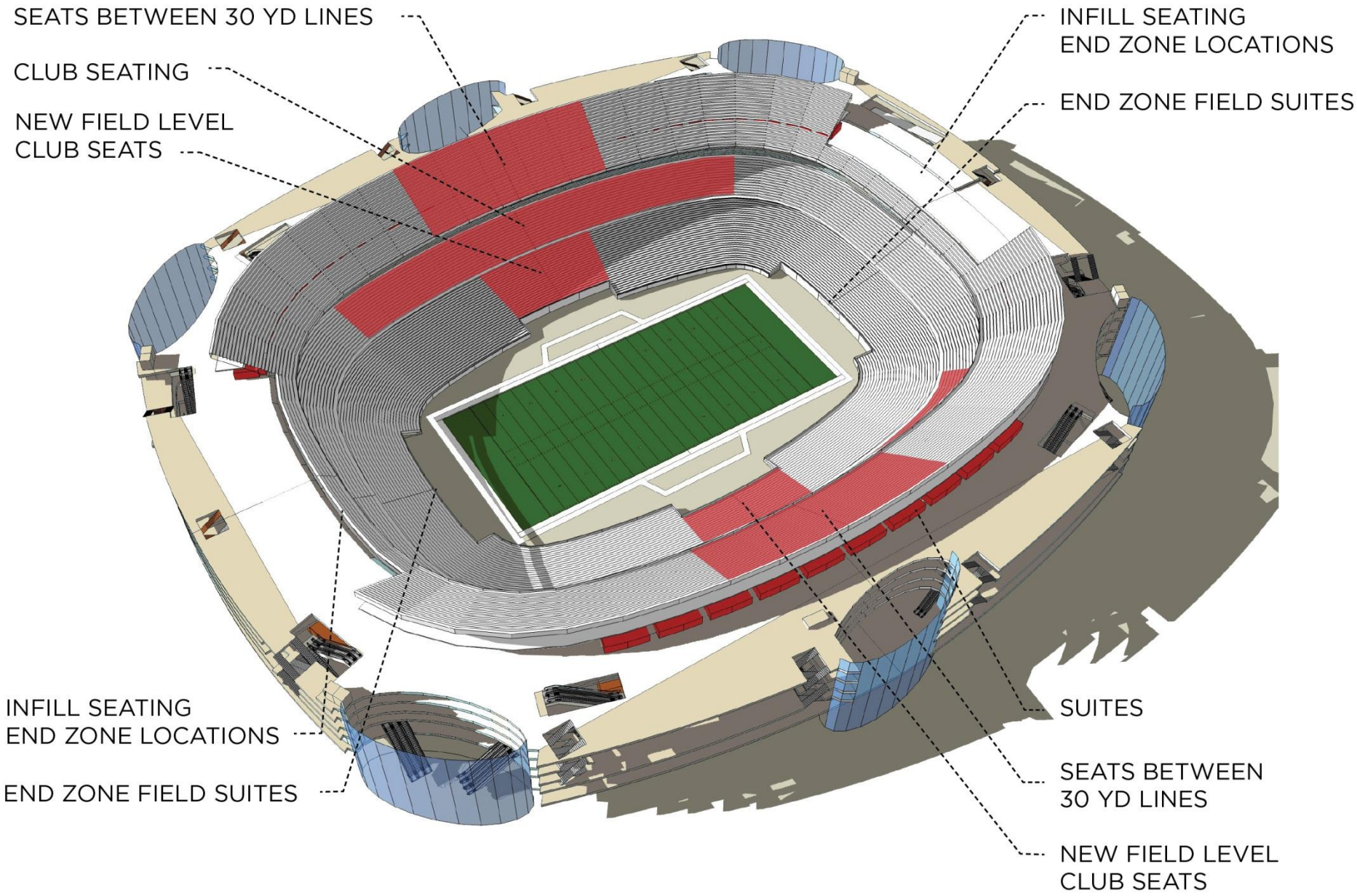
Seating Capacities

- The Georgia Dome could be expanded to achieve the 1.8 million square feet of total program.
- The Georgia Dome could not be modified to achieve the required total seating capacity of 66,000 to 72,000 game day capacity and 80,000 for special events. Modifying the Georgia Dome to meet, where possible, the program objectives results in the following capacities, which are less than required:

57,500	Net Game Day Seats
68,300	Special Event Seats

Roof Replacement

- Continued use of the Georgia Dome for Falcons games and GWCCA events during construction without interruption is not achievable.
- The first stadium closure would occur between January 2014 and September 2014 and the following work undertaken:
  - Club and lower seating bowl replacement.
  - Draining systems installed throughout the stadium.
  - Waterproofing the seating bowl and stadium concourses.
  - Outside the stadium, the four large corner towers would be constructed in preparation for roof installation and concourse expansion.
- The second stadium closure would begin in January 2015 and continue for a minimum of ten months to October 2015 and potentially for a full year or more. This closure is necessary for removing the existing roof structure and erecting the new operable roof.


SEATS BETWEEN 30 YD LINES
CLUB SEATING
NEW FIELD LEVEL CLUB SEATS
INFILL SEATING END ZONE LOCATIONS
END ZONE FIELD SUITES
INFILL SEATING END ZONE LOCATIONS
END ZONE FIELD SUITES
SUITES
SEATS BETWEEN 30 YD LINES
NEW FIELD LEVEL CLUB SEATS

Project Budgets

Project Budgets for Redeveloping the Georgia Dome and Constructing a New Stadium with an Operable Roof located on the GWCC Marshaling Yard. Assumes 2014 Dollars, 2017 Facility Opening.

	REDEVELOPED	NEW	DELTA
Stadium Budget			
Construction Costs	$665,800,000	$713,800,000	$48,000,000
Soft Costs	$173,100,000	$185,600,000	$12,500,000
Stadium Project Costs	$838,900,000	$899,400,000	$60,500,000
Site & Off-Site Budget			
Construction Costs	$17,300,000	$40,900,000	$23,600,000
Soft Costs	$3,100,000	$7,400,000	$4,300,000
Site Project Costs	$20,400,000	$48,300,000	$27,900,000
Total Project Costs	**$859,300,000**	**$947,700,000**	**$88,400,000**

Results of Utilizing the Georgia Dome

- Required modifications to the seating bowl do not achieve the desired game day or special event capacities.
- Continued use of the venue through construction is not possible.
- Based on the required modifications There is not a compelling difference between the cost of reconstructing and expanding the Georgia Dome versus the cost of building a new facility.

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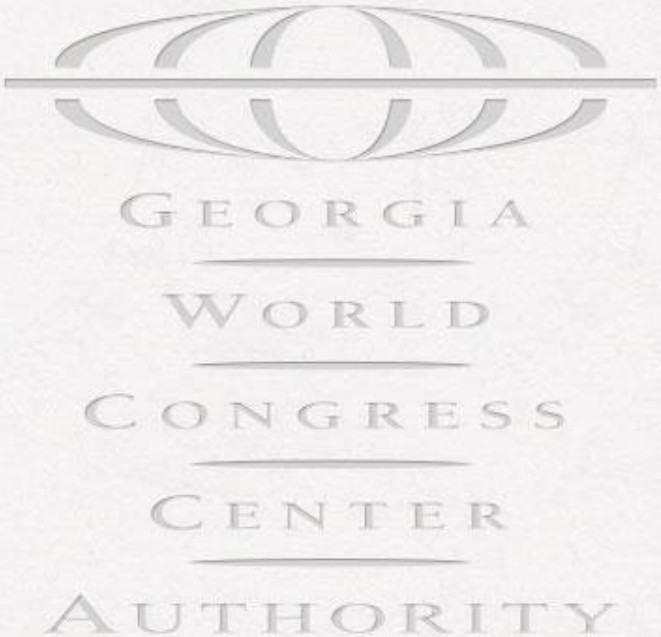
Current Status

Term Sheet- Objectives

- Key considerations for the GWCCA
  - Mitigate Operational and Capital Exposure
  - Preserve for the City and State "Legacy Events" under similar economic terms (e.g.- SEC Football Championship, etc.
  - Enhance state and city's future competitiveness
  - Ensure Falcons remain in the central city and on the GWCCA Campus

Term Sheet Objectives cont.

- Negotiated with Falcons a non-binding Business Term Sheet for a operable roof stadium on the GWCCA campus- Completed December 2012
- Initiated negotiations for development of a Memorandum of Understanding(MOU)
- Finalization of a MOU is on hold pending public financing decisions



Resources:

www.gwcc.com

and click on "Stadium Development"