

GWCC

HOK SPORT VENUE EVENT

LONG-RANGE MASTER PLAN: A PROGRAM OF OPPORTUNITIES

HOK **GWCC**
SPORT VENUE EVENT
EXECUTIVE SUMMARY

Long-Range Master Plan: A Program of Opportunities

Executive Summary

The purpose of this Long-Range Master Planning study is to identify, clarify and shape future opportunities for the Georgia World Congress Center Authority and its campus. The planning process focused on the potential for renovating the Georgia Dome, or defining and locating a new stadium on the campus, and future programmatic needs of the Georgia World Congress Center. Alternative planning strategies considered beneficial relationships between the GWCC and adjacent neighborhoods and addressed public spaces within the campus.

A multi-disciplinary team of consultants led by HOK Sport Venue Event, working with GWCC leadership and Board of Directors, conducted a participatory planning process over a nine month period. This process resulted in the development of design alternatives for shaping the future of the World Congress Center.

The Authority enjoys a strong reputation for providing superior facilities and related services. This study is part of an on-going process to improve customer experience and service, and promote positive economic impacts on local and regional economies.

The need to initiate a Master Planning effort, and contemplate future opportunities, is driven by many practical considerations. The GWCC has enjoyed 30 years of growth and development and Atlanta is in the top tier of convention destinations. As the Congress Center has matured, downtown Atlanta has grown, benefitting from significant public and private investment. This investment has fundamentally improved the Congress Center setting and visitor experience. Influenced by this success, the surrounding neighborhoods and GWCC are optimistically anticipating the future.

The broad objectives of the planning study were: to obtain key stakeholder input on strategic direction; review existing space utilization for GWCC venues and campus; review any currently planned capitol efforts; provide alternative sites for recommended expansion of current, new or renovated facilities, and provide programmatic components for recommended facilities.

The geographic boundaries for the GWCC Master Plan study are shown on a large scale aerial map of the Atlanta area.

The Master Planning efforts included analysis of:

- The GWCC campus and buildings (fig.1)
- Renovation of the Georgia Dome
- Replacement of the Georgia Dome with a New Football Stadium
- Renovation of the GWCC
- Expansion of the GWCC



fig.1 GWCC Master Plan Study Boundary

sign opportunities explored during the process, including improvements to the physical space that defines the GWCC, Dome and Centennial Olympic Park and programmatic requirements for potential future projects on the campus.

(The results of the sessions are included in the Long-Range Master Plan as Appendix A.)

Design

The following graphic portion of the Long-Range Master Plan details the design process and the results of that process. It is divided into the following chapters;

- Urban Design Analysis and Opportunities explores the relationship of the Congress Center to its neighbors and opportunities for addressing each of the top six issues expressed by the Idea Forums.

- Connections
- Image
- Traffic
- Way finding
- Setting
- Security

- Planning Strategies** identifies two fundamental strategic initiatives which provide distinctly different pathways into the future. There are two major decisions to make regarding the next phase of development for the GWCC.

“Stay or Go” considers both a renovation of the Georgia Dome or potential locations for a new football stadium. “Out or Up” examines potential locations for future exhibit halls, conference center, and ballroom. “Out or Up” explores the possibility of building on available unoccupied land (Out) or stacking exhibit halls and increasing site density (Up) in the future.

Process

Idea Forums

To begin the Long-Range Master Planning effort a series of four Idea Forums were held (fig 2). These forums included: GWCC Customer group; Dome Customer group; Community/Downtown/Stakeholder group; and the Board of Directors. These sessions explored ways in which various user groups currently evaluate and perceive GWCC facilities and asked about their vision of the future for each facility. We asked each group three questions: What’s working? What’s not working? What’s missing?

Based on feedback from the Idea Forums six issues emerged as common themes in all four forums:

- Connections to Neighborhoods and City Center (fig.3)
- Image/Sense of Place
- Traffic/Parking/Circulation
- Way finding/Pedestrian Circulation
- Setting/Environment/Amenities (fig.4)
- Security

Together these six categories became the foundation for evaluating planning and de-



fig.2 Idea Forums



fig.3 Connect to places of value



fig.4 Create an open space system

•**Master Planning Alternatives** presents five comprehensive scenarios for future improvements to the Congress Center.

Alternative 1 (fig.5) depicts a renovated and expanded Georgia Dome, a new exhibit hall south of the Dome, and a renovated Exhibit Hall A, with a new conference center, and ballroom facing Marietta Street. The new hall and a future hotel are organized around the existing park, completing a building quad in the center of the site.

Alternative 2 describes a renovated and expanded Georgia Dome and a new Exhibit Hall A which contains stacked exhibit halls, a new conference center, and ballroom facing Marietta Street. Land area south of the dome is reserved for future market driven development facing MLK and North Side Drive.

Alternative 3 locates a new Football Stadium south of the current Dome. Since the footprints of the facilities overlap, this option requires the team to play elsewhere for two seasons. Expansion for a new exhibit hall occurs north of Adams Street and Exhibit Hall A is renovated to include a new conference center and ballroom. At the heart of the plan is a park, continuing the existing green space to North Side Drive.

Alternative 4 (fig.6) locates a new Football Stadium south of the Dome and a new Exhibit Hall A with stacked exhibit halls, conference center, and new ballroom.

Alternative 5 sites a new Football Stadium on the north edge of campus, locates a new exhibit hall on the old Dome site, extends Andrew Young International Boulevard west to North Side Drive, renovates Exhibit Hall A with a new conference center and ballroom, and reserves site area adjacent to MLK and North Side Drive for future development.



fig.5 Alternative 1



fig.6 Alternative 4

•**Hall A Options** explores three design alternatives for renovating or reconstructing Exhibit Hall A. These Options examine each level of Hall A and propose a range of improvements for future consideration. Two design concepts are consistent in each Option. These ideas are: creating a new front door on Marietta Street; and proposing an elevated link connecting all three existing Halls on the north edge of the campus.

All of these concepts “jump the tracks”, building over railroad right of way, with new building program on the “green” parking lots. This core concept of creating a new front door for the Congress Center on Marietta Street is consistently demonstrated within each Option. Each alternative depicts an elevated walkway, or link, intended to connect Exhibit Halls A, B, and C at an upper level. The link provides an opportunity to create a circulation loop within the complex. Part of this loop system is already in place, and the walkway would provide an alternative to the cul-de-sac pedestrian experience found in each pre function area.

Option 1 (fig.7) proposes maintaining the existing exhibit space, renovating Hall A systems and finishes, and constructing a new Conference Center and 100,000 square foot Ballroom adjacent to the existing Hall. Ground level retail is proposed continuously along Marietta Street, anticipating “restaurant row” and the new Hard Rock Hotel. A new parking structure is included as part of this concept.

Option 2 (fig.8) explores a totally new Hall A, taking advantage of the existing site area occupied by the first Congress Center building built in 1977. This option rebuilds the exhibit hall at its current elevation, and allows a new Conference Center, meeting rooms, Ballroom and Auditorium to be constructed over the new hall.

Option 3 (fig.9) looks to the future and proposes that the next exhibit hall expansion, adding 300,000 square feet or more to the current inventory, would occur on the site currently occupied by Hall A. The expansion would be achieved by stacking two new exhibit halls where one exists today. The other program elements are consistent with Option 2, providing a new Conference Center, Ballroom, and Auditorium, with ground level retail space along Marietta.



fig.7 Hall A Option 1



fig.8 Hall A Option 2



fig.9 Hall A Option 3

•Stadium

Case Studies of recent renovations at Arrowhead Stadium (fig.10) in Kansas City and Dolphins Stadium (fig.11) in Miami are representative of current thinking regarding stadium expansion in the NFL. These case studies demonstrate that, while the Georgia Dome is currently comparable in terms of overall square footage to recently expanded facilities, additional building area is required.

Opening in 1992, the Georgia Dome fits within the category of new NFL facilities. While the service level of the stadium has adequate space, the concourse areas serving the majority of patrons are narrow, congested, and do not offer the level of service for food sales, restrooms, and other amenities found in recently renovated, or new, stadiums. Suite and Club Seat amenities, which drive revenues for the state and team, are undersized relative to those offered in comparable new facilities.

Expanded Georgia Dome Plans (fig.13) depict a concept for renovating and expanding this stadium. With the physical expansion of building uses and functions, principally along the sides of the building, and a rearrangement of spaces

within each level of the Dome, the stadium can be made comparable to the new facilities being built today. The existing structure does limit options for locating premium seating. A new operable roof can be added but will likely require an independent structure for support.

A New Stadium (fig.12) provides the ultimate flexibility in configuration and location. The provisions in new stadiums are represented by Reliant Stadium in Houston Texas and University of Phoenix Stadium in Glendale Arizona. Every aspect of the facility can be idealized maximizing fan experience, premium seating, variety of club spaces, branding and sponsorship. The design of an operable roof can be integrated into the overall design of the building.



fig.13 Expanded / Renovated Georgia Dome



fig.10 Arrowhead Stadium Renovation



fig.11 Dolphin Stadium Renovation

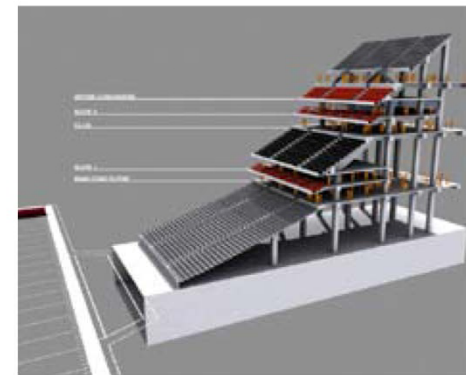


fig.12 New Stadium Potential Sideline Section

Next Steps

This Long-Range Master Plan is meant to clarify and shape opportunities for the future of the Georgia World Congress Center. The Plan is not definitive or prescriptive, as the decision regarding the football stadium will largely determine the future of the Congress Center and its campus. However, these alternative views looking ahead provide flexibility and insight in determining a framework for future development.

While this study has focused on the potential for a new or renovated Georgia Dome and future expansion of the Congress Center, the Idea Forums revealed a united constituency of neighbors, staff and customers concerned with “place making” (figs 14,15). Clearly, maintaining and improving GWCC’s place within the city and continuing to improve customer experience, are as important as the major strategic decisions regarding the future of the Dome and Congress Center.



fig.14 Marietta Opportunities



fig.15 Marietta Opportunities

URBAN DESIGN

ANALYSIS
OPPORTUNITIES

PLANNING STRATEGIES

STAY OR GO
OUT OR UP

MASTER PLAN ALTERNATIVES

EXPANDED STADIUM
NEW STADIUM
HALL A/GWCC

HALL A OPTIONS

STADIUM

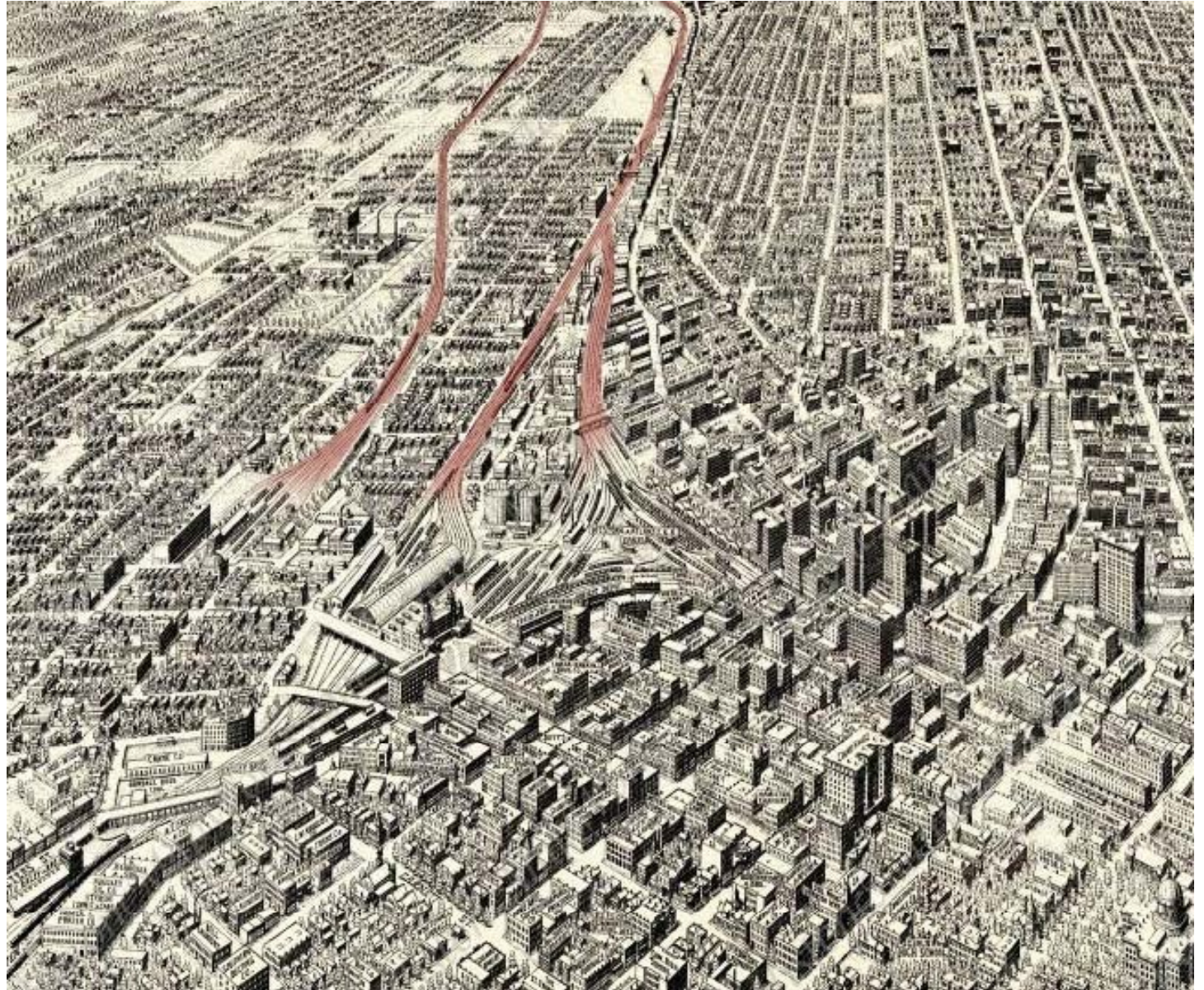
INDEX:GWCC

URBAN DESIGN:GWCC

ANALYSIS | OPPORTUNITIES | STRATEGIES | ALTERNATIVES

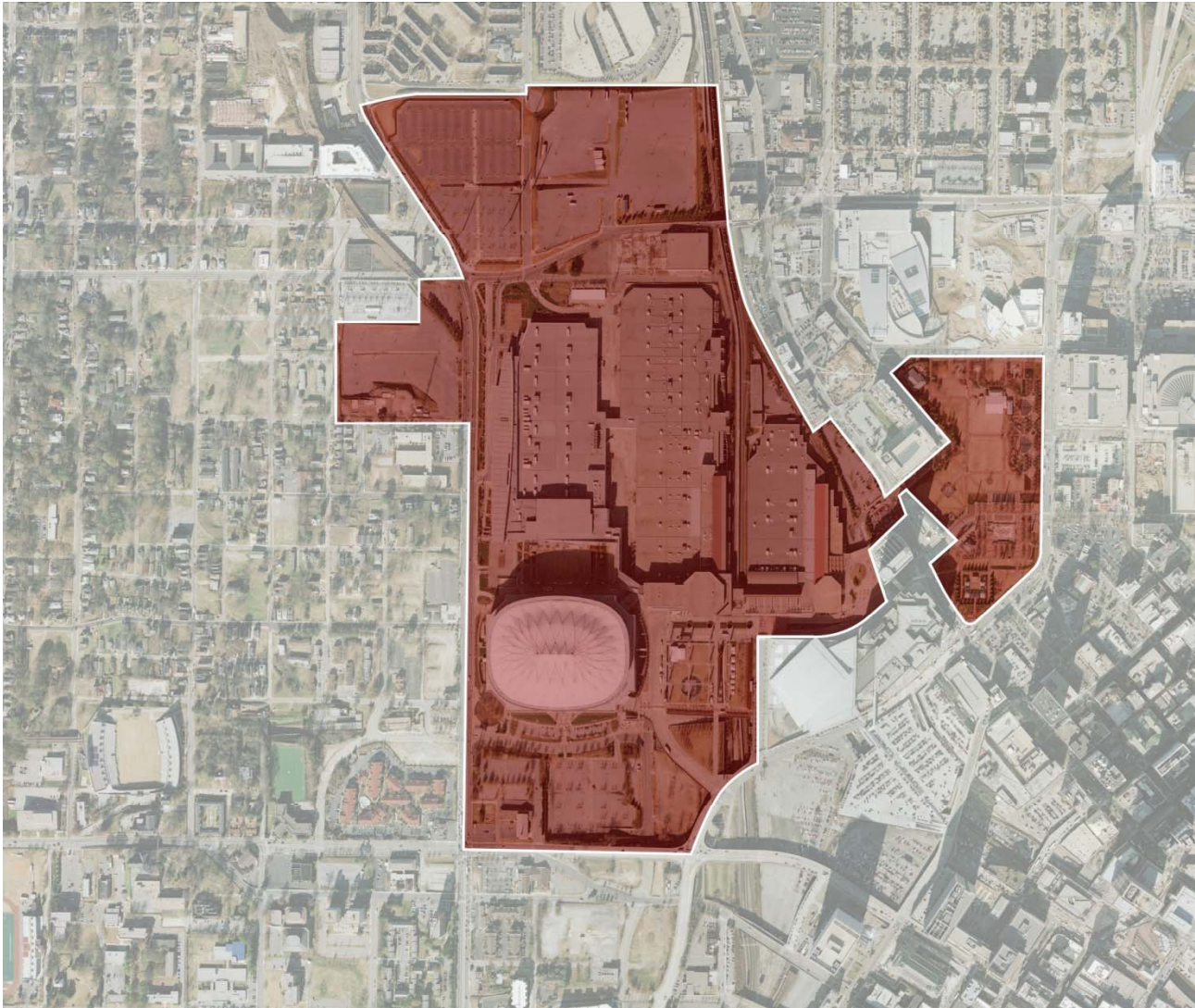
ANALYSIS:GWCC

Atlanta - 1919



Georgia World Congress Center





GWCC STUDY AREA



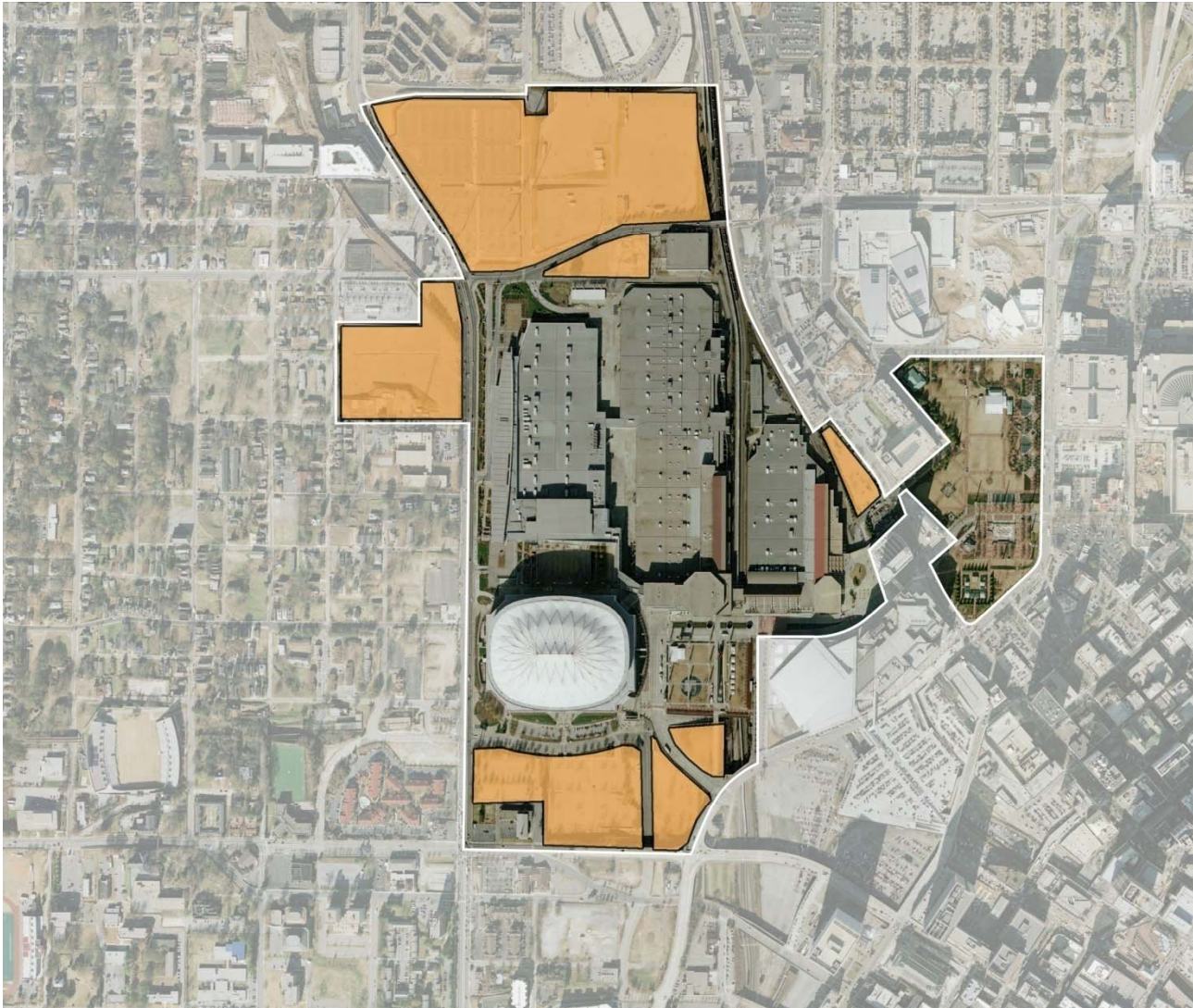
GWCC STUDY AREA VEHICLE ENTRY POINTS



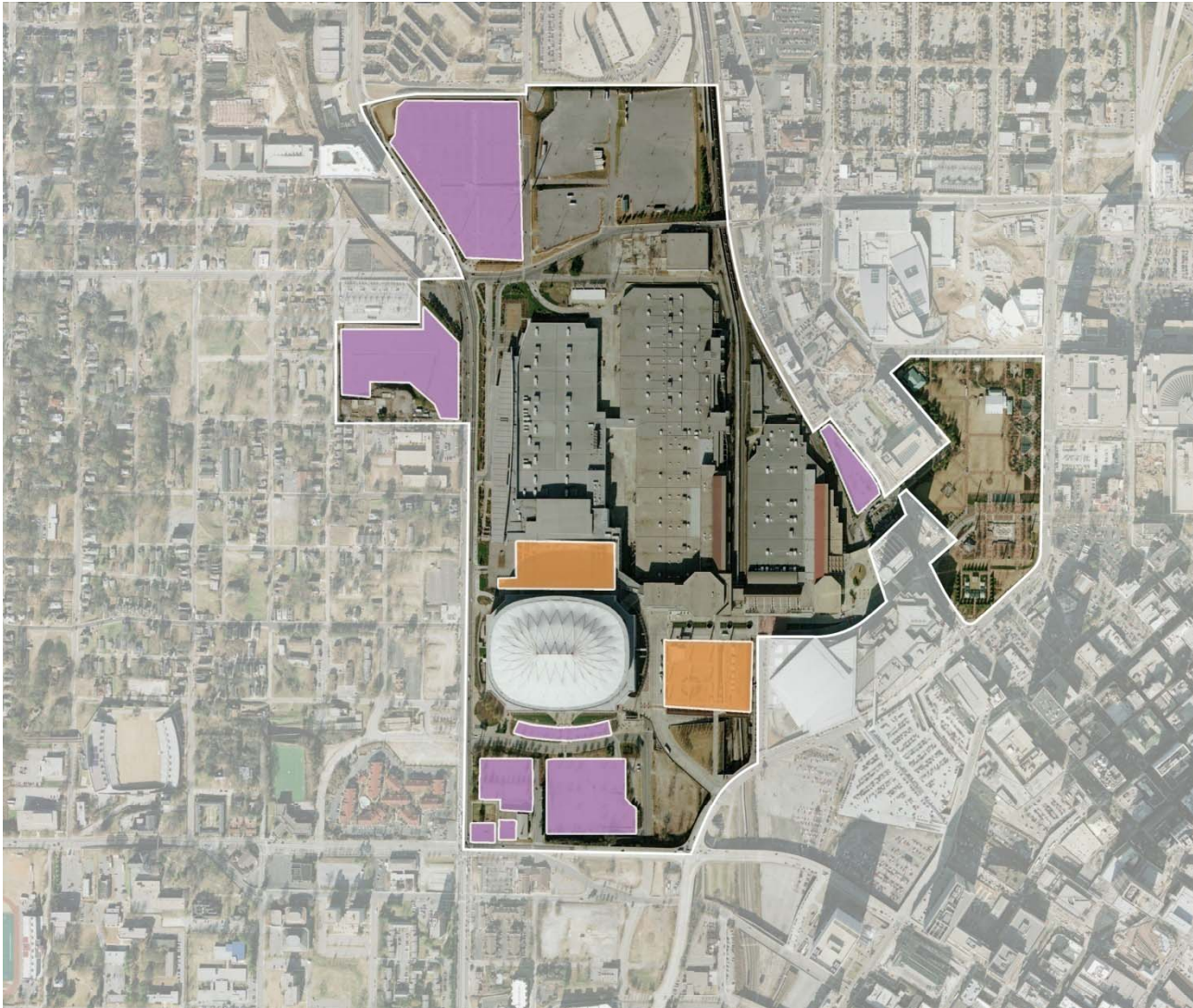
GWCC STUDY AREA PEDESTRIAN ENTRY POINTS



GWCC STUDY AREA MARTA STATIONS



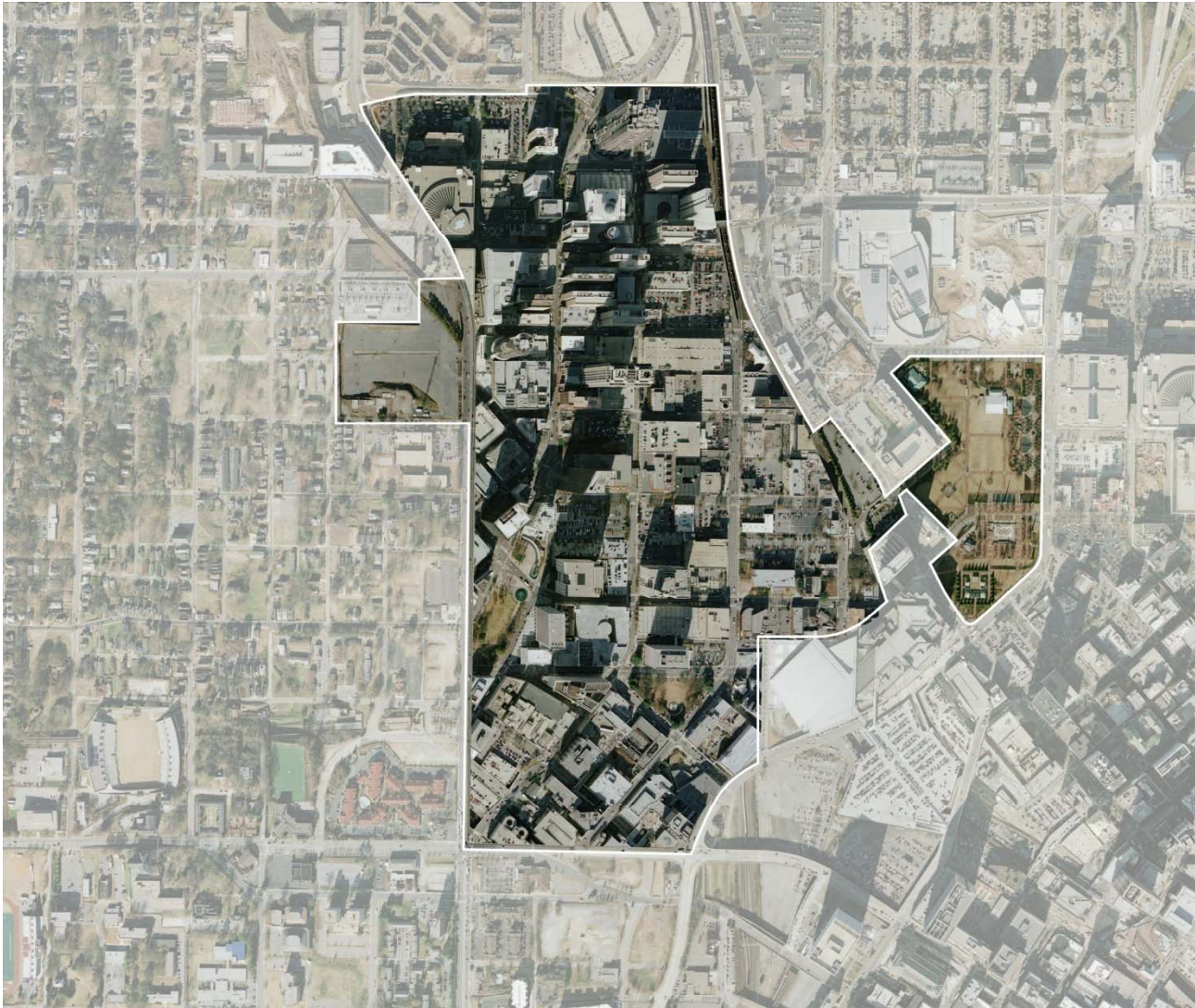
GWCC STUDY AREA UNDEVELOPED AREA -44 ACRES



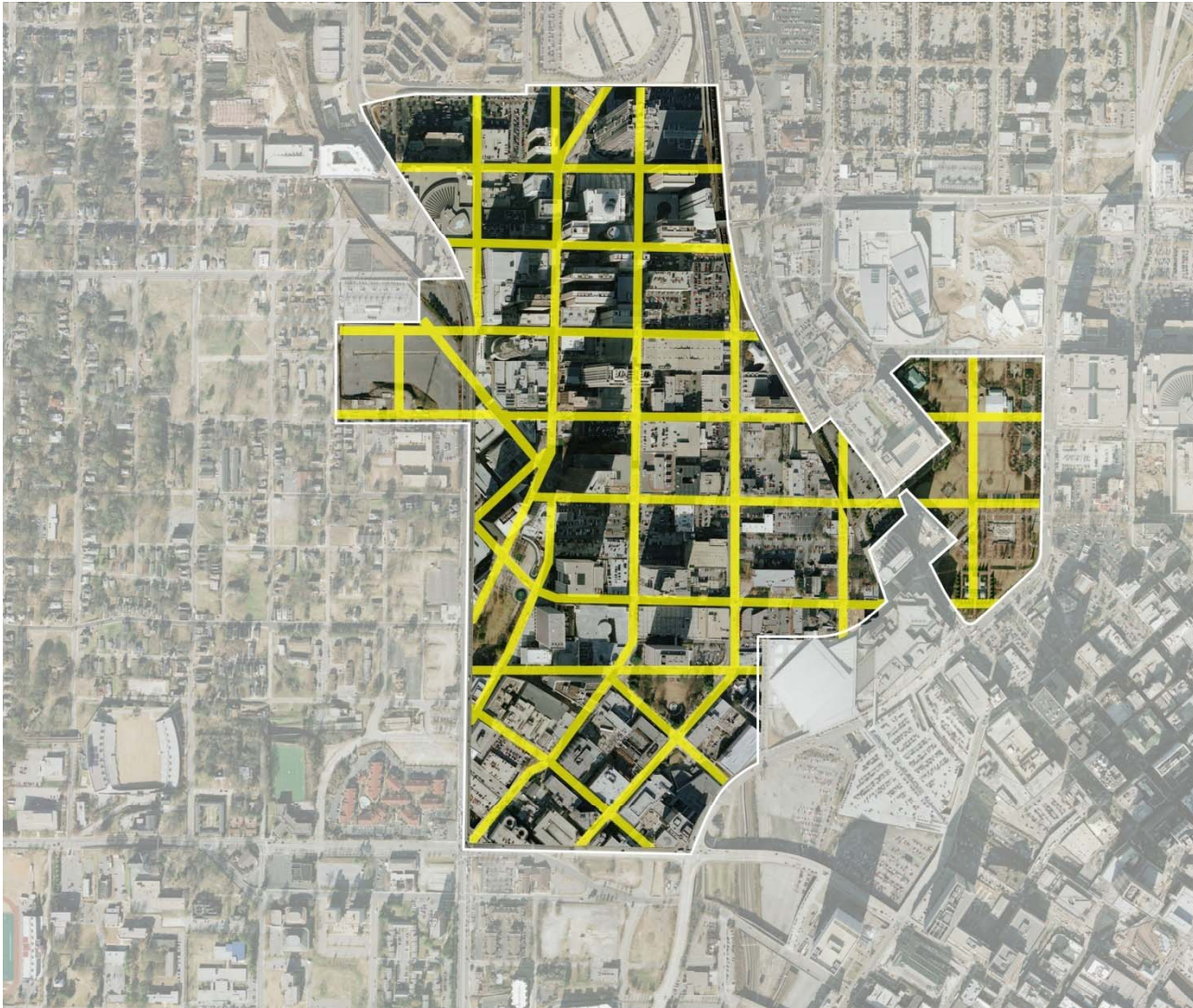
GWCC STUDY AREA PARKING INFRASTRUCTURE



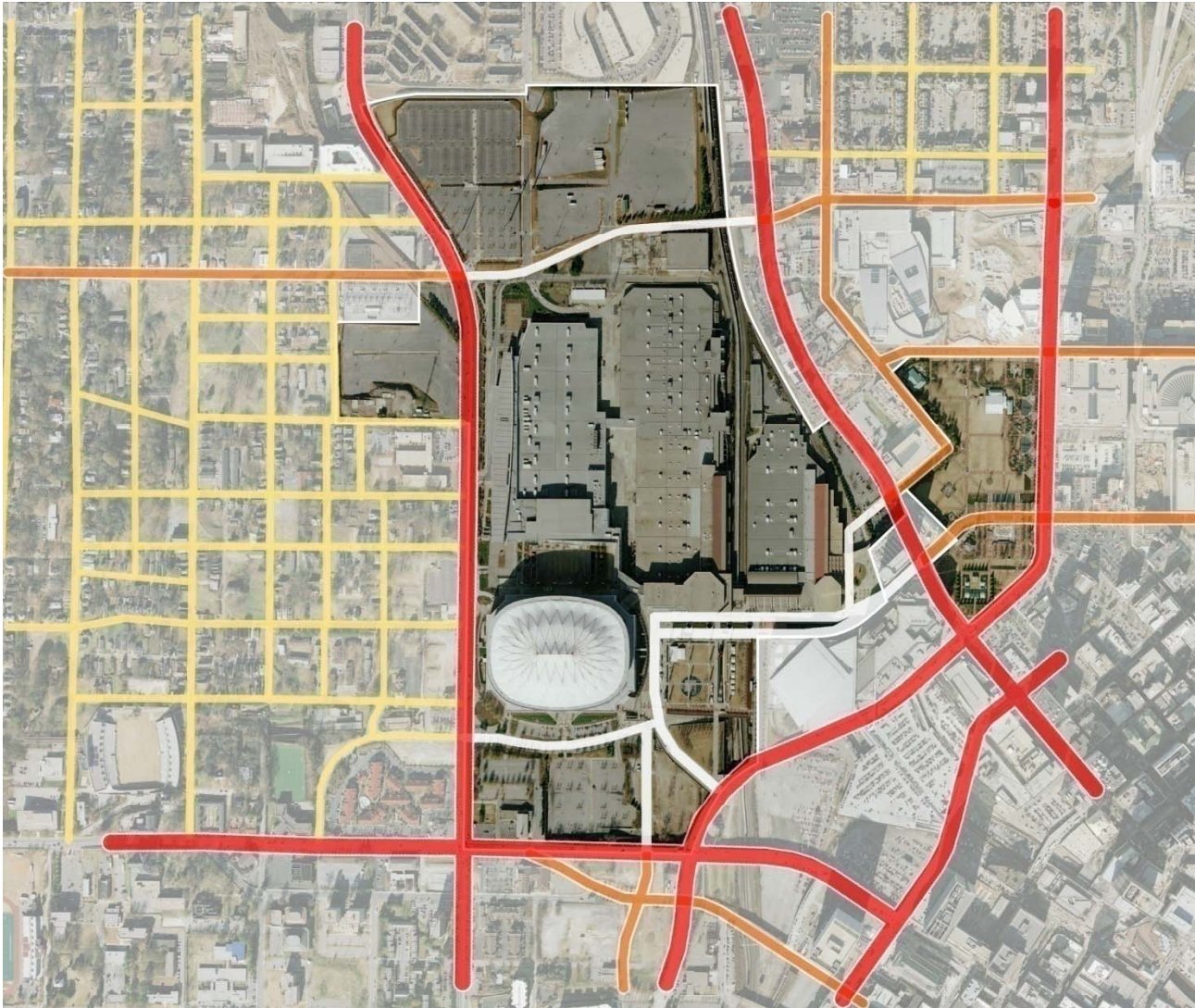
AIRPORT COMPARISON



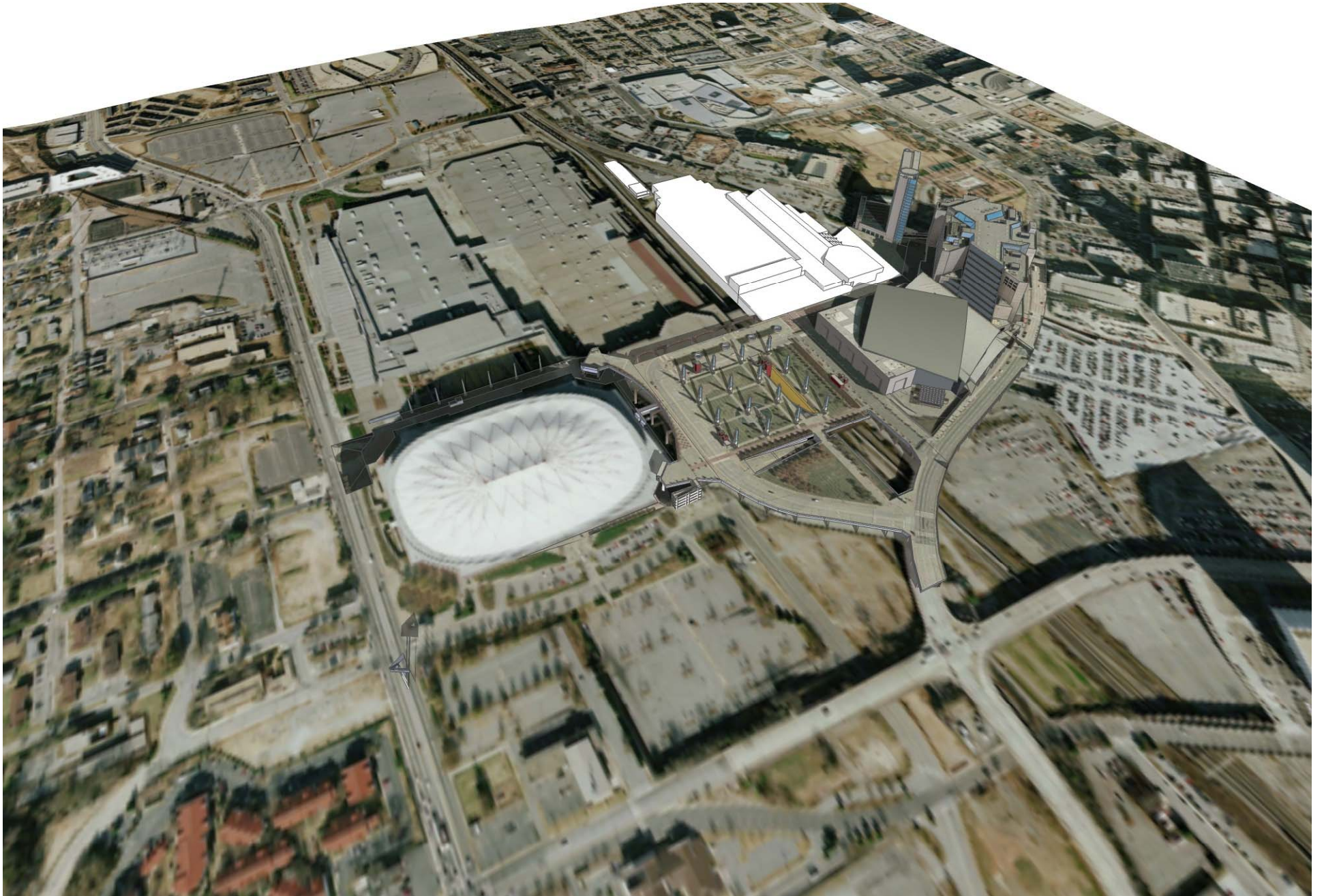
DOWNTOWN COMPARISON



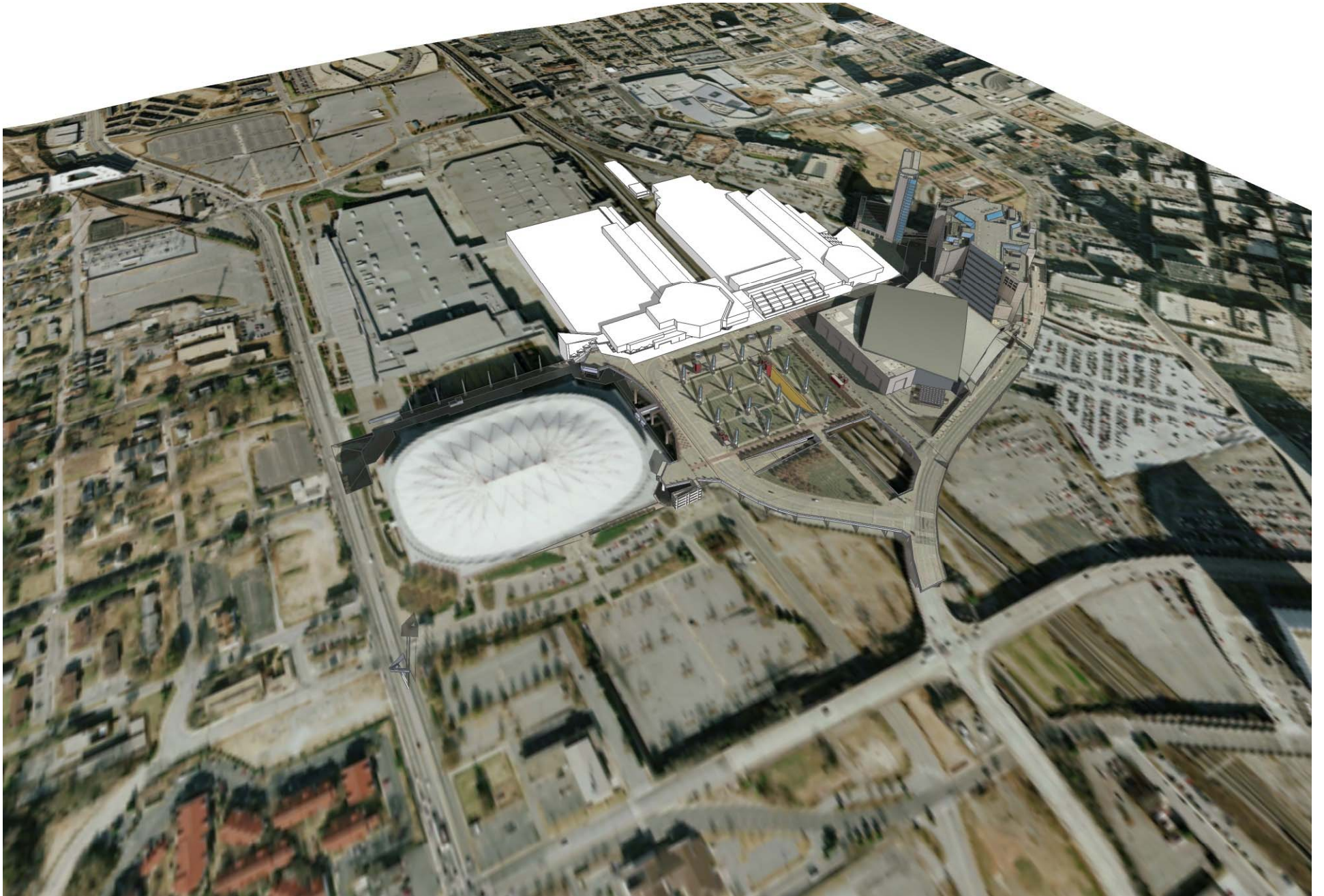
DOWNTOWN COMPARISON STREET NETWORK



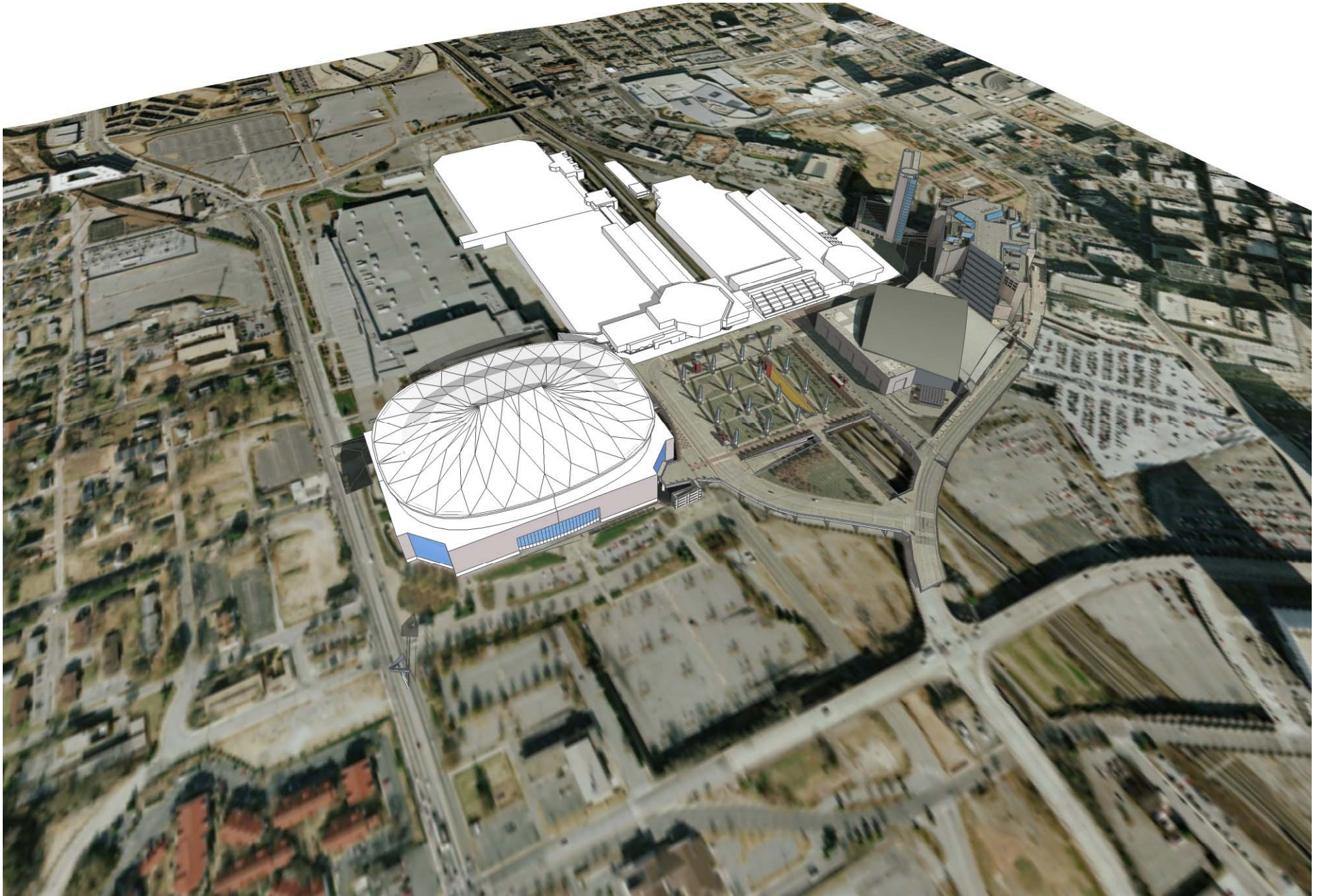
GWCC STUDY AREA STREET NETWORK



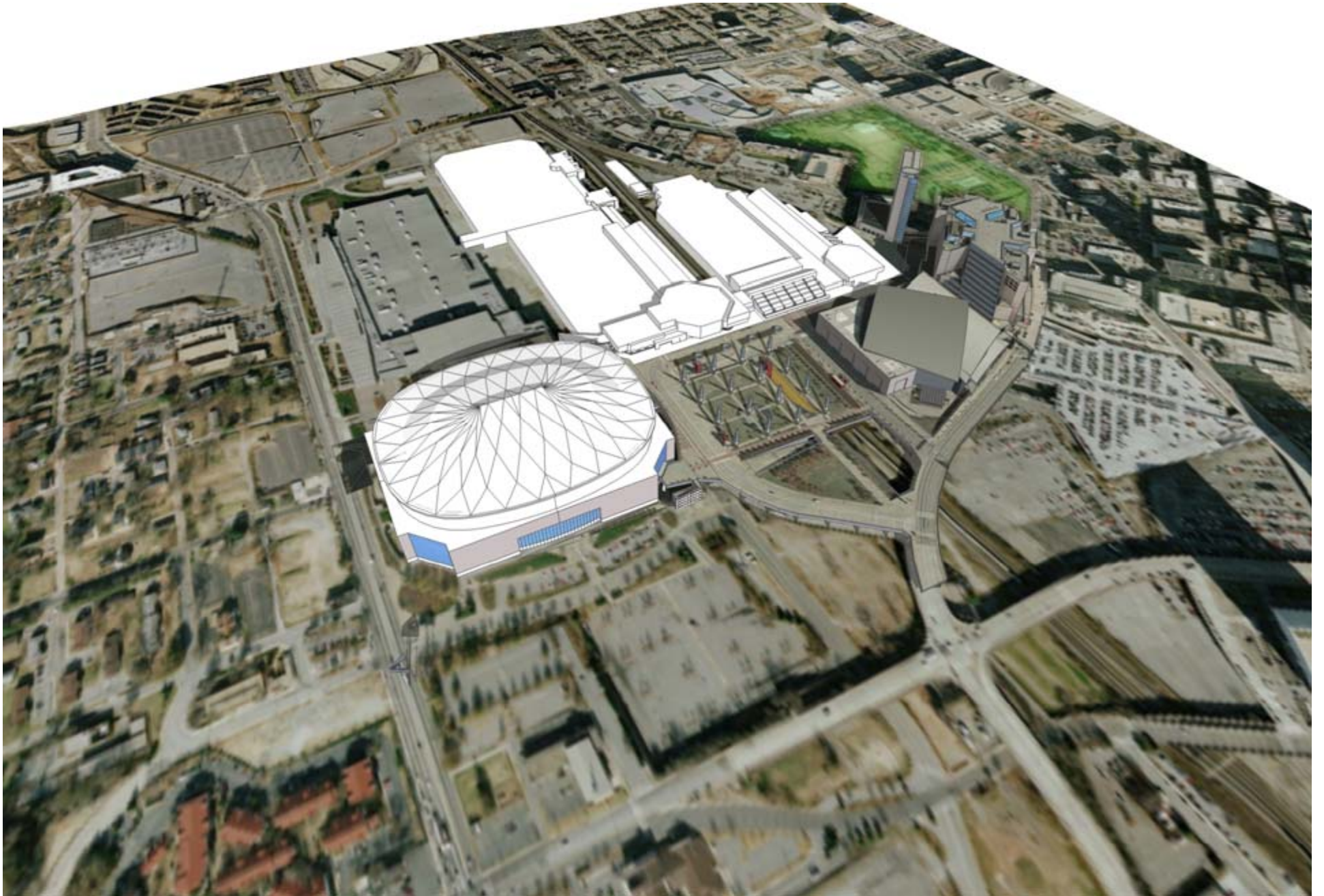
HISTORY: HALL A 1976



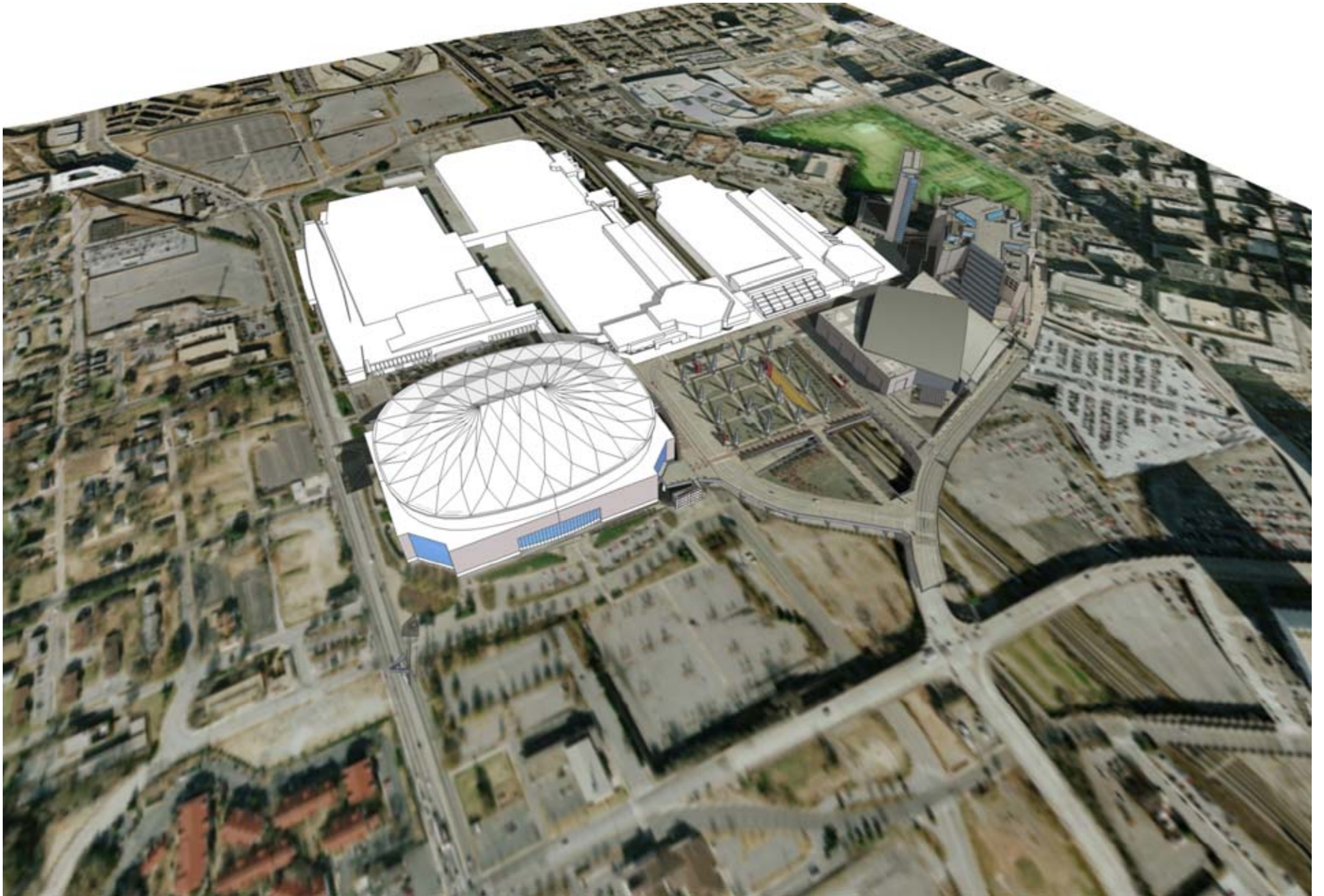
HISTORY: HALL B 1985 EXPANSION



HISTORY: HALL B EXPANSION | GEORGIA DOME 1992



HISTORY: PARK EXPANSION



HISTORY: HALL C EXPANSION 2002

OPPORTUNITIES:GWCC

CONNECTIONS | IMAGE | TRAFFIC | WAYFINDING | SETTING | SECURITY

CONNECTIONS TO NEIGHBORHOODS and CITY

IMAGE / SENSE OF PLACE

TRAFFIC / PARKING / CIRCULATION

WAYFINDING / PEDESTRIAN CIRCULATION

SETTING / ENVIRONMENT / AMENITIES

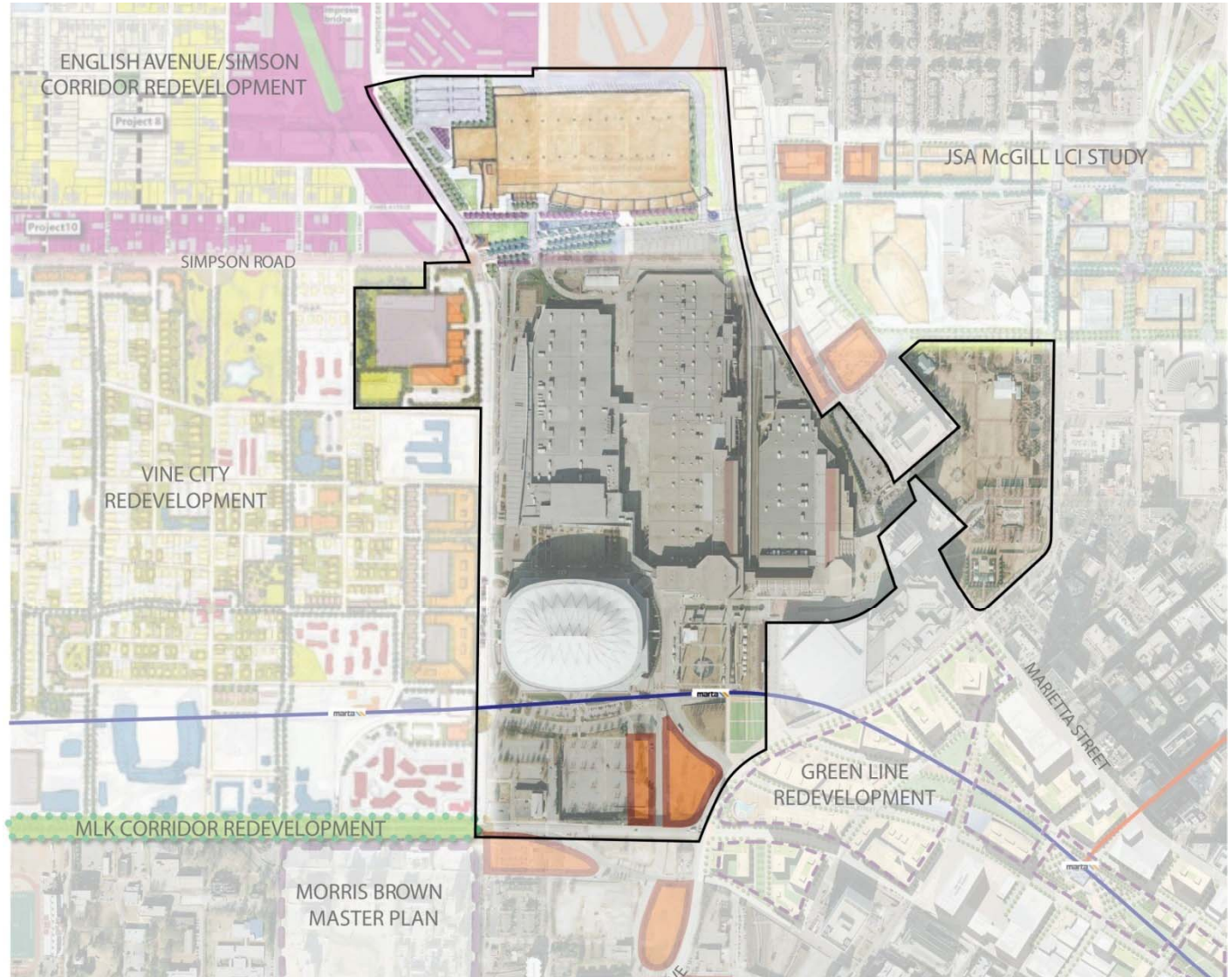
SECURITY

OPPORTUNITIES:GWCC

CONNECTIONS | IMAGE | TRAFFIC | WAYFINDING | SETTING | SECURITY

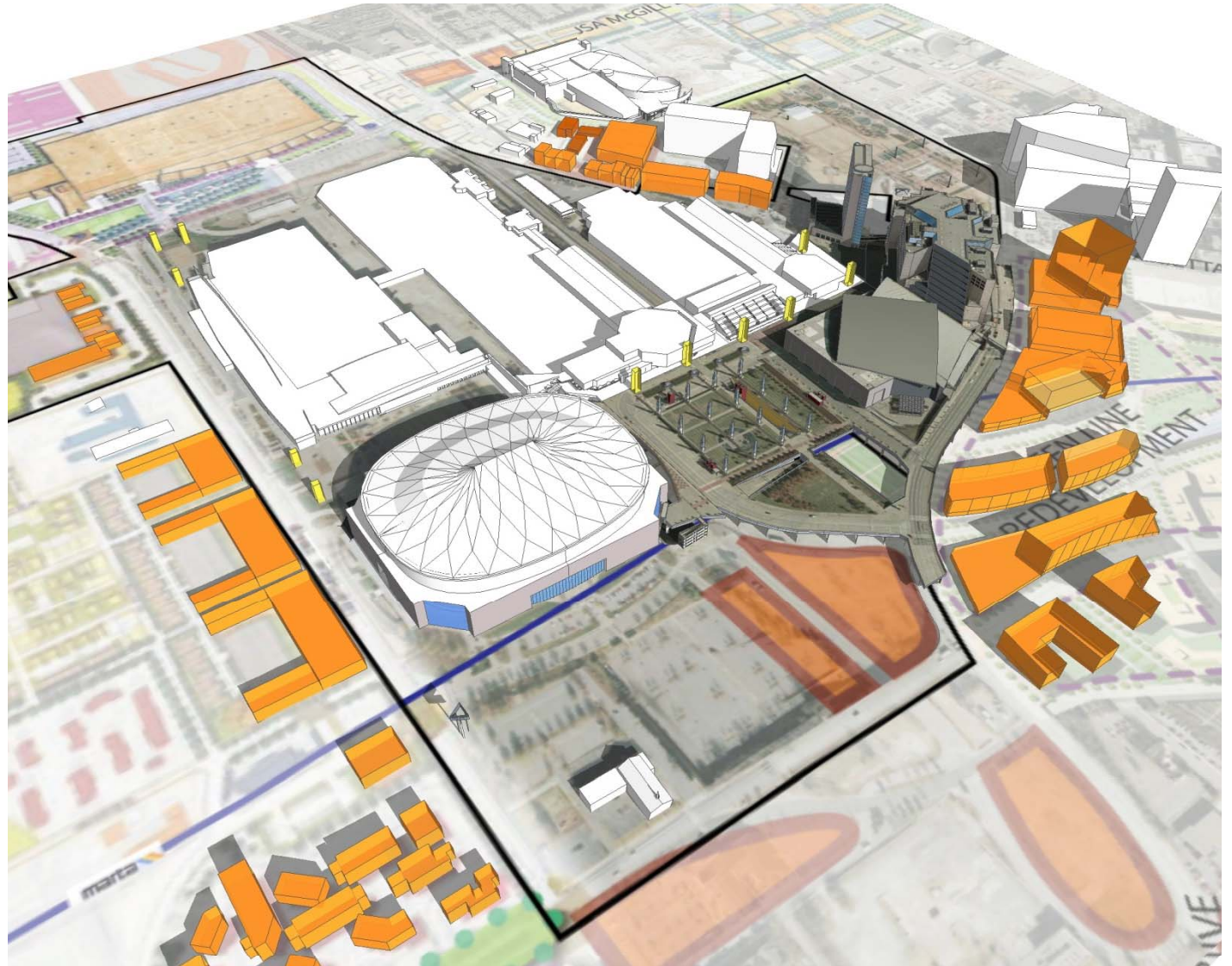
CONNECTIONS:GWCC

CONNECTIONS TO NEIGHBORHOODS AND CITY CENTER



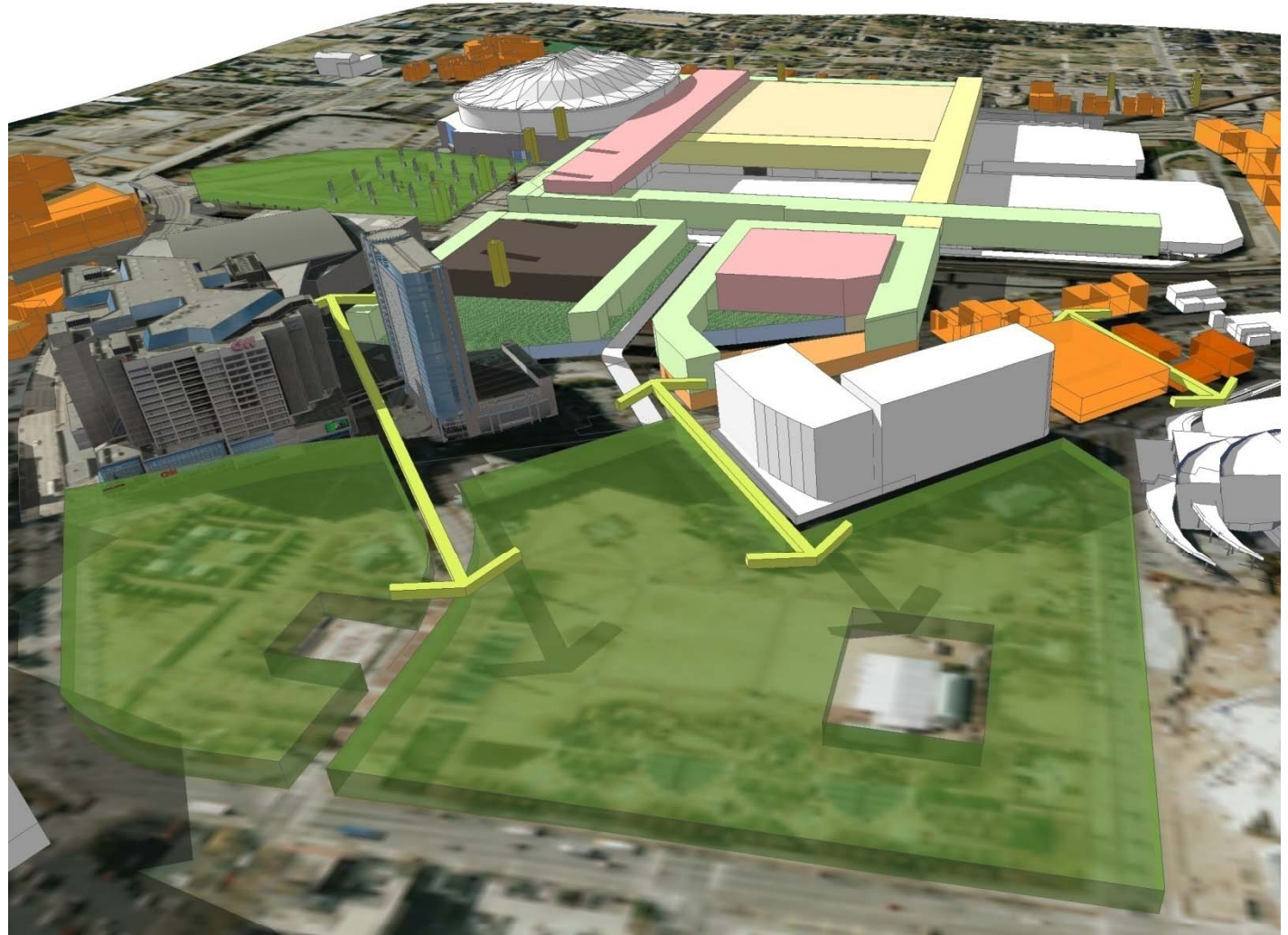
ANTICIPATE THE FUTURE CITY

CONNECTIONS TO NEIGHBORHOODS AND CITY CENTER



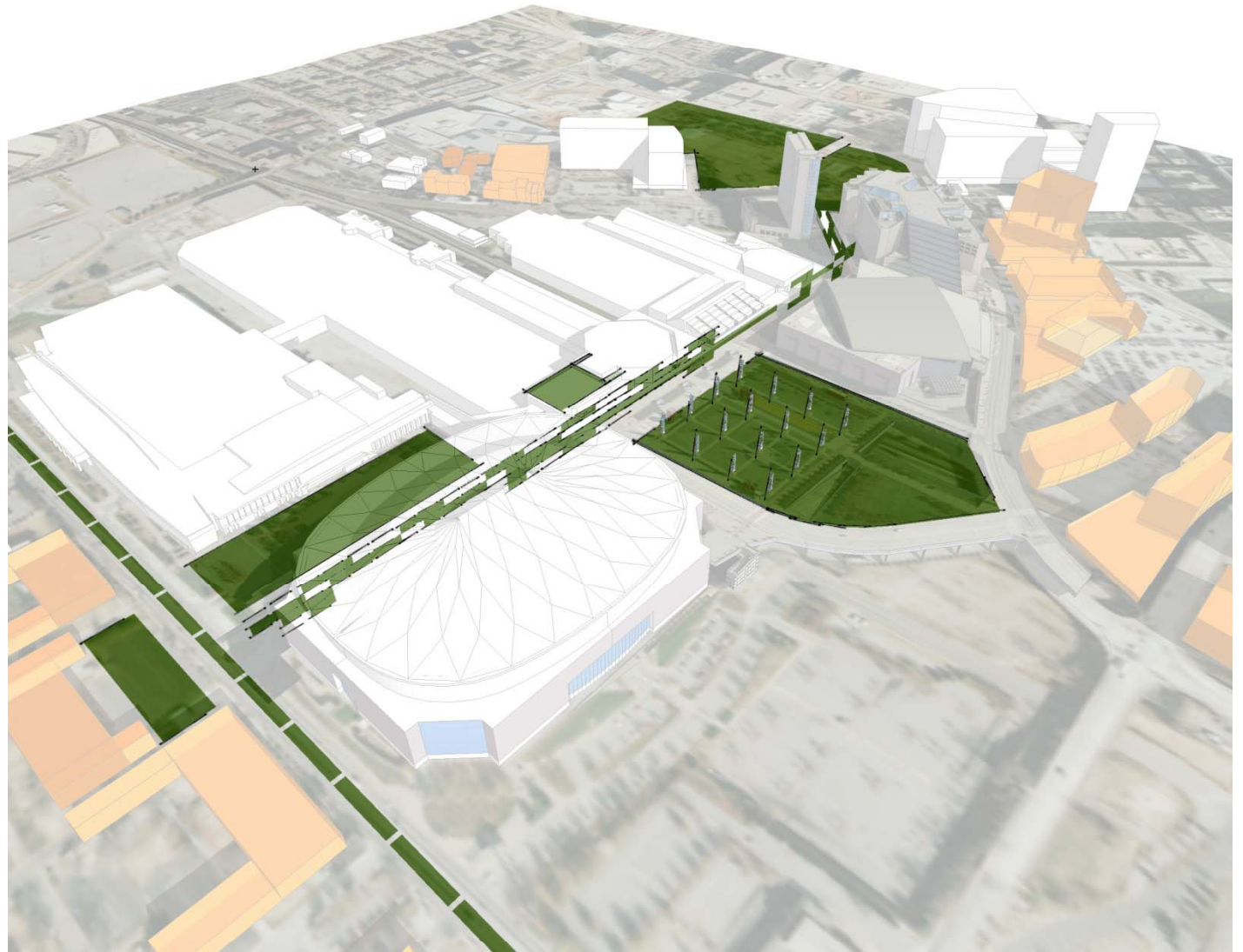
PARTNER WITH THE NEIGHBORHOODS

CONNECTIONS TO NEIGHBORHOODS AND CITY CENTER



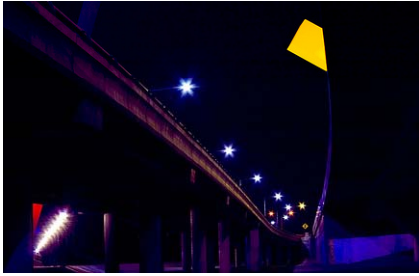
CONNECT TO PLACES OF VALUE

CONNECTIONS TO NEIGHBORHOODS AND CITY CENTER



CREATE AN OPEN SPACE SYSTEM

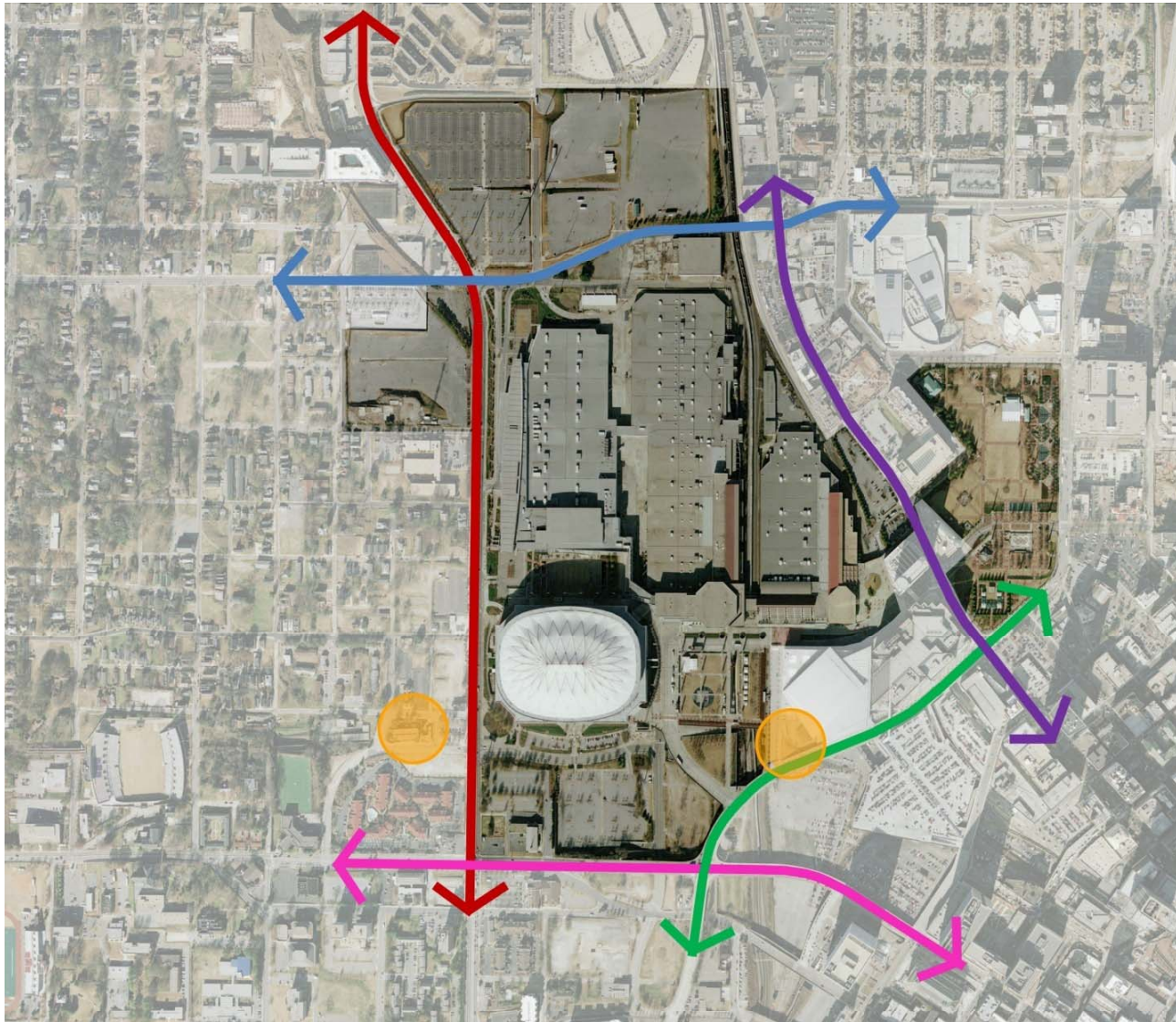
CONNECTIONS TO NEIGHBORHOODS AND CITY CENTER



DEFINE GATEWAYS AND BOUNDARIES

IMAGE:GWCC

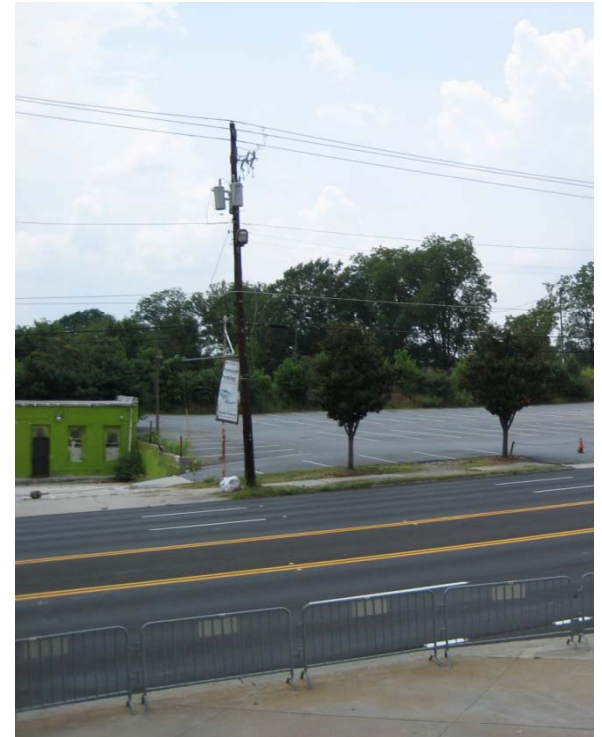
IMAGE/SENSE OF PLACE



- 1. Northside Drive
- 2. MARTA Stations
- 3. Simpson Ave./ Jones St. Corridor
- 4. Centennial Olympic Park Drive
- 4. Martin Luther King Jr. Drive
- 5. Marietta Street

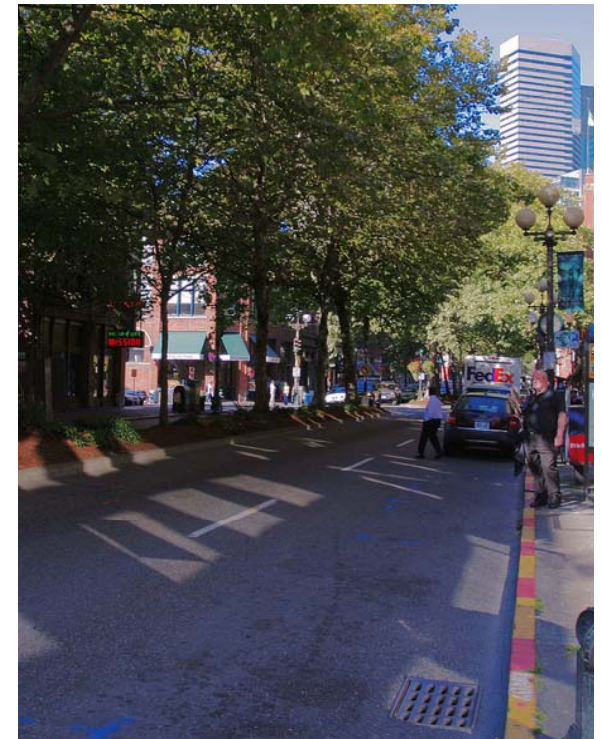
SITE BOUNDARIES & EDGES

IMAGE/SENSE OF PLACE



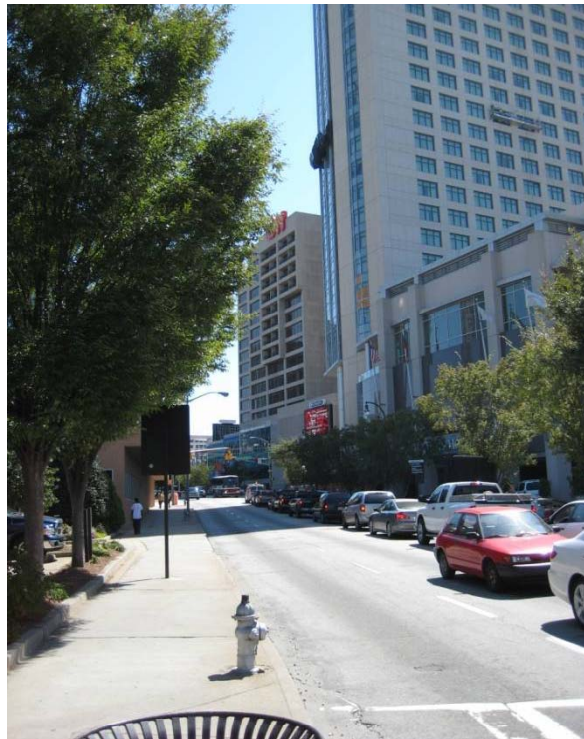
NORTHSIDE DRIVE EXISTING

IMAGE/SENSE OF PLACE



NORTHSIDE DRIVE OPPORTUNITIES

IMAGE/SENSE OF PLACE



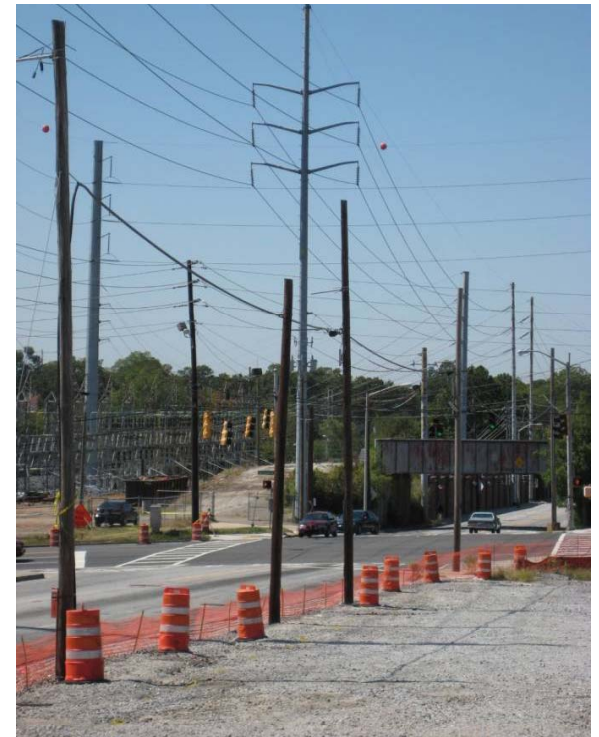
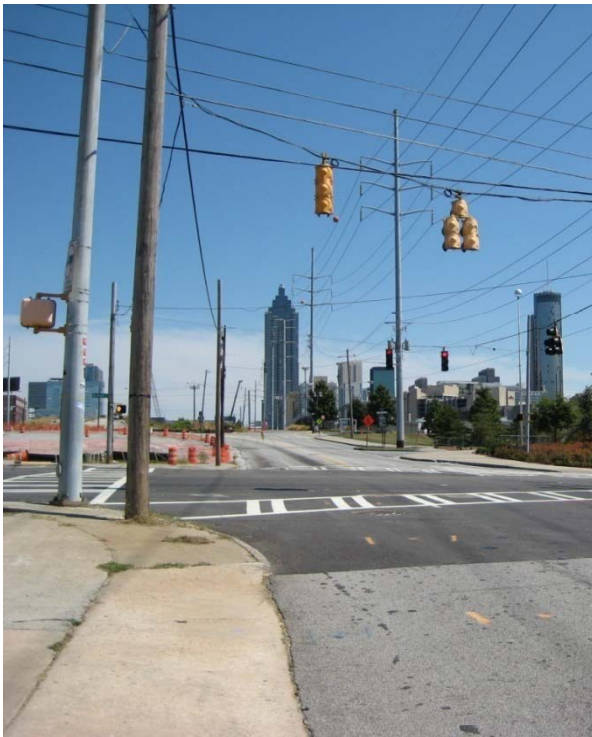
MARIETTA EXISTING

IMAGE/SENSE OF PLACE



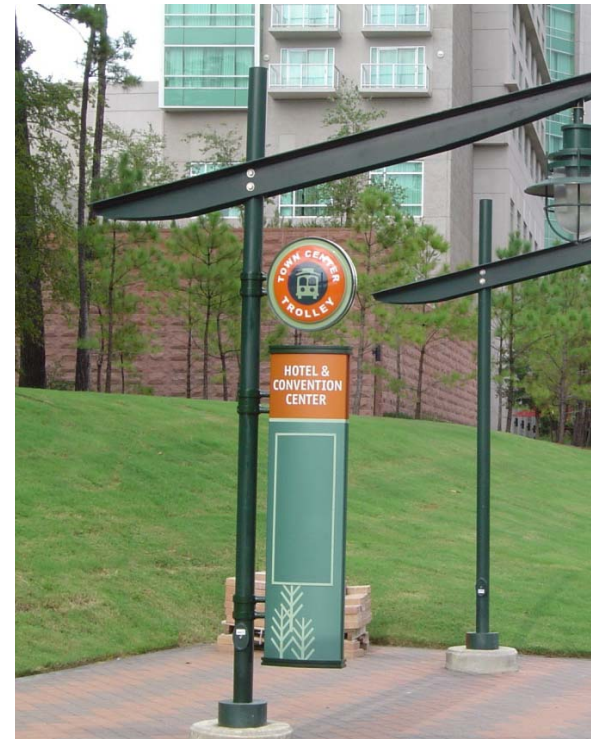
MARIETTA OPPORTUNITIES

IMAGE/SENSE OF PLACE



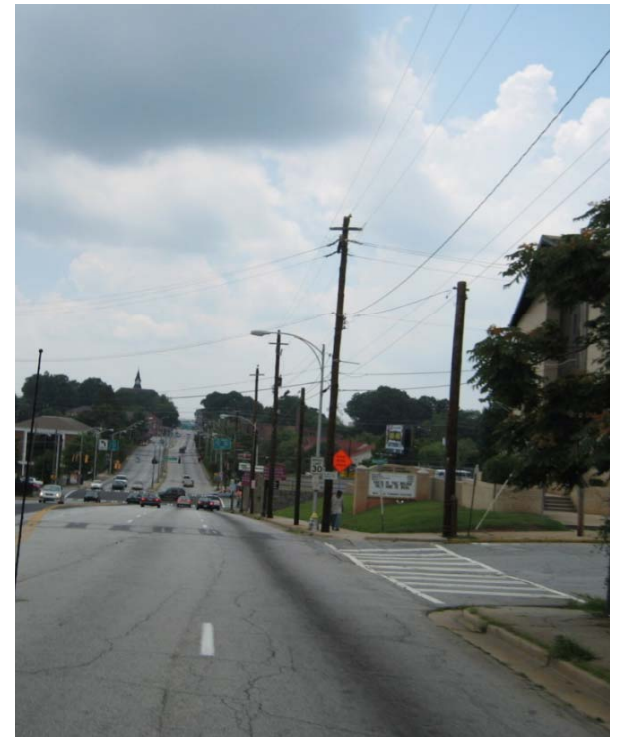
SIMPSON EXISTING

IMAGE/SENSE OF PLACE



SIMPSON OPPORTUNITIES

IMAGE/SENSE OF PLACE



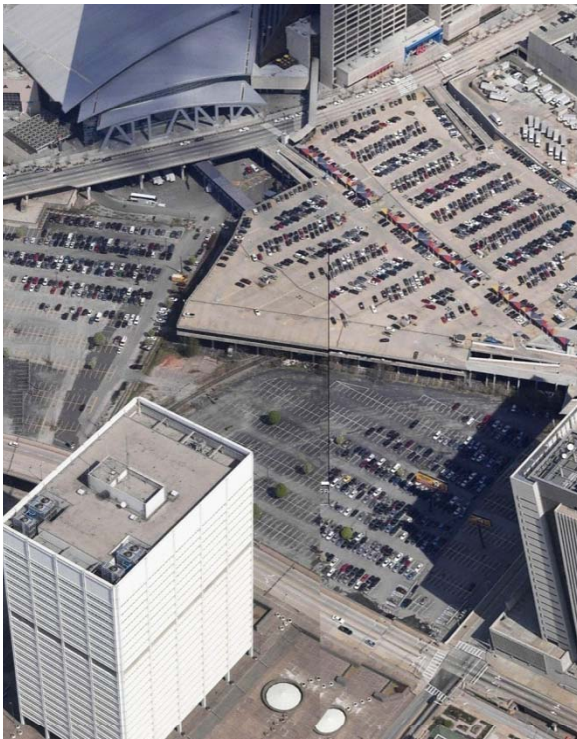
MLK EXISTING

IMAGE/SENSE OF PLACE



MLK OPPORTUNITIES

IMAGE/SENSE OF PLACE



CENTENNIAL OLYMPIC PARK DRIVE EXISTING

IMAGE/SENSE OF PLACE



CENTENNIAL OLYMPIC PARK DRIVE OPPORTUNITIES

IMAGE/SENSE OF PLACE



MARTA EXISTING

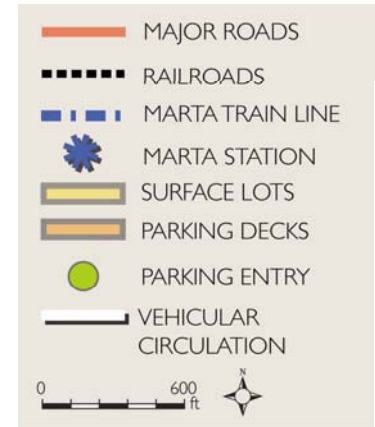
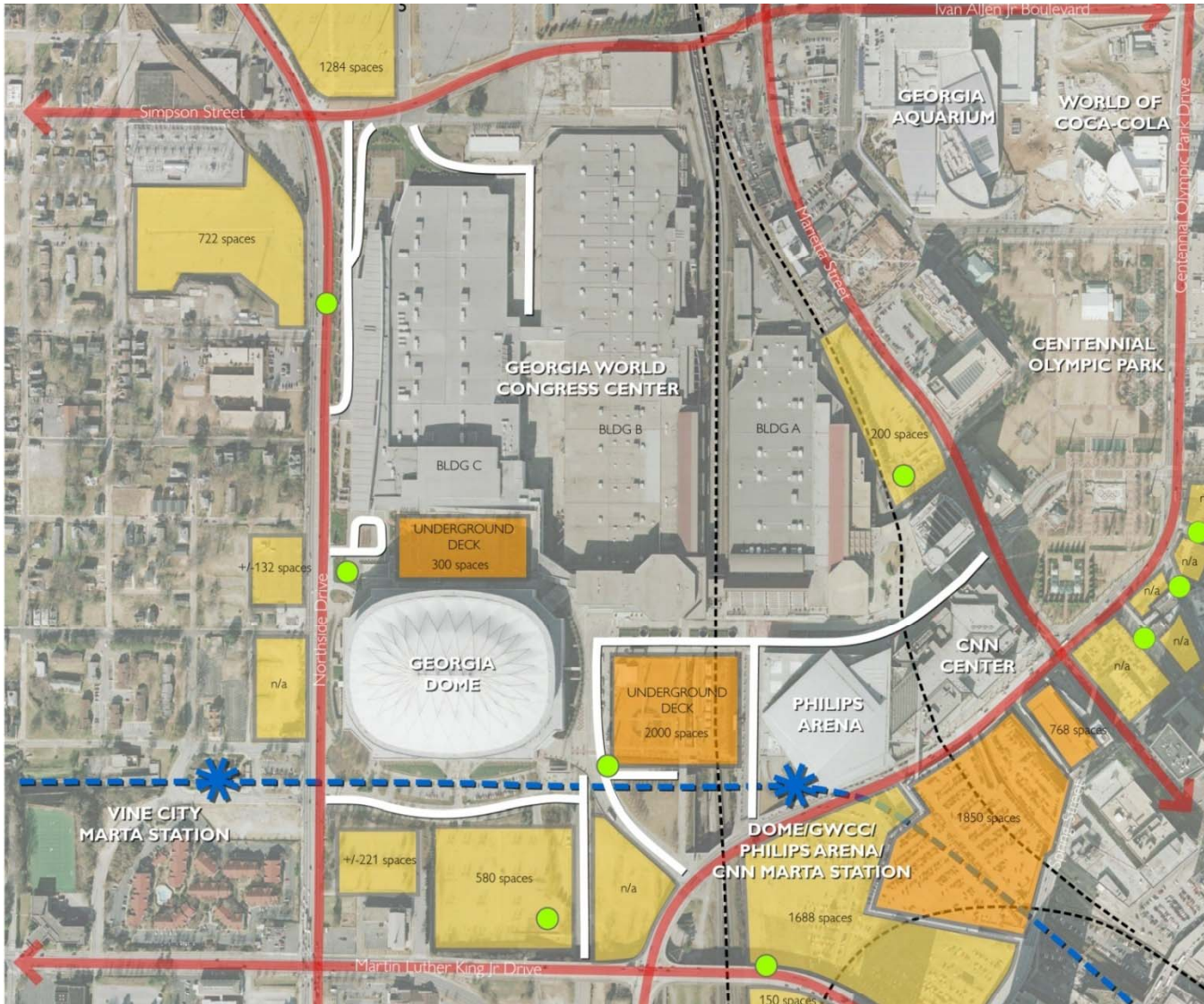
IMAGE/SENSE OF PLACE



MARTA OPPORTUNITIES

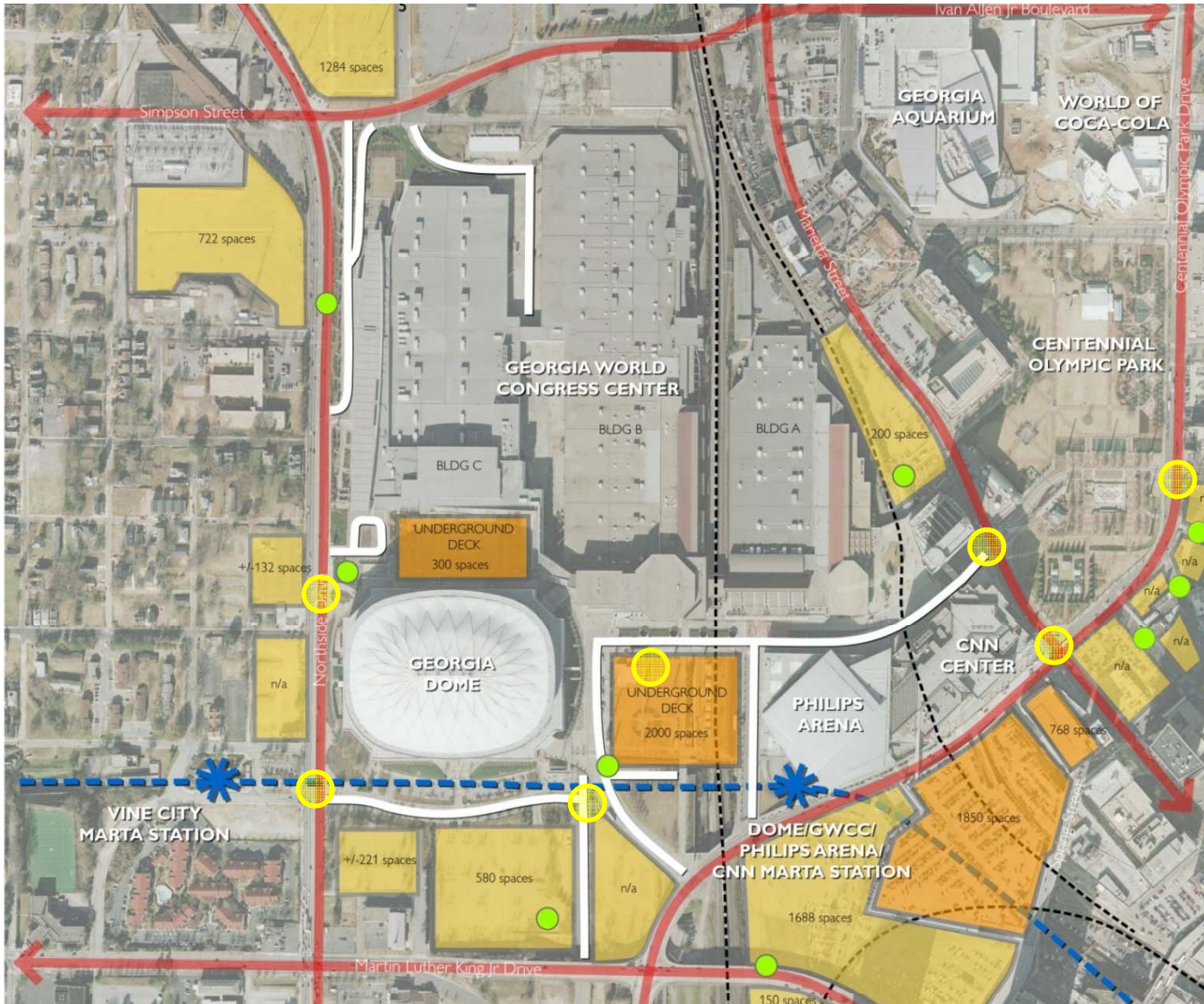
TRAFFIC:GWCC

TRAFFIC/PARKING/CIRCULATION



TRAFFIC/PARKING

TRAFFIC/PARKING/CIRCULATION



Modal Split: 80% Drive, 20% MARTA

Previous Parking Study Prepared In 1989

3 Groups Manage Access and Parking

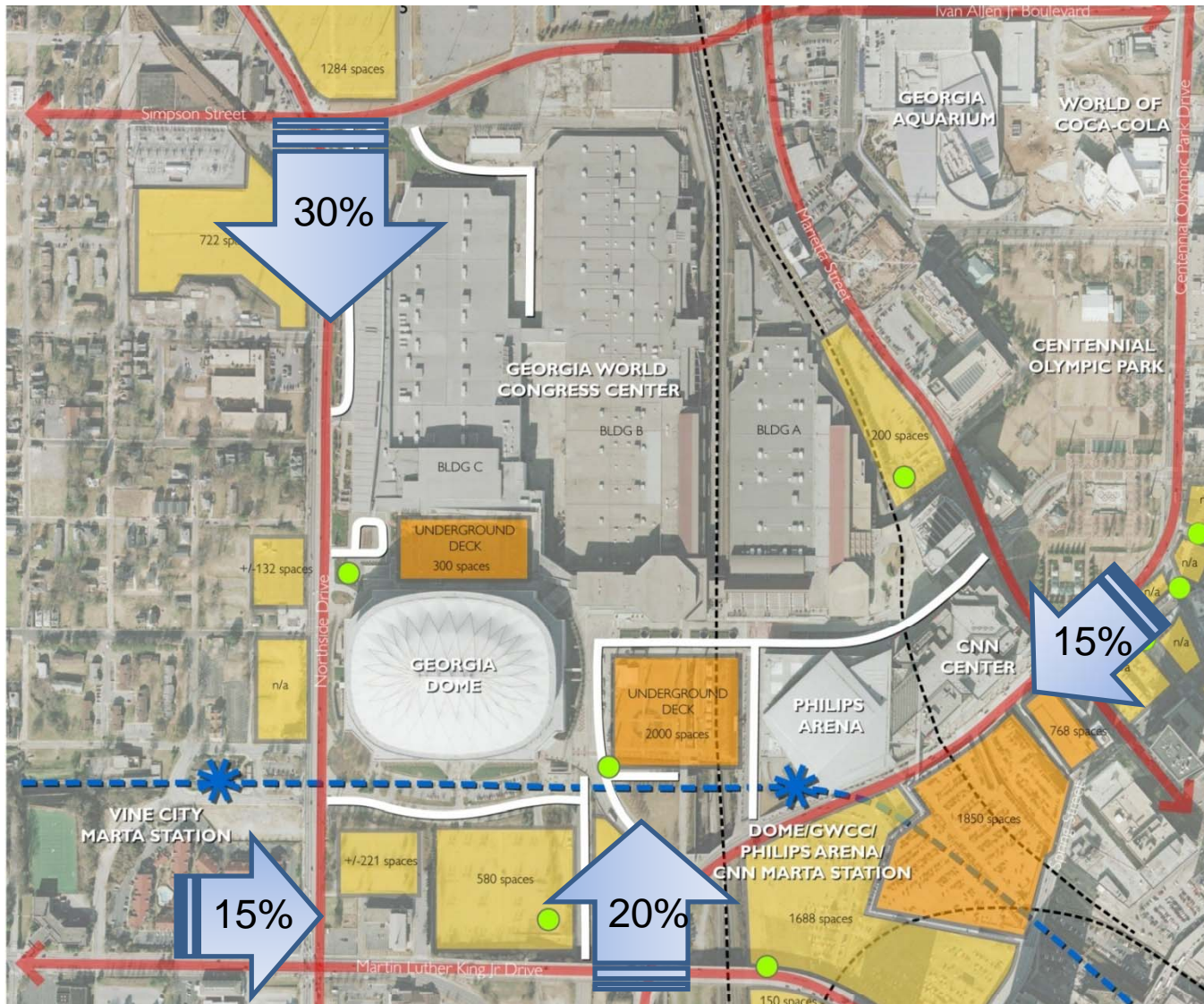
- GWCC
- Falcons
- Market / Off site Lots

Most Parking is Presold with Tickets

Suite and Club Seat Patrons Park On Site

TRAFFIC/PARKING/CONGESTION

TRAFFIC/PARKING/CIRCULATION



Initiate a Comprehensive Traffic Management Plan for Parking Controlled by GWCC and Falcons

Consider a Strategy Which Intercepts and Parks Patrons Related to their Direction of Approach...

...Providing Specific Directions to and from their Assigned Parking Location

INITIATE A TRAFFIC MANAGEMENT PLAN

WAYFINDING:GWCC

WAYFINDING/PEDESTRIAN CIRCULATION

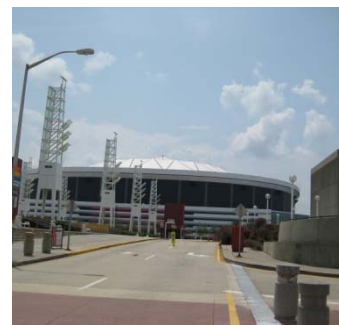
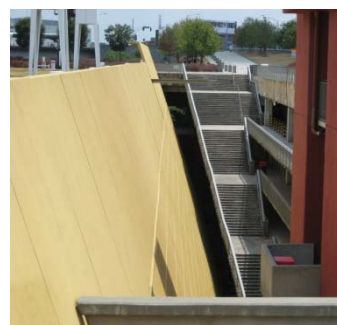
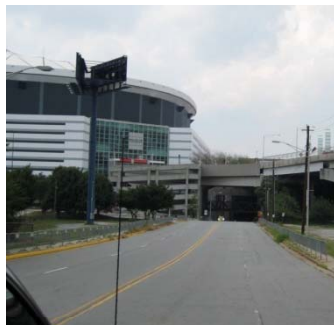
Via Walking



Via MARTA

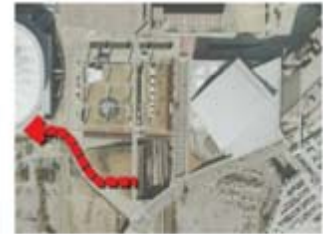


Via Driving



PUBLIC SPACES

WAYFINDING/PEDESTRIAN CIRCULATION



PATH FROM GWCC MARTA STATION TO GEORGIA DOME



ENTRANCE TO PARKING GARAGE AND UNDERGROUND CIRCULATION

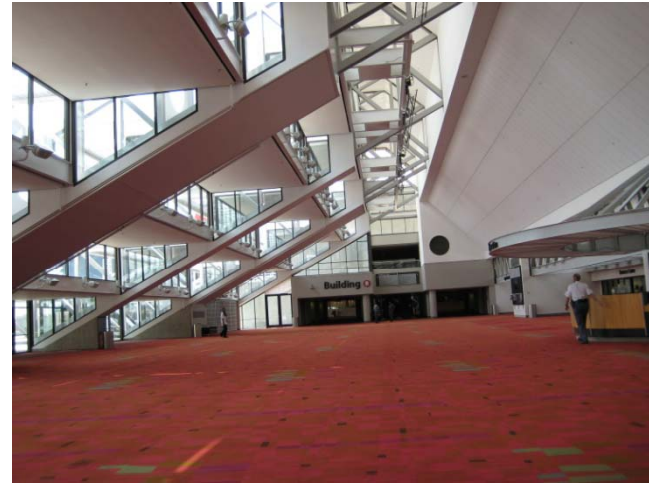


PEDESTRIAN ACCESS TO UNDERGROUND PARKING AND TRANSIT



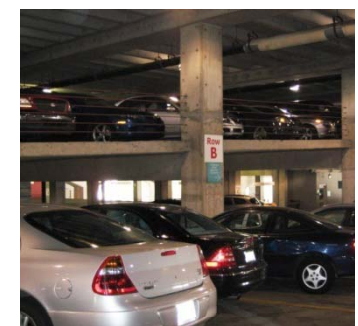
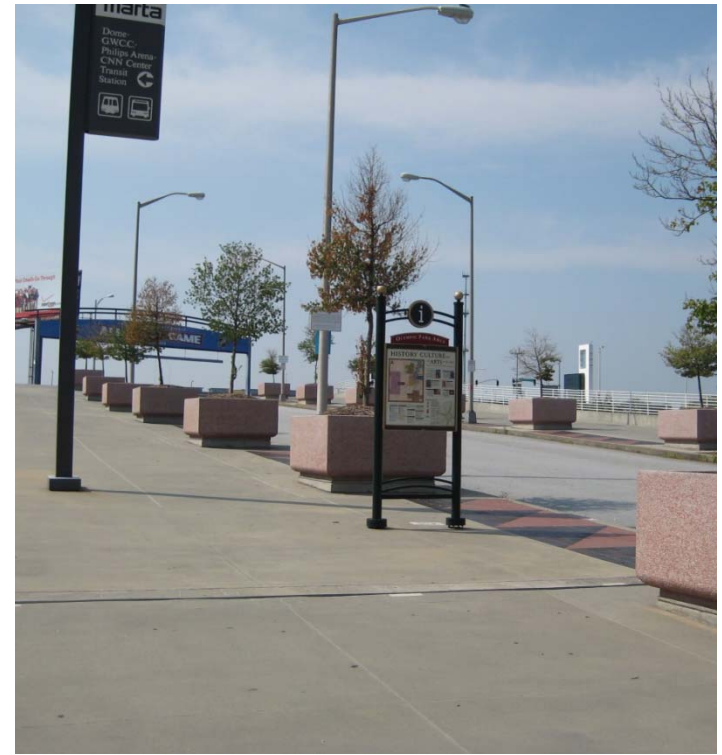
APPROACH TO GWCC CAMPUS VIA ANDREW YOUNG INTERNATIONAL BLVD

WAYFINDING/PEDESTRIAN CIRCULATION



WAYFINDING EXISTING

WAYFINDING/PEDESTRIAN CIRCULATION



WAYFINDING EXISTING

WAYFINDING/PEDESTRIAN CIRCULATION



GRAPHIC DESIGN and SIGNAGE BLINDNESS OPPORTUNITIES

WAYFINDING/PEDESTRIAN CIRCULATION



ARCHITECTURAL DESTINATIONS OPPORTUNITIES

WAYFINDING/PEDESTRIAN CIRCULATION



THE PSYCHOLOGY of COLOR OPPORTUNITIES



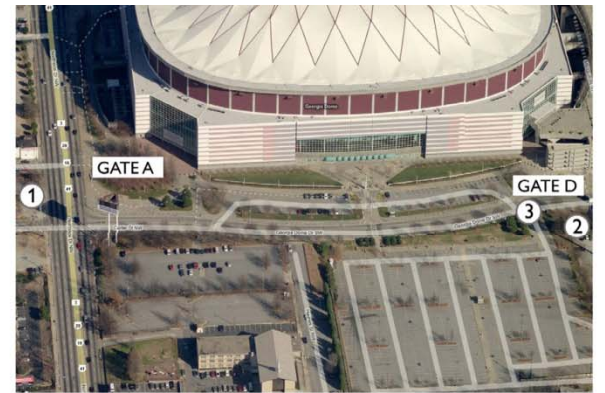
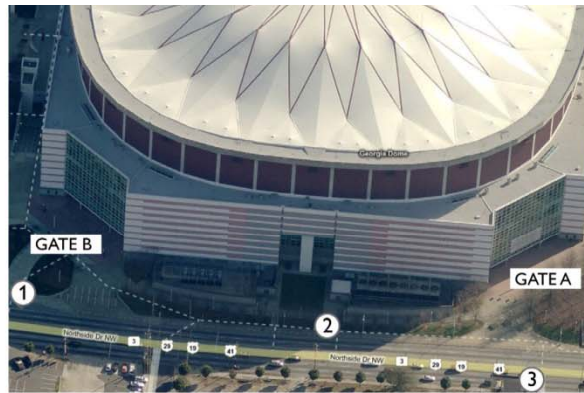
WAYFINDING/PEDESTRIAN CIRCULATION



LET the LIGHT IN OPPORTUNITIES

SETTING:GWCC

SETTING/ENVIRONMENT/AMENITIES



1. View towards entry



2. Gate D entry



3. Approach to Gate C entry



1. Northside Drive looking South



2. Parking on w side



3. View from Vine City MARTA Station



1. SW dome corner



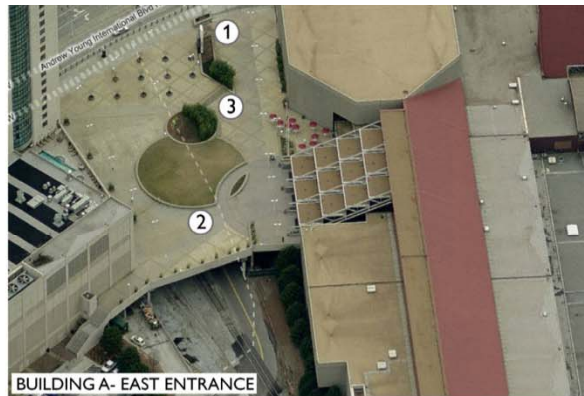
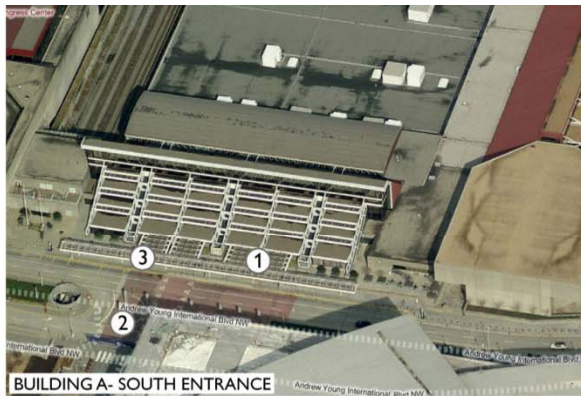
2. View towards ramp



3. Circulation ramp

GEORGIA DOME

SETTING/ENVIRONMENT/AMENITIES



WORLD CONGRESS CENTER – BUILDINGS A & B

SETTING/ENVIRONMENT/AMENITIES



1. Building C entry



2. Passenger drop-off



3. View towards dome



1. SW street corner



2. Northside Drive



3. SW corner



1. West Plaza



2. Building C corner



3. West Plaza stair

WORLD CONGRESS CENTER – BUILDING C

SETTING/ENVIRONMENT/AMENITIES



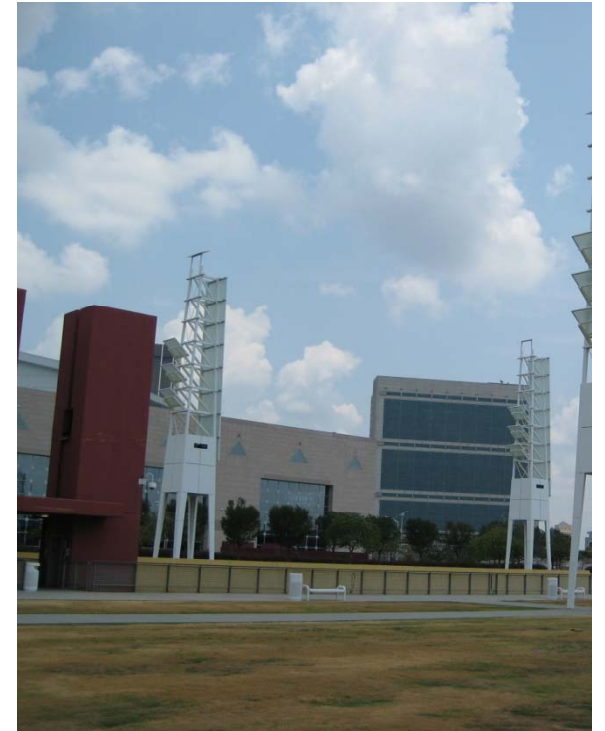
INTERNATIONAL PLAZA

SETTING/ENVIRONMENT/AMENITIES



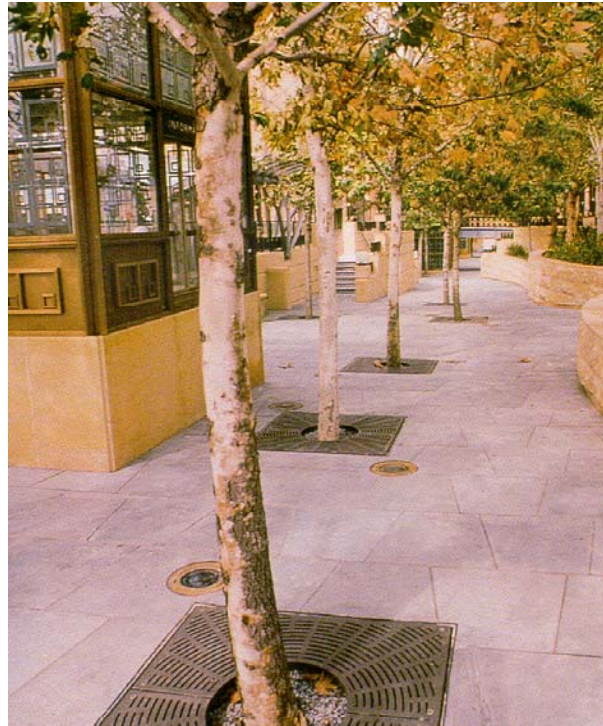
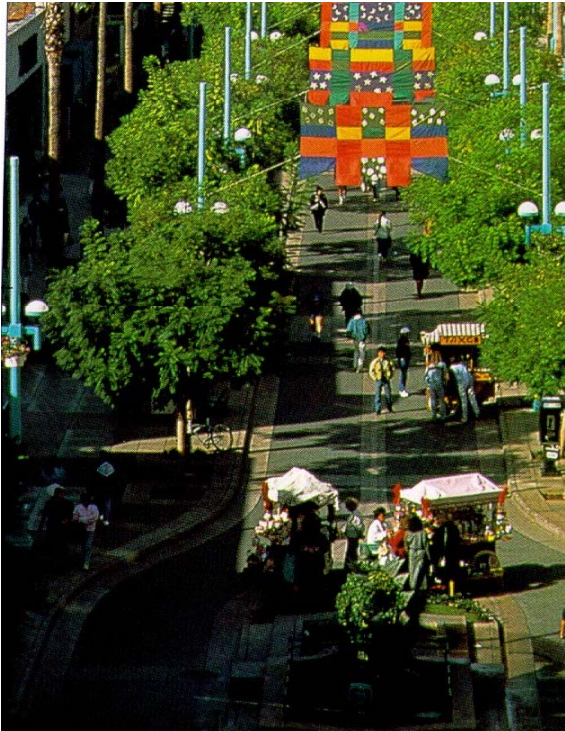
SPACES, ENTRANCES, IDENTIFIERS

SETTING/ENVIRONMENT/AMENITIES



ANDREW YOUNG EXISTING

SETTING/ENVIRONMENT/AMENITIES



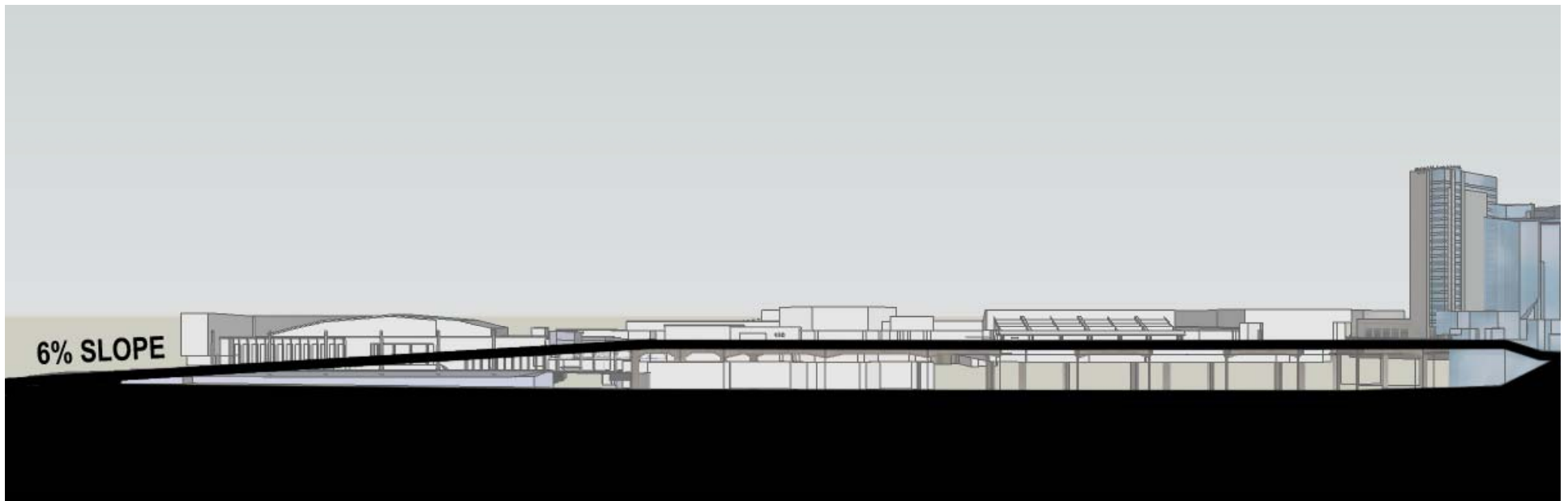
ANDREW YOUNG OPPORTUNITIES

SETTING/ENVIRONMENT/AMENITIES



ANDREW YOUNG OPPORTUNITIES

SETTING/ENVIRONMENT/AMENITIES



ATLANTA UNDERGROUND EXISTING

SETTING/ENVIRONMENT/AMENITIES



ATLANTA UNDERGROUND OPPORTUNITIES

SECURITY:GWCC

CONNECTIONS | IMAGE | TRAFFIC | WAYFINDING | ENVIRONMENT | SECURITY

PERCEPTION IS EVERYTHING

NORTHSIDE IS “VACANT”

THE GULCH...

ATLANTA UNDERGROUND

ADDRESS THE FIRST FIVE FORUM ISSUES

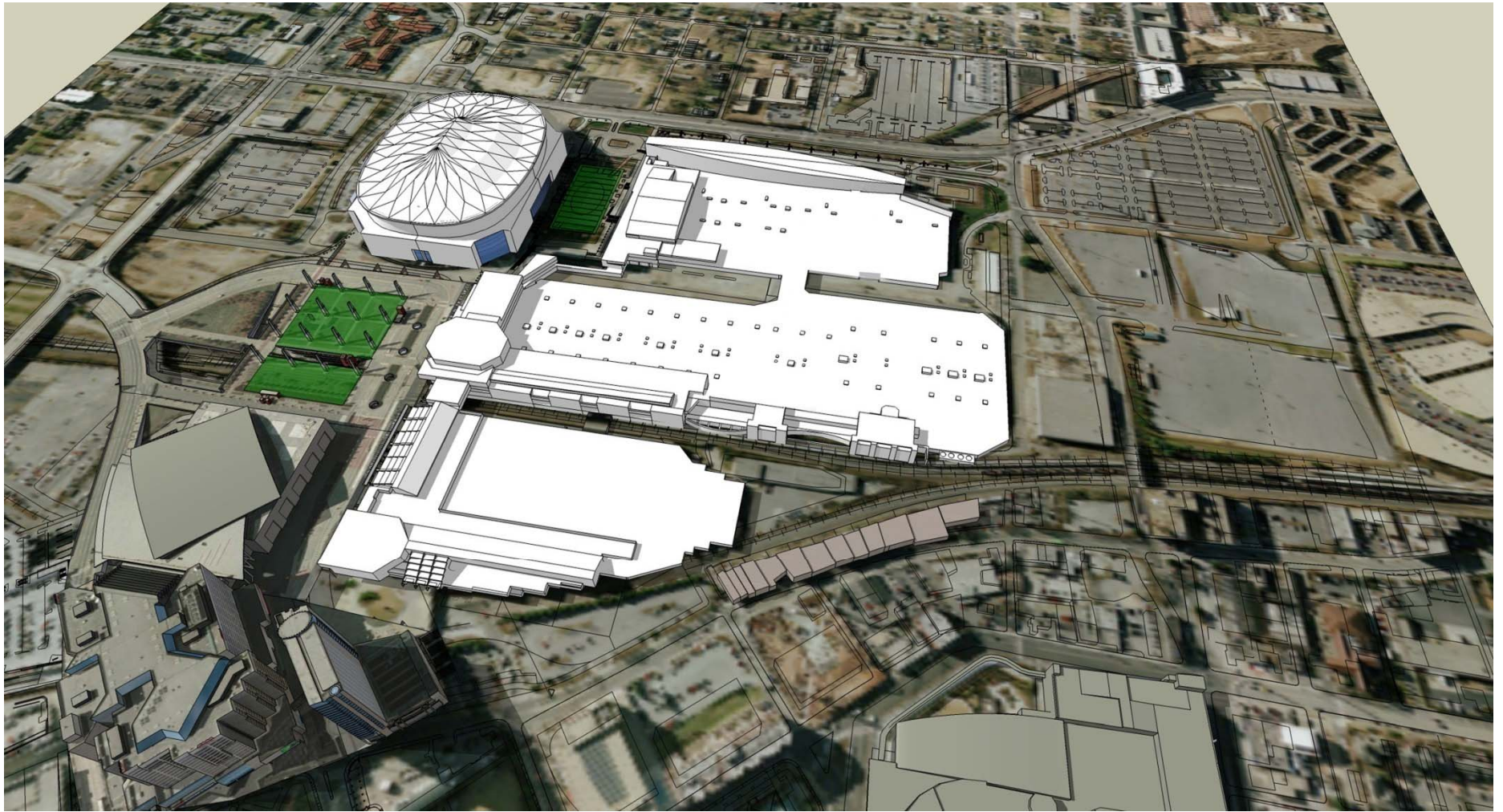
SECURITY:GWCC

CONNECTIONS | IMAGE | TRAFFIC | WAYFINDING | ENVIRONMENT | SECURITY

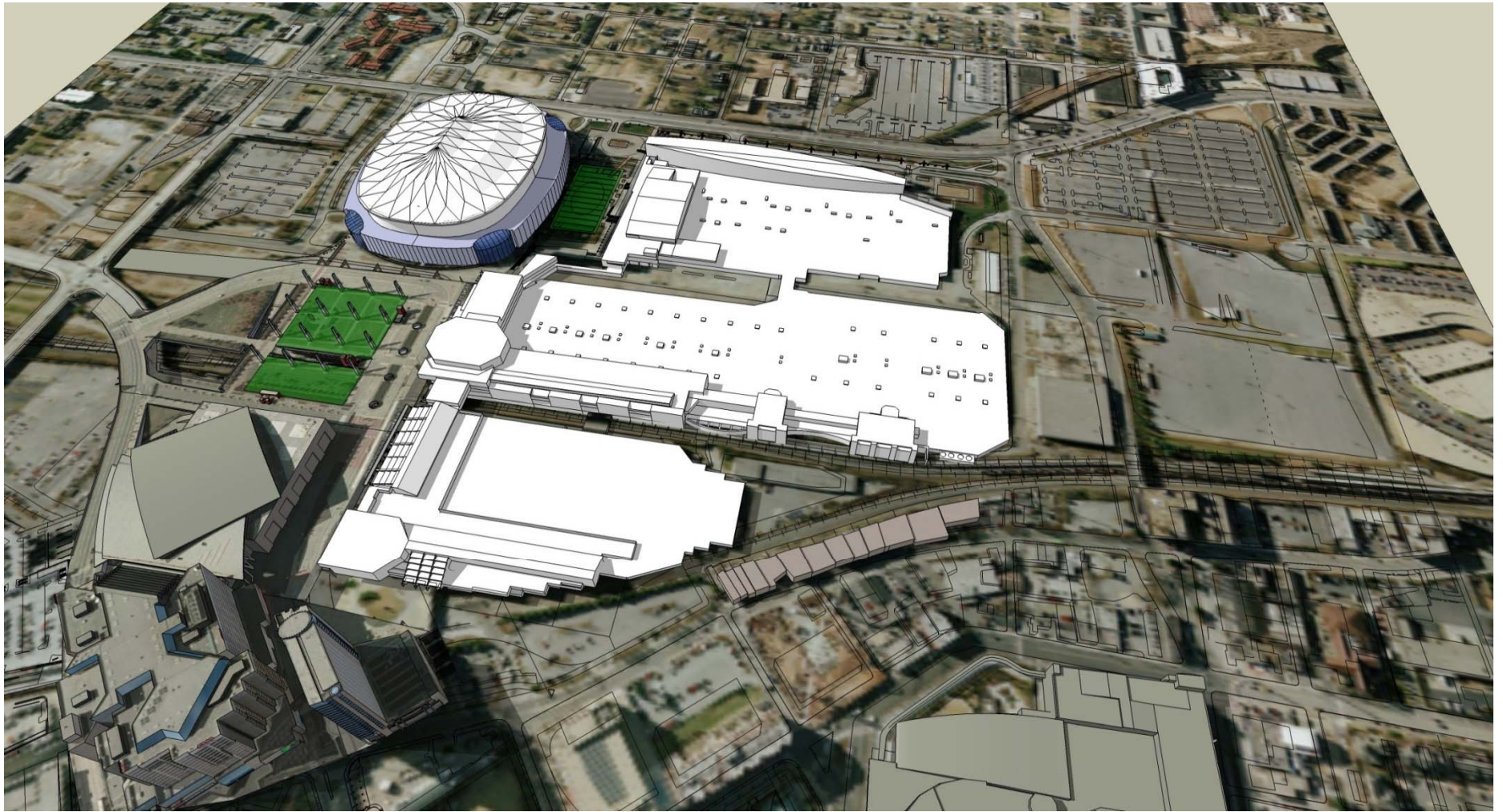
STRATEGIES:GWCC

STAY OR GO | OUT OR UP | HALL A OPTIONS

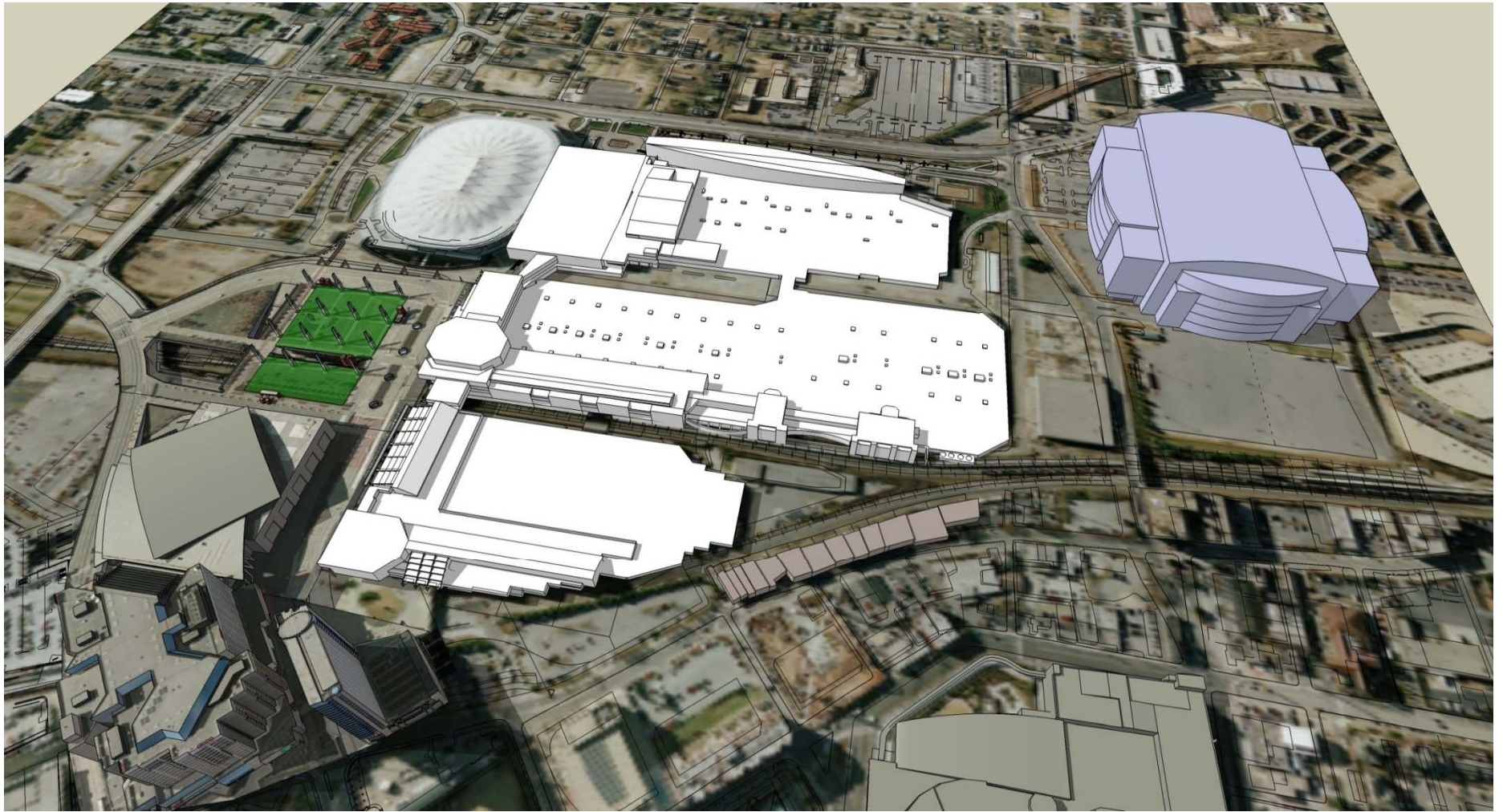
STAY OR GO:GWCC
STAY OR GO | OUT OR UP | HALL A OPTIONS



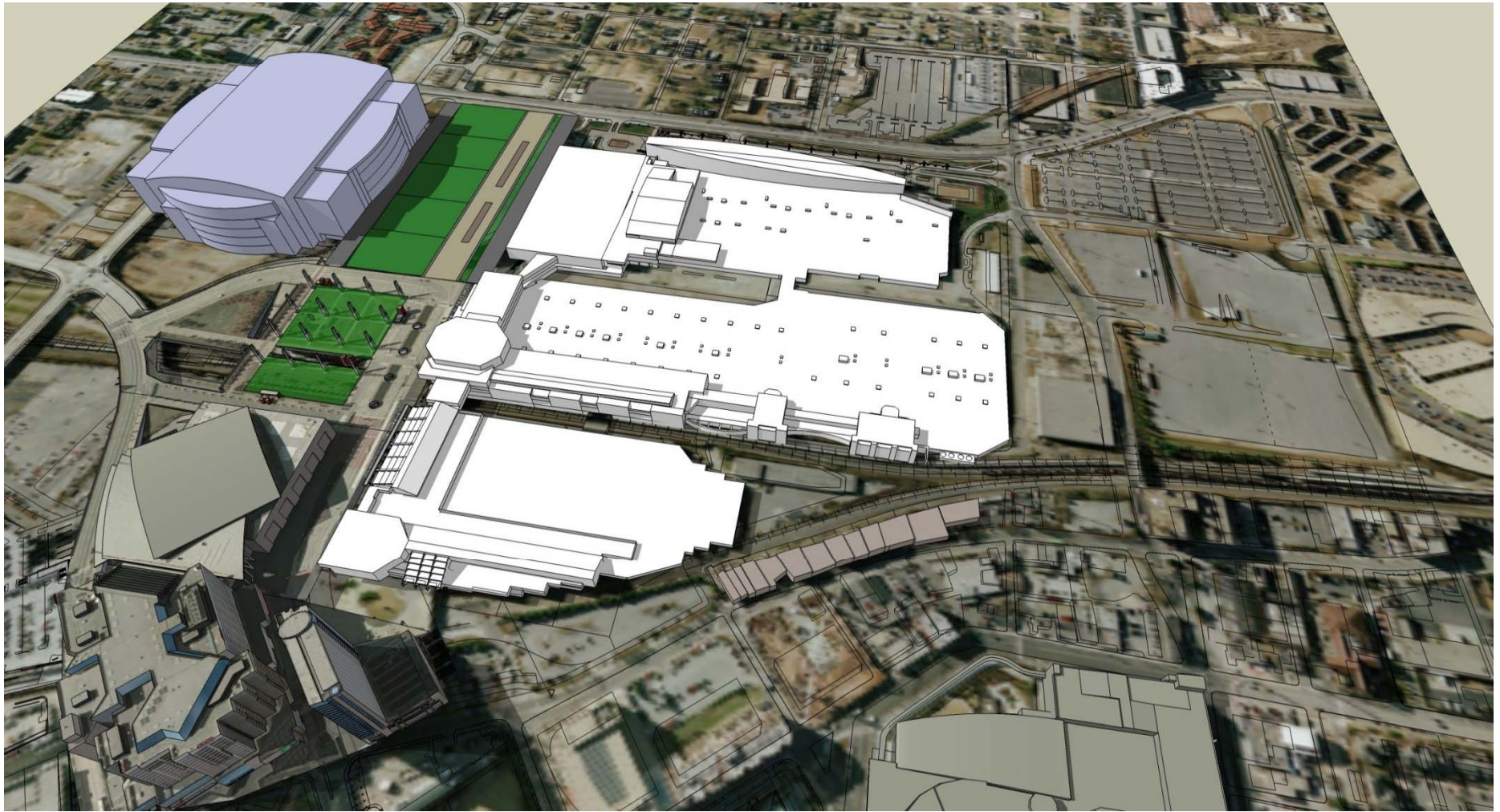
Stadium STRATEGY : Existing Site



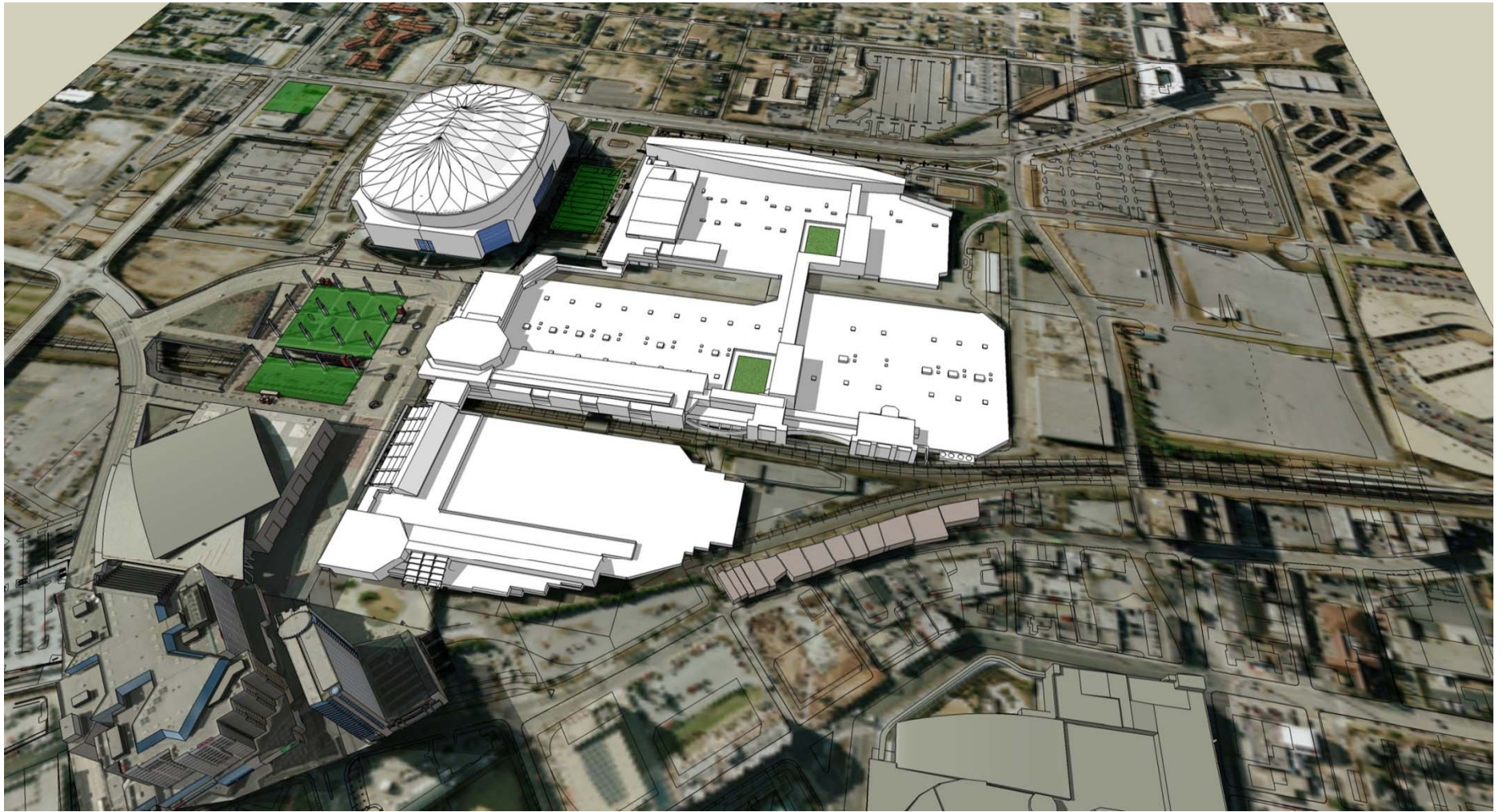
Stadium STRATEGY : Georgia Dome Expansion/Renovation



Stadium STRATEGY : New Stadium to the North



Stadium STRATEGY : New Stadium to the South
Park Extension to the West



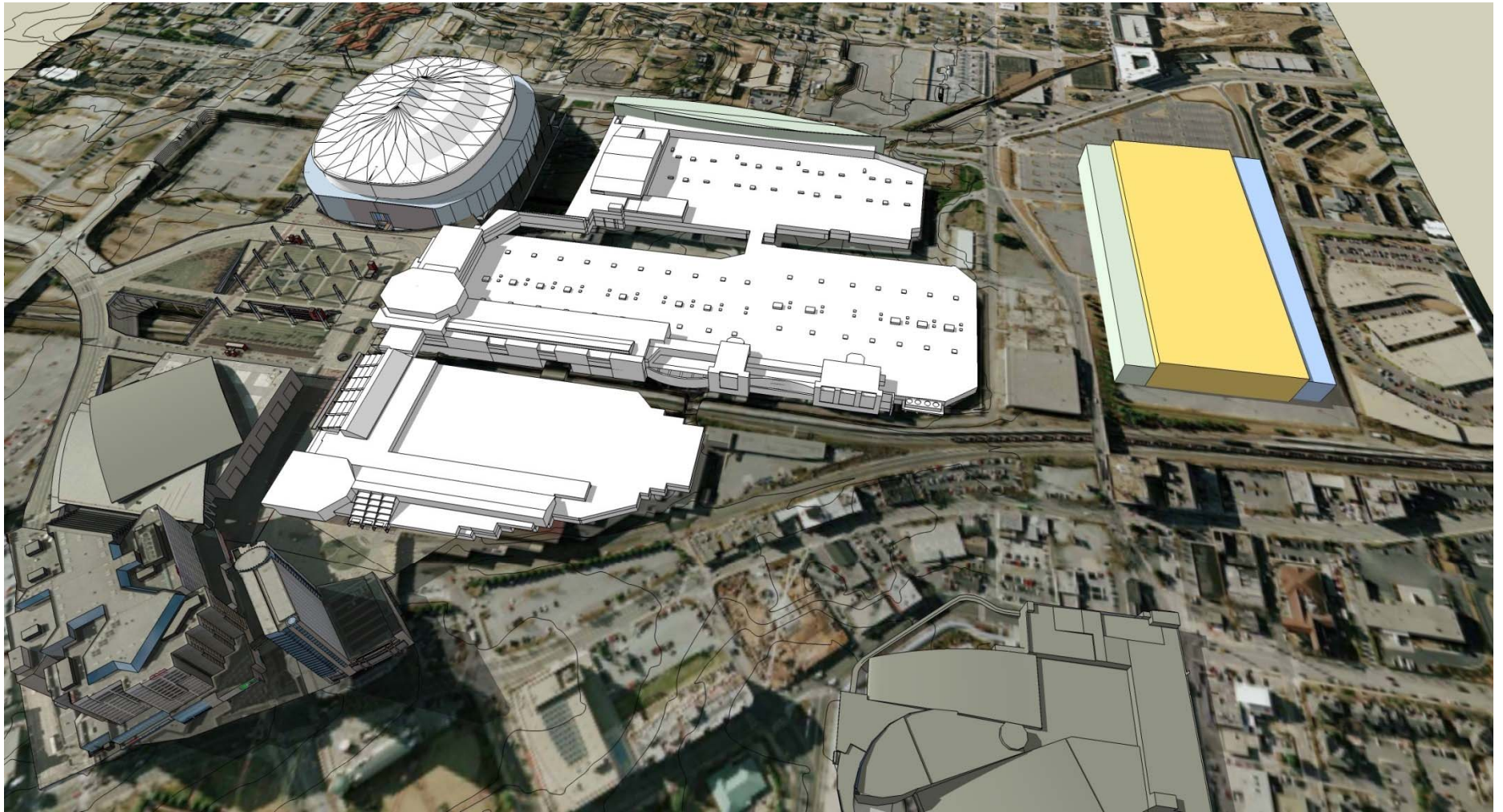
Stadium STRATEGY : New Stadium off-site

OUT OR UP:GWCC

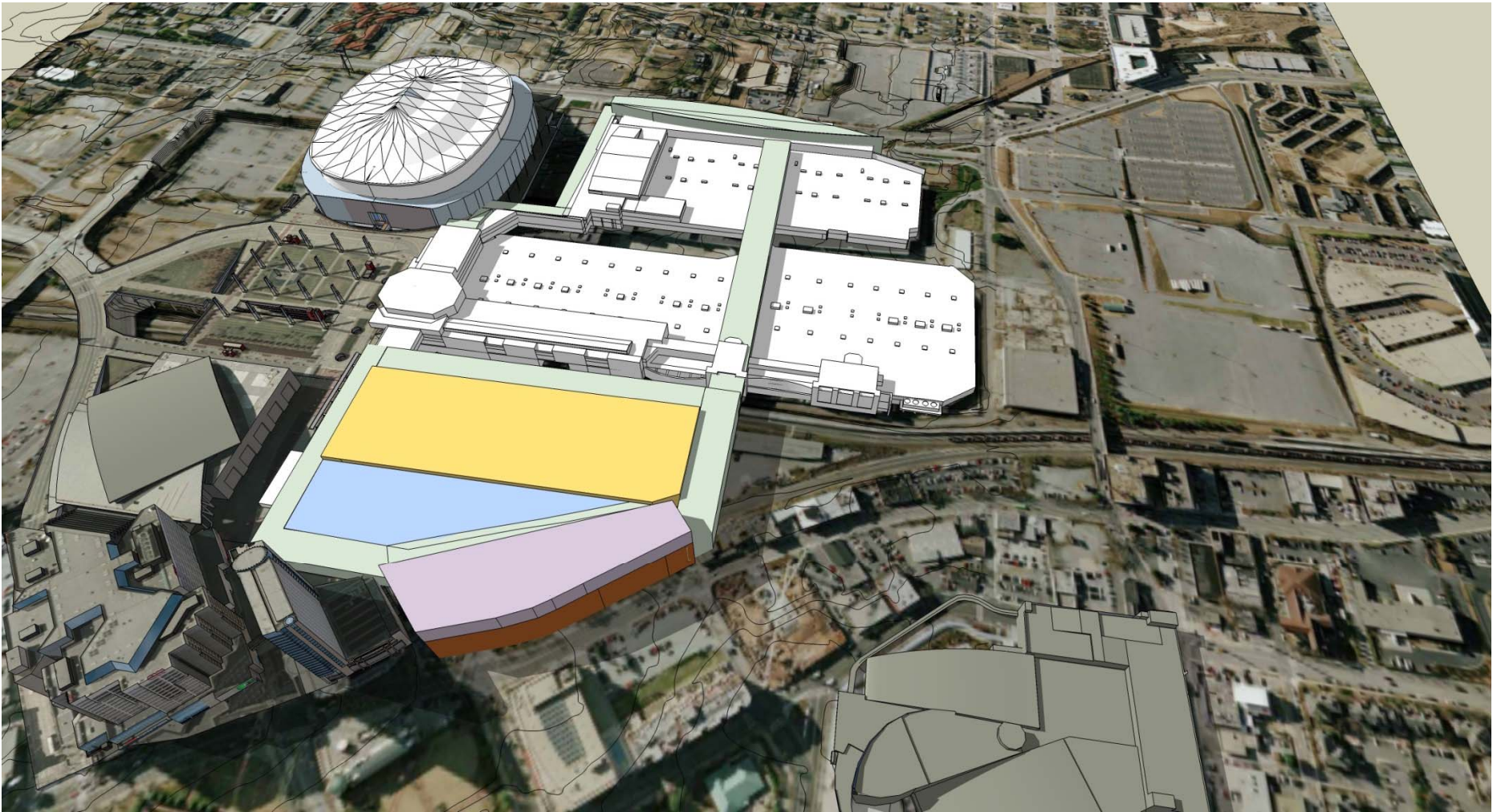
STAY OR GO | OUT OR UP | HALL A OPTIONS



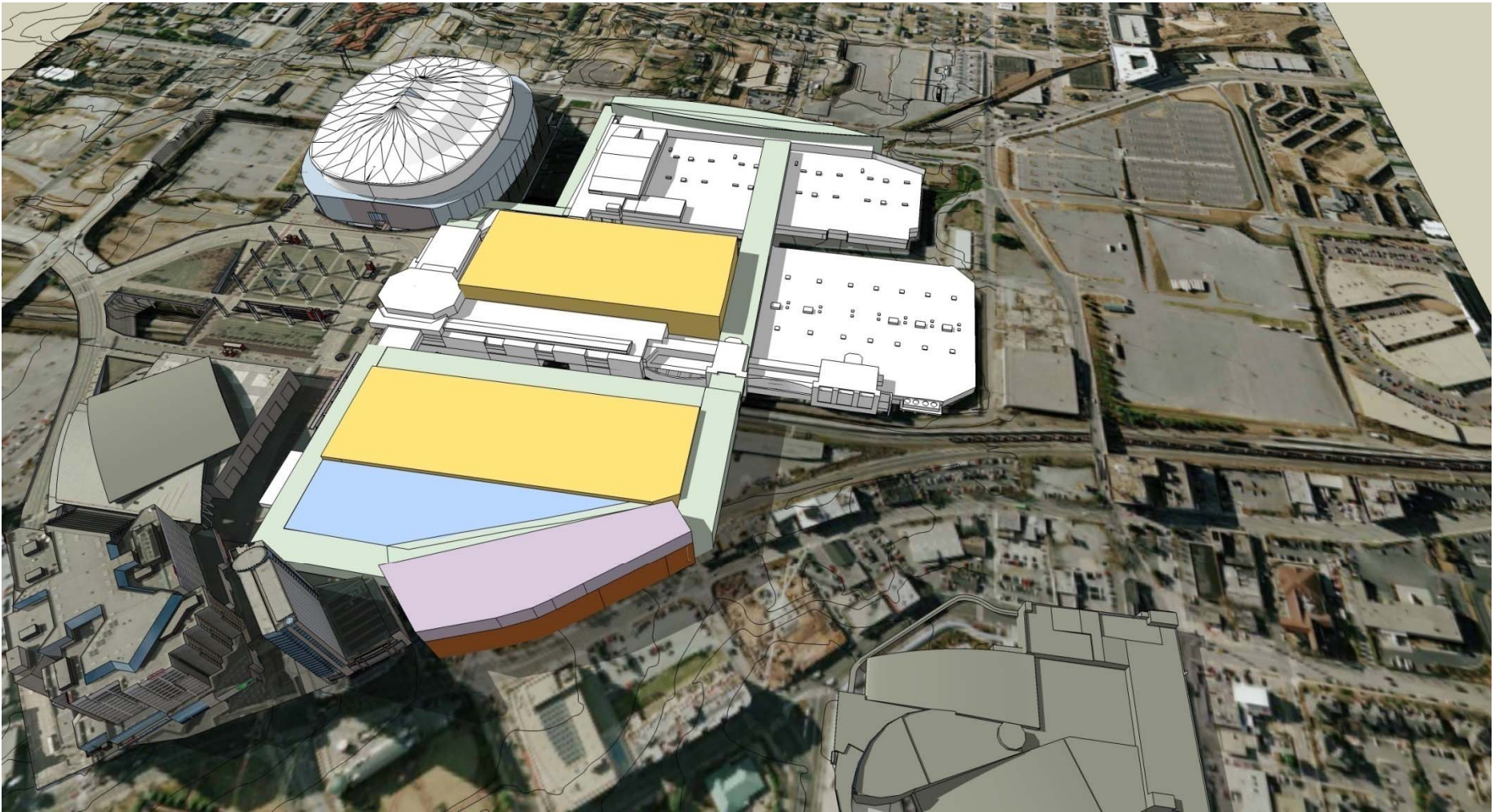
Venue STRATEGY : New Exhibition Hall to the South



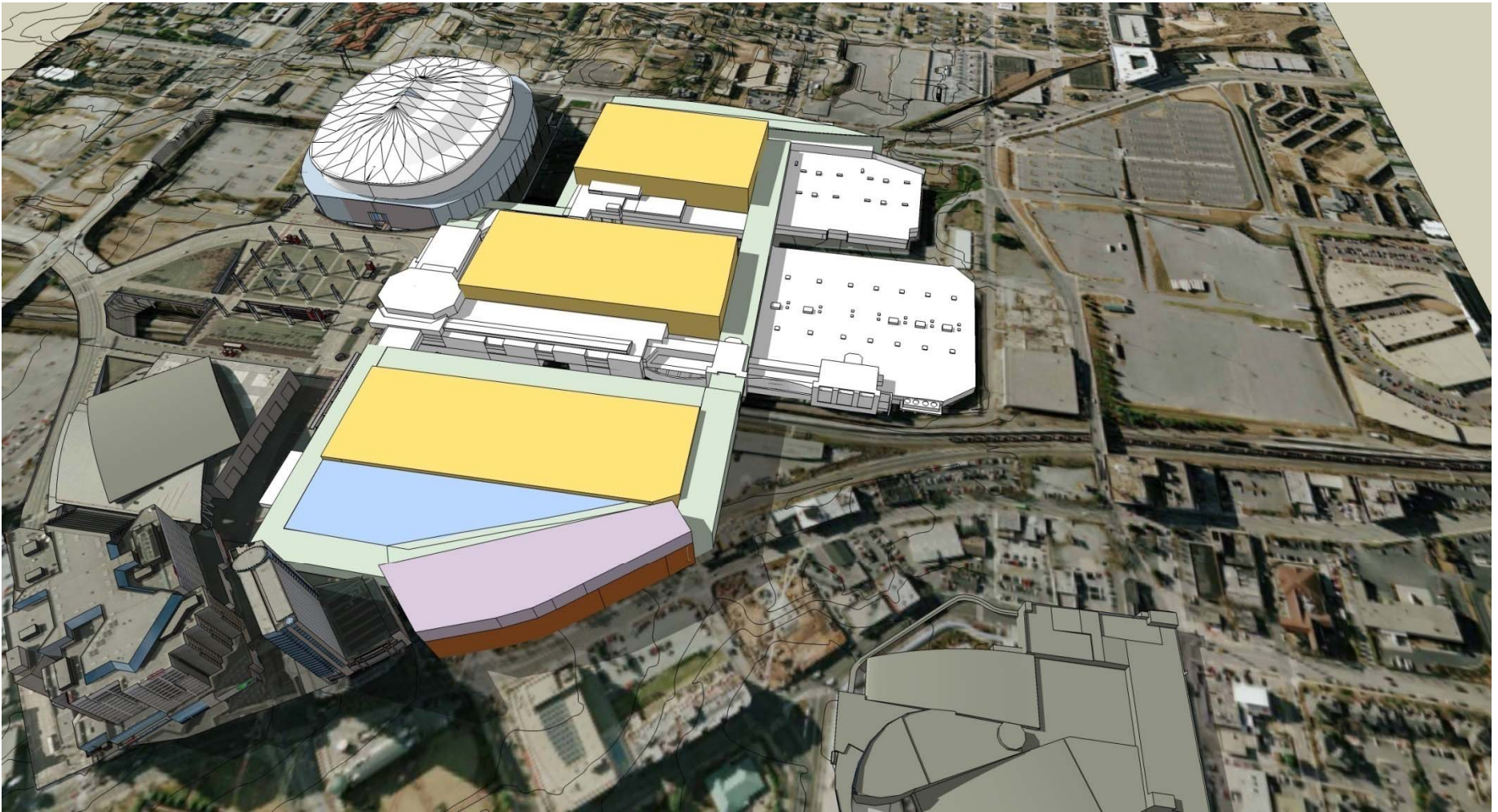
Venue STRATEGY : New Exhibition Hall to the North



Venue STRATEGY : Vertical Expansion of Exhibition Hall A



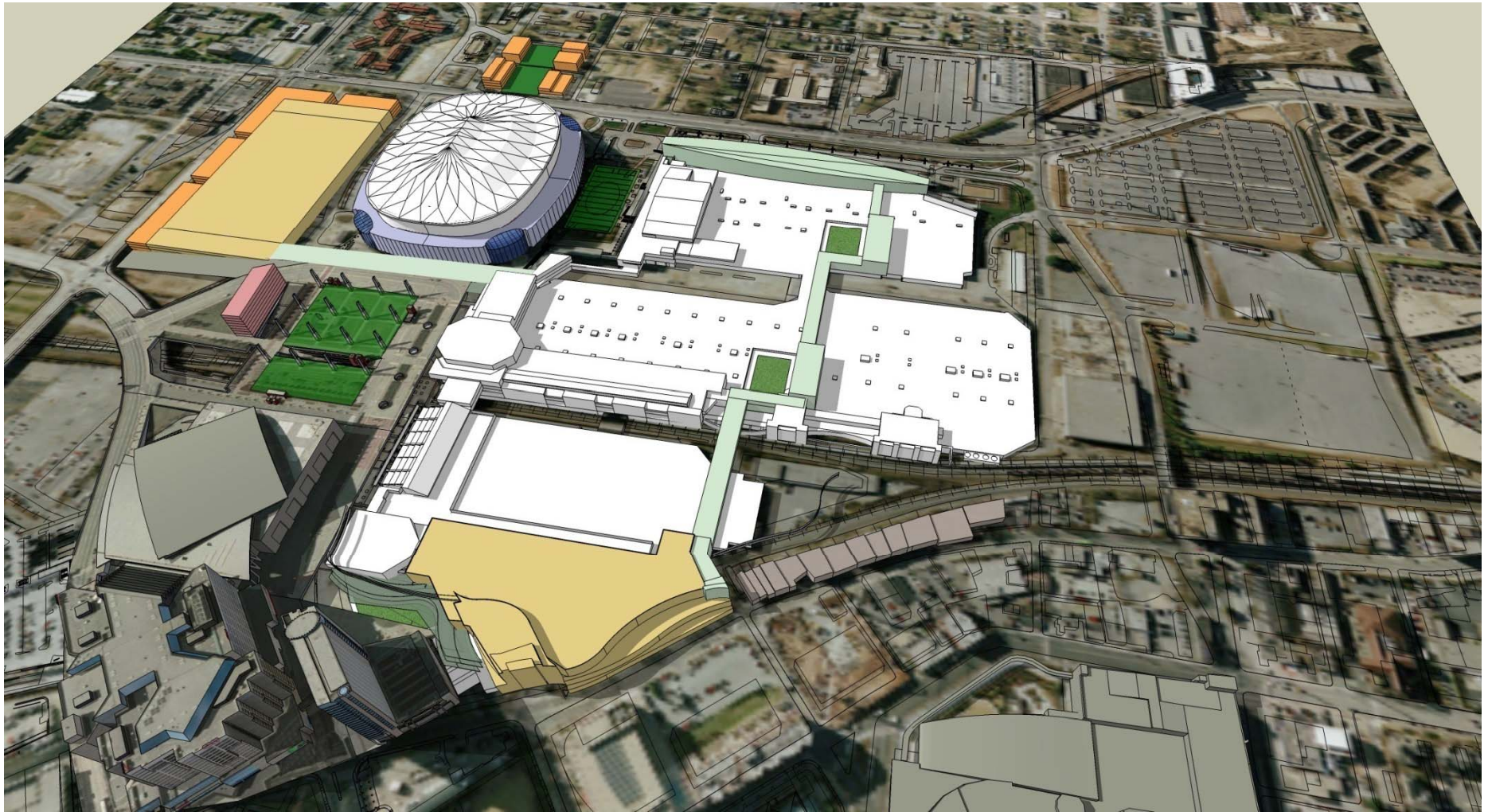
Venue STRATEGY : Vertical Expansion of Exhibition Hall A
Vertical Expansion of Exhibition Hall B



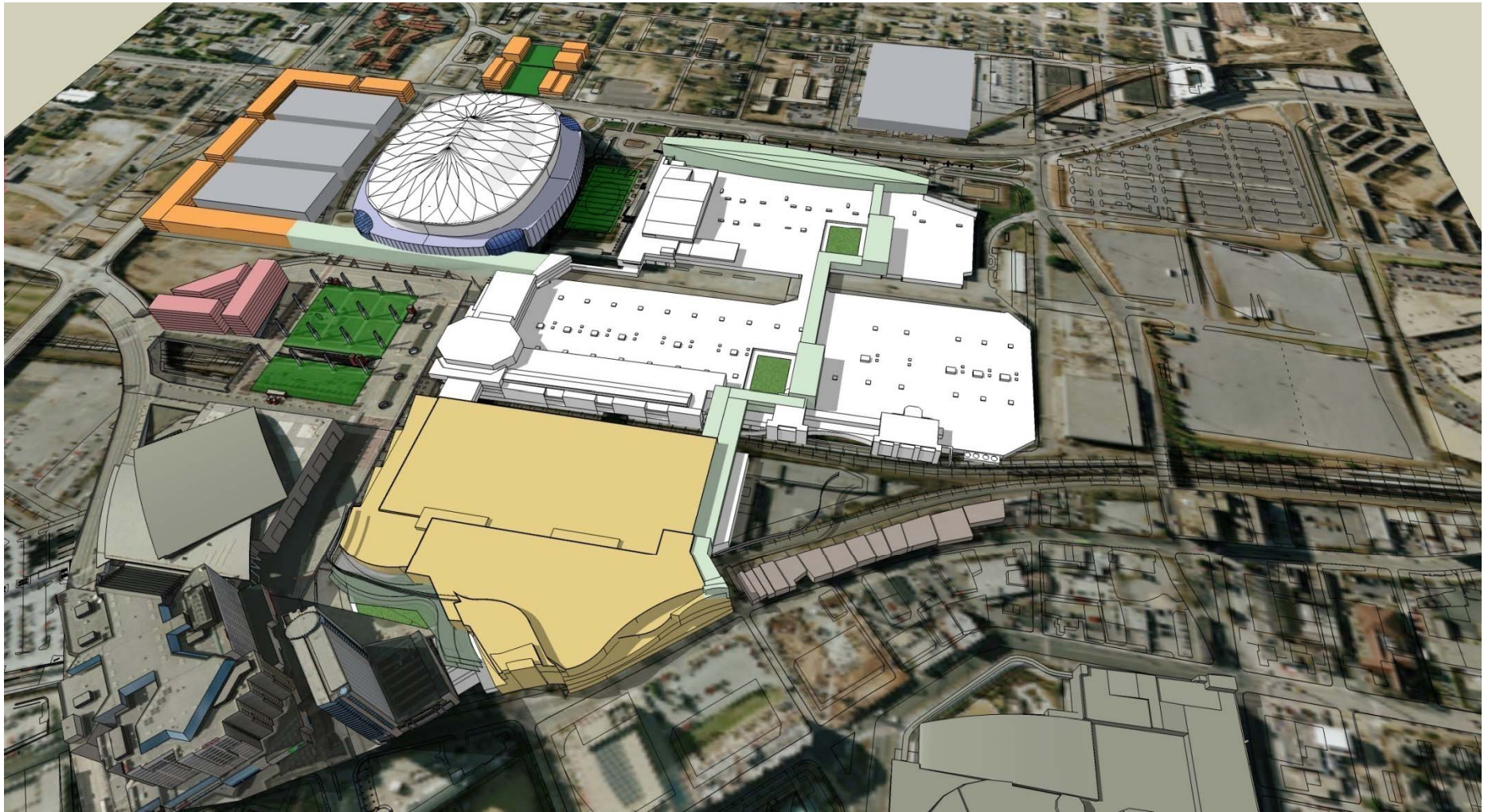
Venue STRATEGY : Vertical Expansion of Exhibition Hall A
Vertical Expansion of Exhibition Hall B
Vertical Expansion of Exhibition Hall C

ALTERNATIVES:GWCC

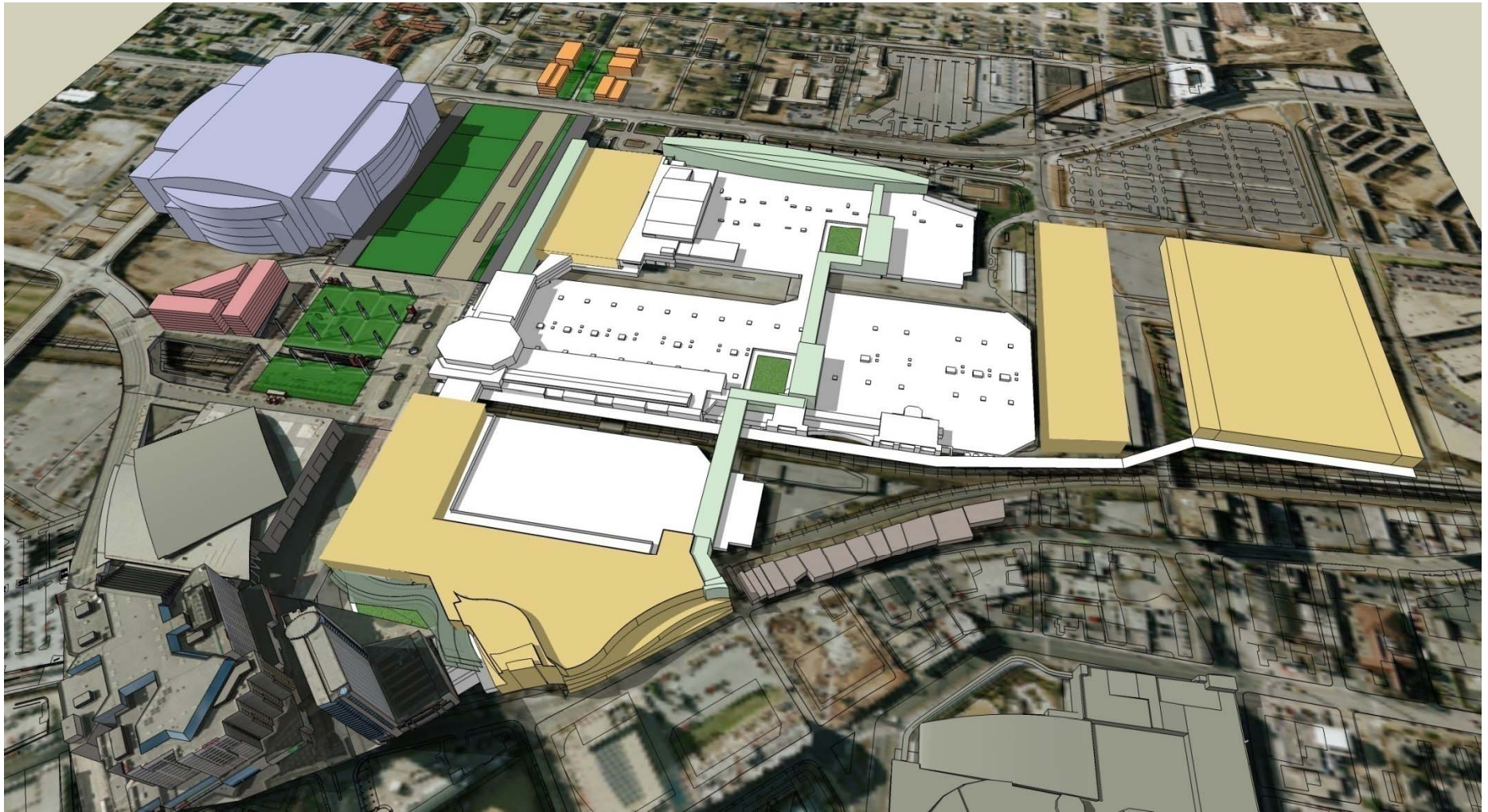
STAY OR GO | OUT OR UP | ALTERNATIVES



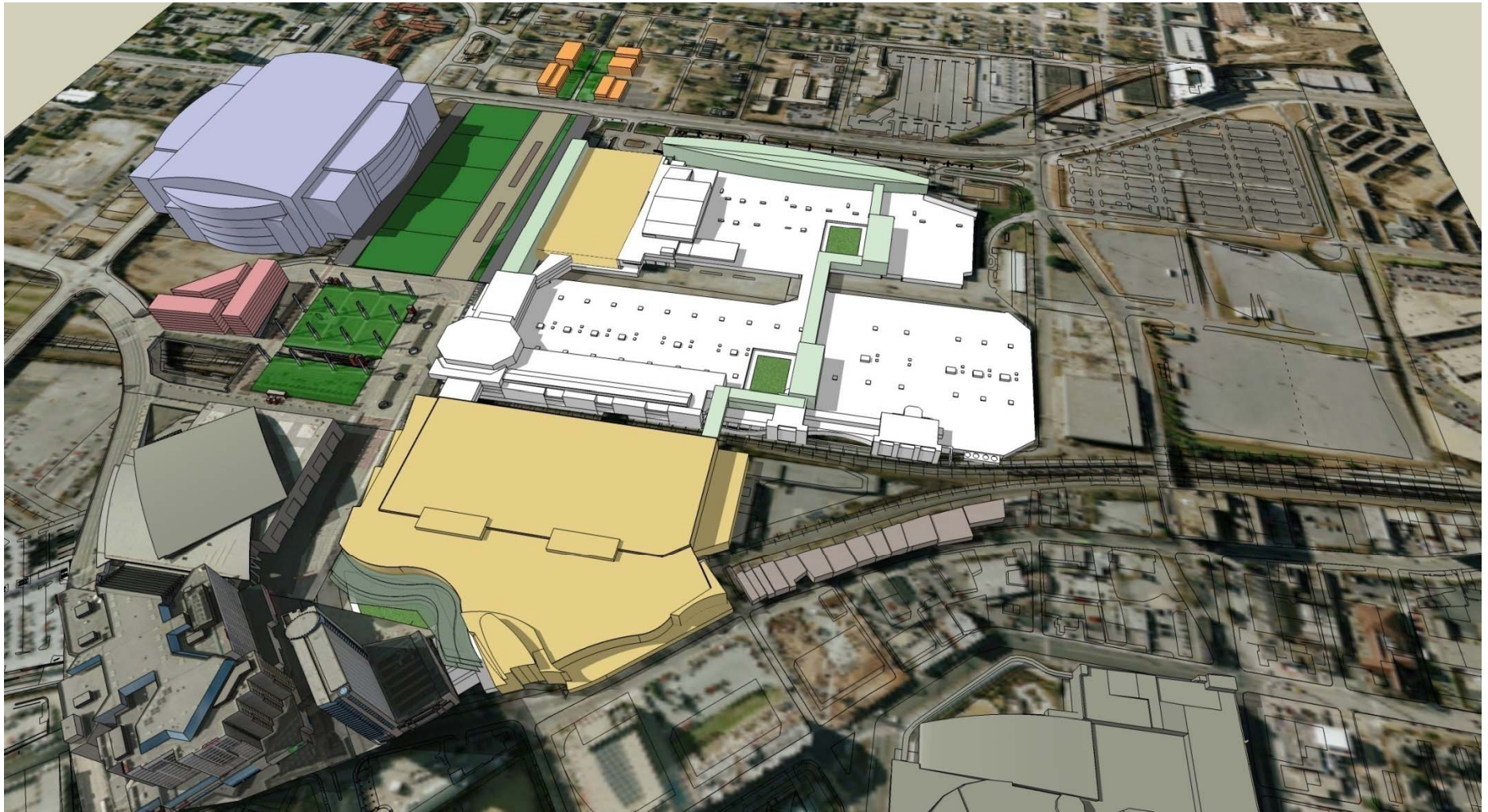
Alternative 1: Georgia Dome Expansion/Renovation
New South Hall
New Conference Center - East
New Connection to Hall's A, B and C
Park Connection West of Northside



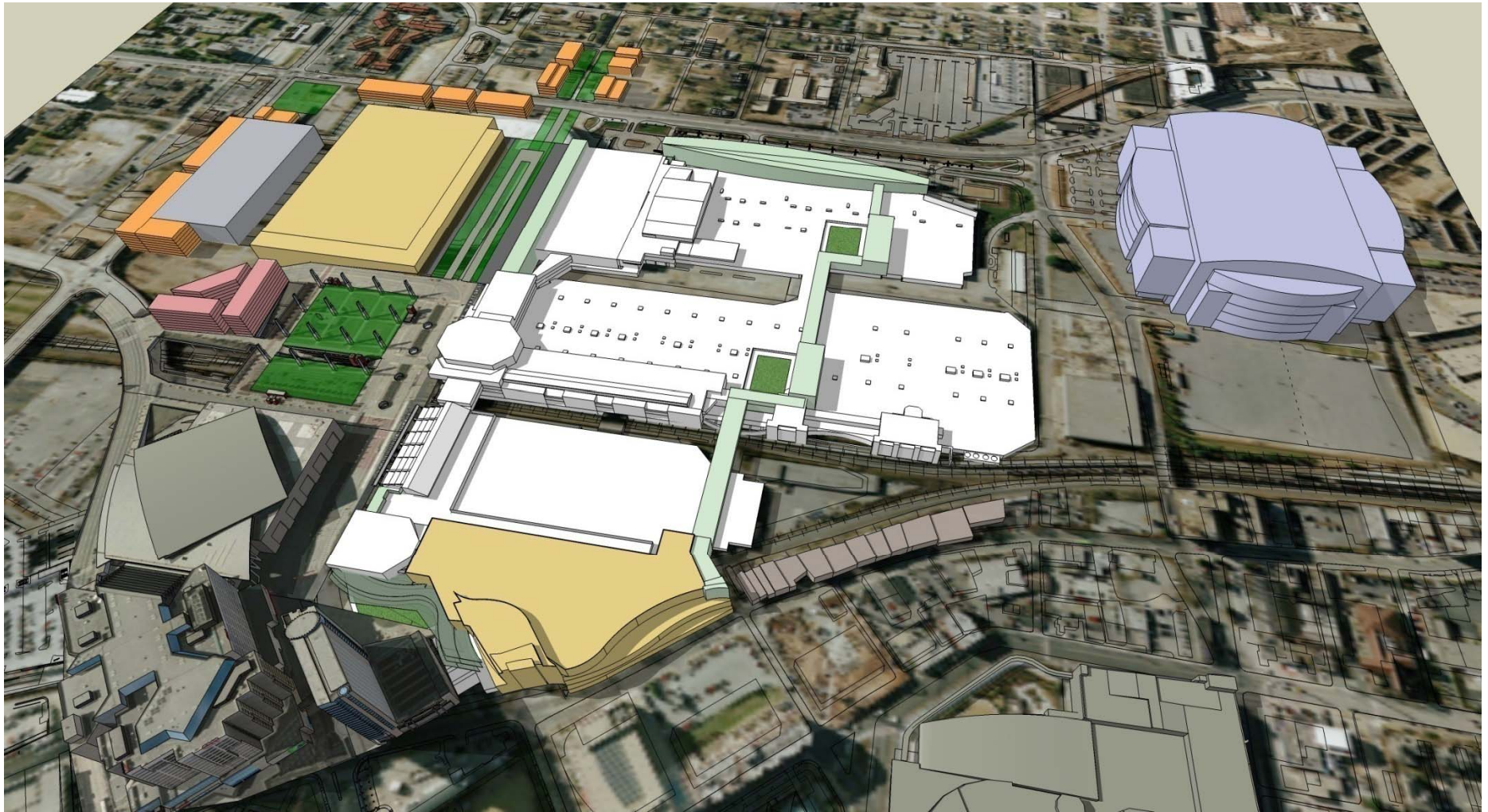
Alternative 2: Georgia Dome Expansion/Renovation
New Stacked Hall A
New Conference Center - East
New Connection to Hall's A, B and C
Park Connection West of Northside



Alternative 3: New Georgia Dome – South
Expanded Hall C
New North Hall
New conference Center - East
New Connection to Hall's A, B and C



Alternative 4: New Georgia Dome – South
Stacked Hall A
New Connection to Hall's A, B and C
Park Connection West of Northside
New Conference Center - East



Alternative 5: Georgia Dome Relocation – North
South Hall Expansion
New Conference Center - East
New Connection to Hall's A, B and C
Park Connection West of Northside

HALL A OPTIONS:GWCC

OPTION 1 | 2 | 3

COMPARATIVE CONVENTION CENTER DATA

	CHICAGO	DALLAS	LAS VEGAS	NEW ORLEANS	ORLANDO	SAN DIEGO	GWCC EXISTING	OPTION 1	OPTION 2	OPTION 3
Exhibit Space	2,670,000	724,500	1,940,000	1,100,000	2,053,000	616,000	1,370,000	1,370,000	1,370,000	1,678,000
Meeting Space	610,000	139,800	242,000	233,000	518,790	204,000	310,000	432,000	453,000	477,400
No. Meeting Rooms	173	96	144	140	235	72	106	155	201	198
Number of Ballrooms	4	2	9	2	1	3	2	3	3	3
Ballroom Sizes	100,000 45,000 33,000 21,000*	27,000 19,000 *	17,000 - 100,000*	30,000 36,000*	62,182*	40,706 40,955 90,000*	25,722 33,000*	25,722 33,000 100,000	25,722 33,000 100,000	25,722 33,000 90,400
Auditoria/Theater/ Arena	4	2	Unknown	1	2	-	2	2	3	3
Auditoria Seating Capacity	4,250 300 300 300	9,800, 1,750	Unknown	4,032	2,643 160	-	1,744 396	1,744 396	1744 1,000 396	1744 1,000 396
On-Site Parking	5,800	Unknown	5,000	600	5,050	1,950	5,900	6,200	6,200	6,200

Note: * Ballroom square footage is included in the total meeting space totals. Figures are from the TradeShow Week Directory.

CUSTOMER EXPERIENCE

COMFORT

CONVENIENCE

CONNECTION

UNIQUE ENVIRONMENTS

AUTHENTICITY

SUSTAINABILITY

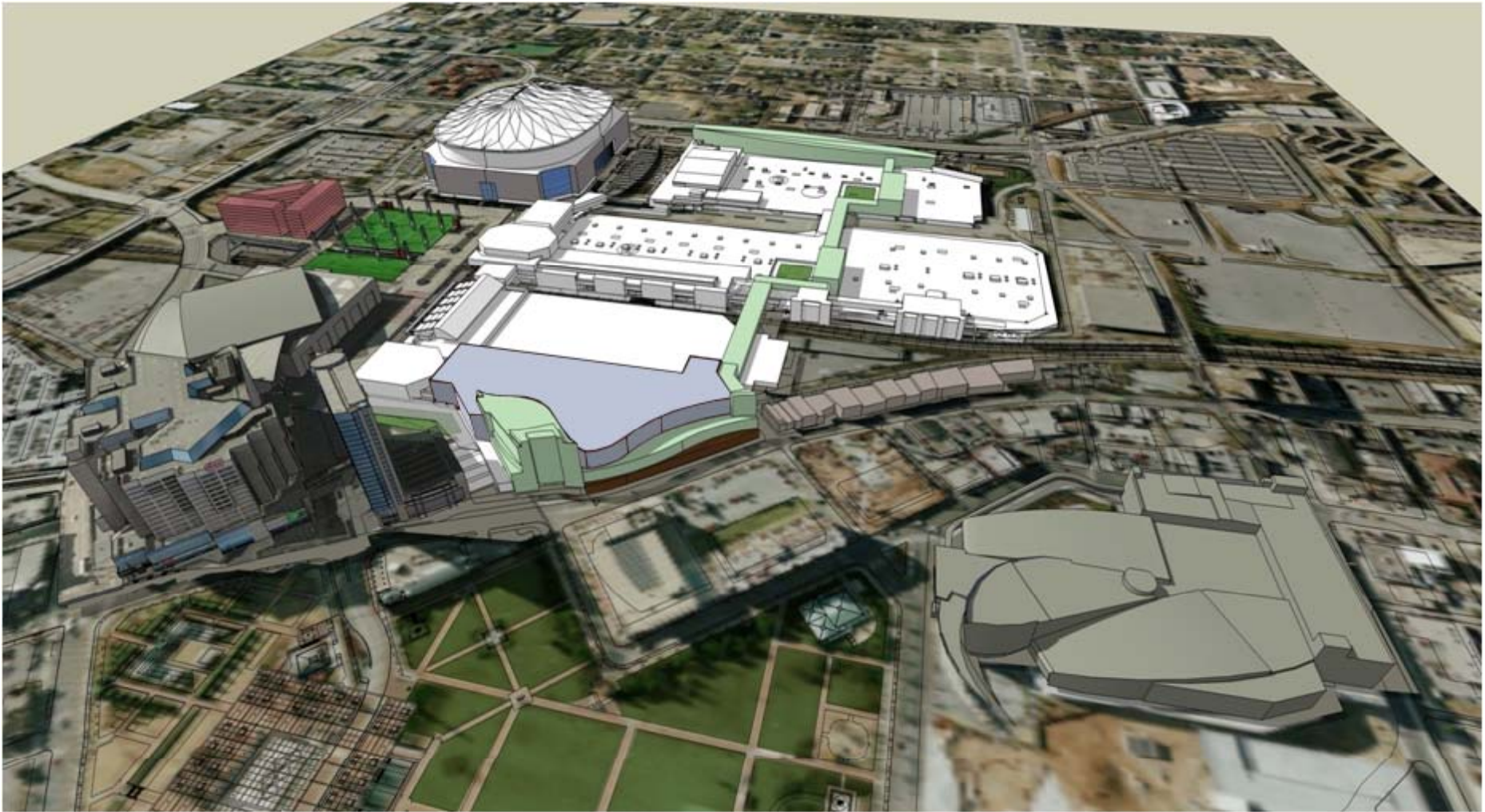
BUILDINGS THAT SELL

BALANCING BEAUTY, FUNCTION, URBAN INTEGRATION, SPIRIT OF PLACE, AND SUSTAINABLE DESIGN

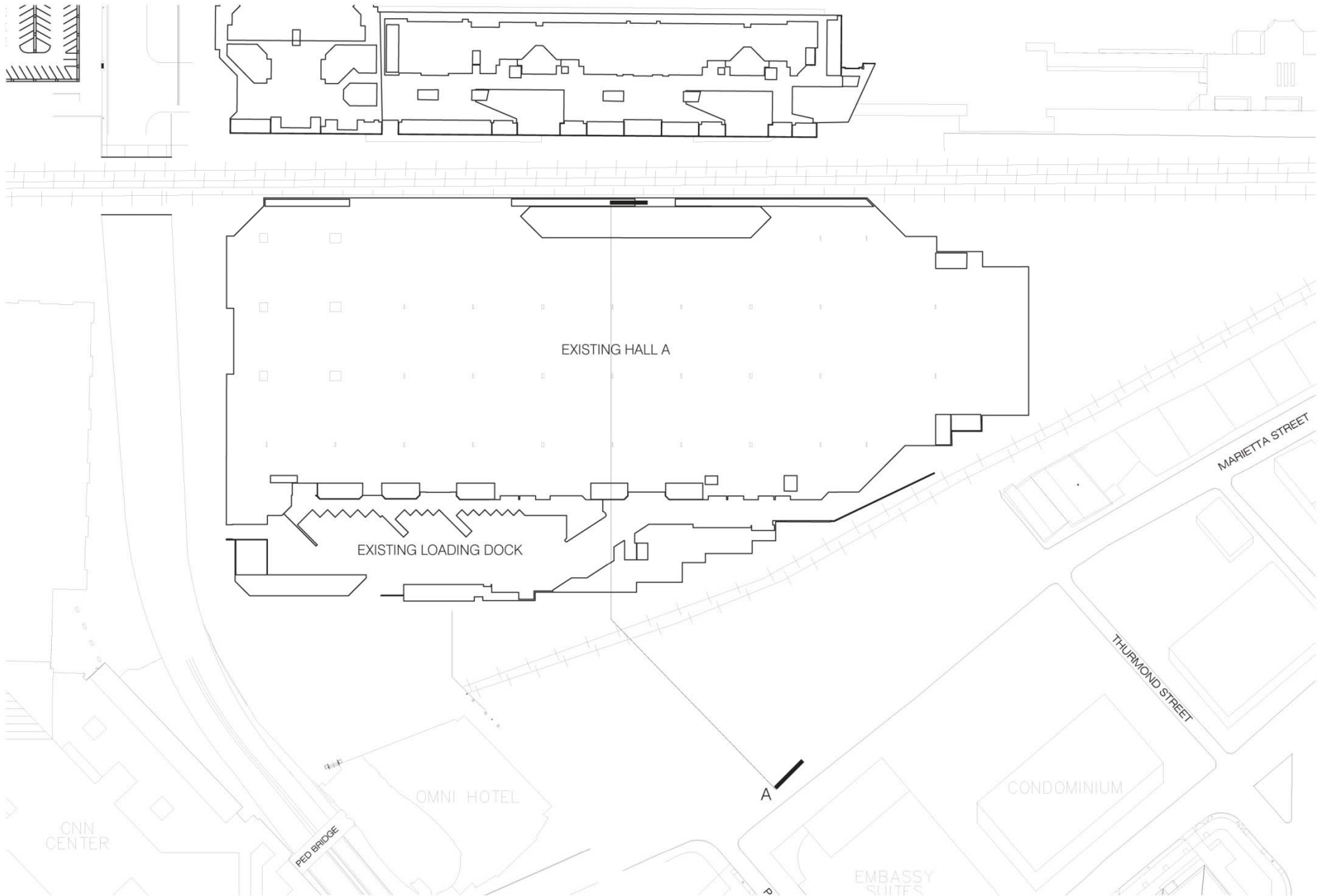
TRENDS:GWCC

- Renovate existing Hall A
- New primary eastern entrance
- New conference center
- New grand ballroom
- Structured parking for 280 cars
- Retail at Marietta Street

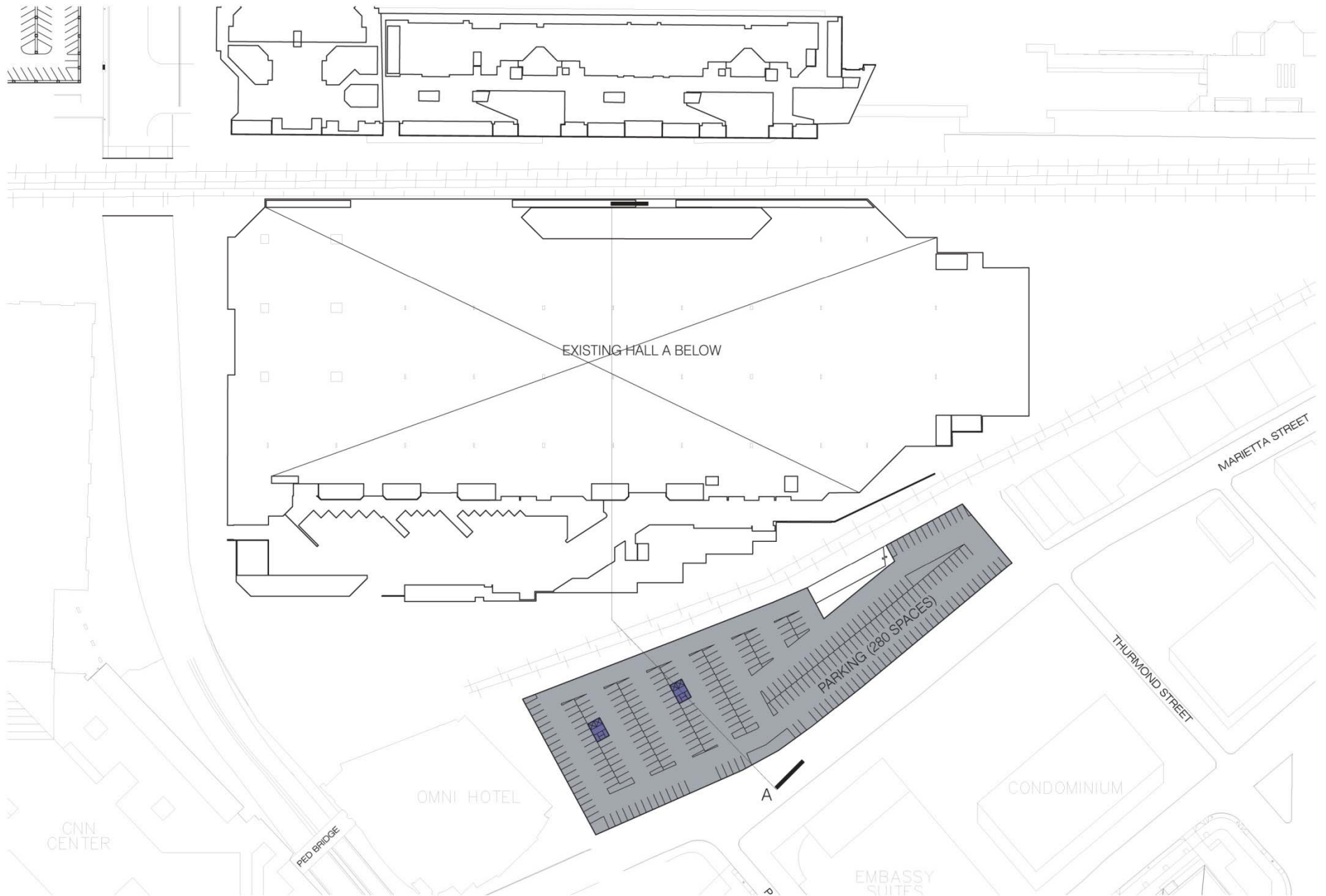
HALL A OPTIONS: GWCC
OPTION 1 | 2 | 3



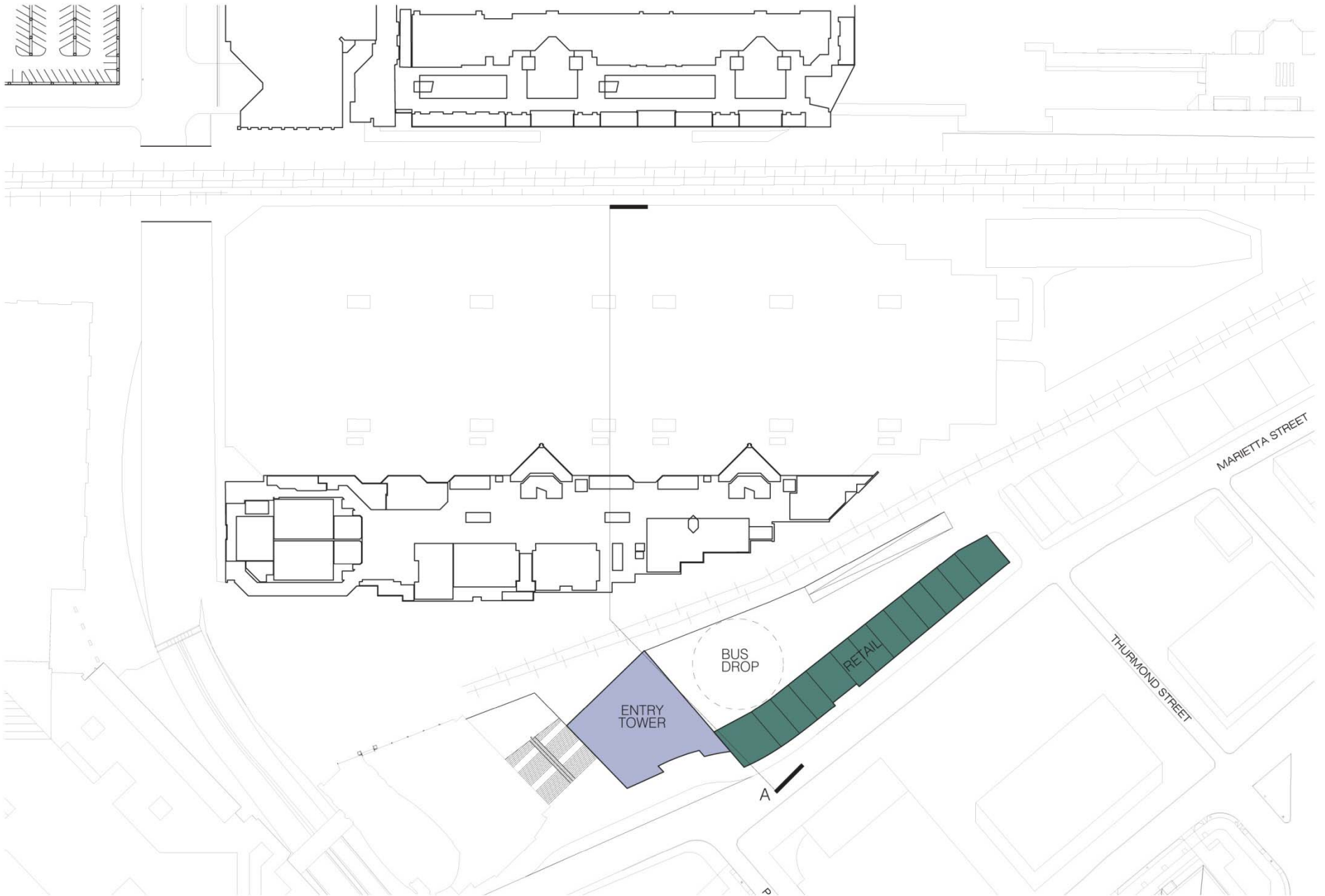
OPTION 1
SITE MODEL



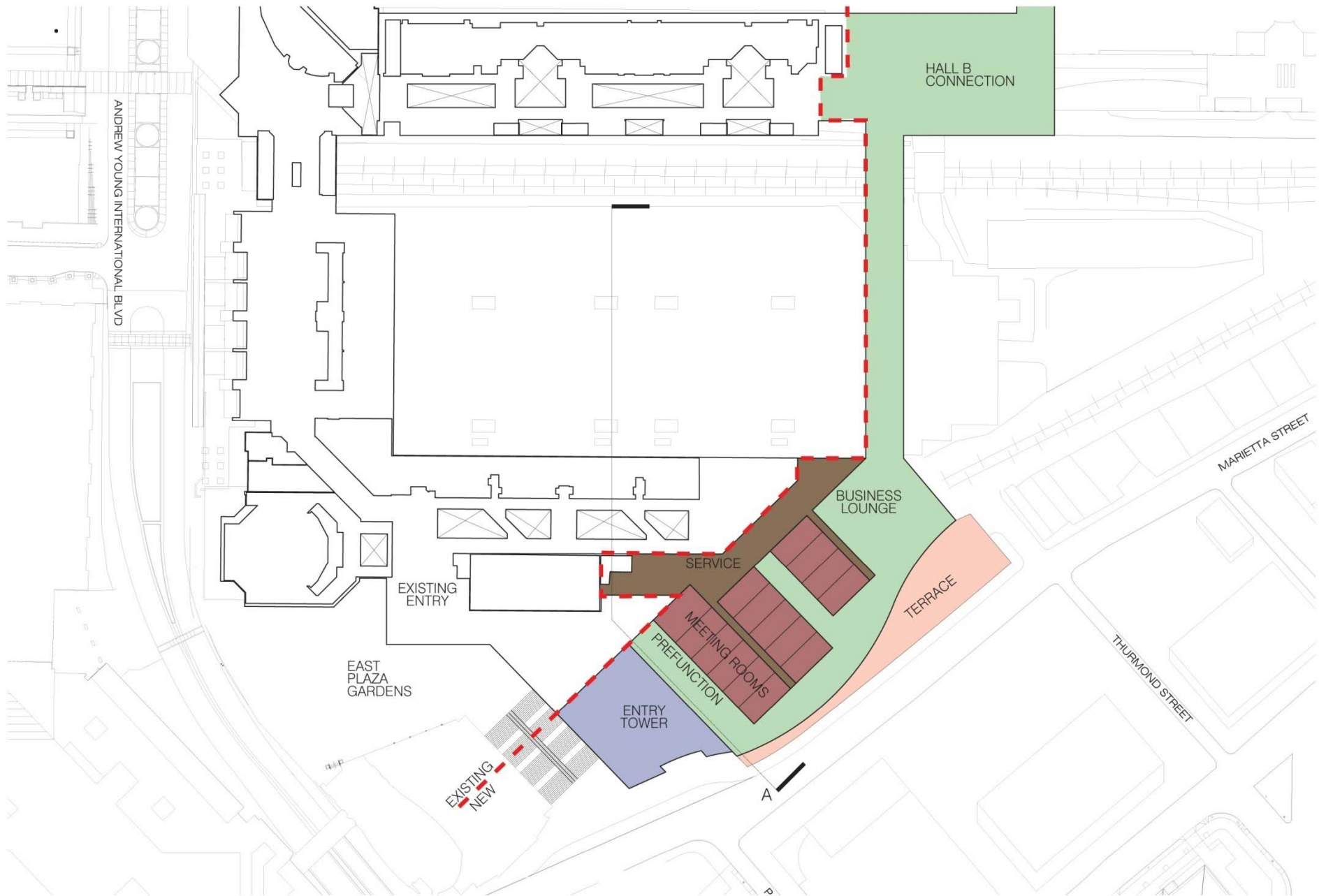
OPTION 1
ELEV 1009'-0" [LVL 1]



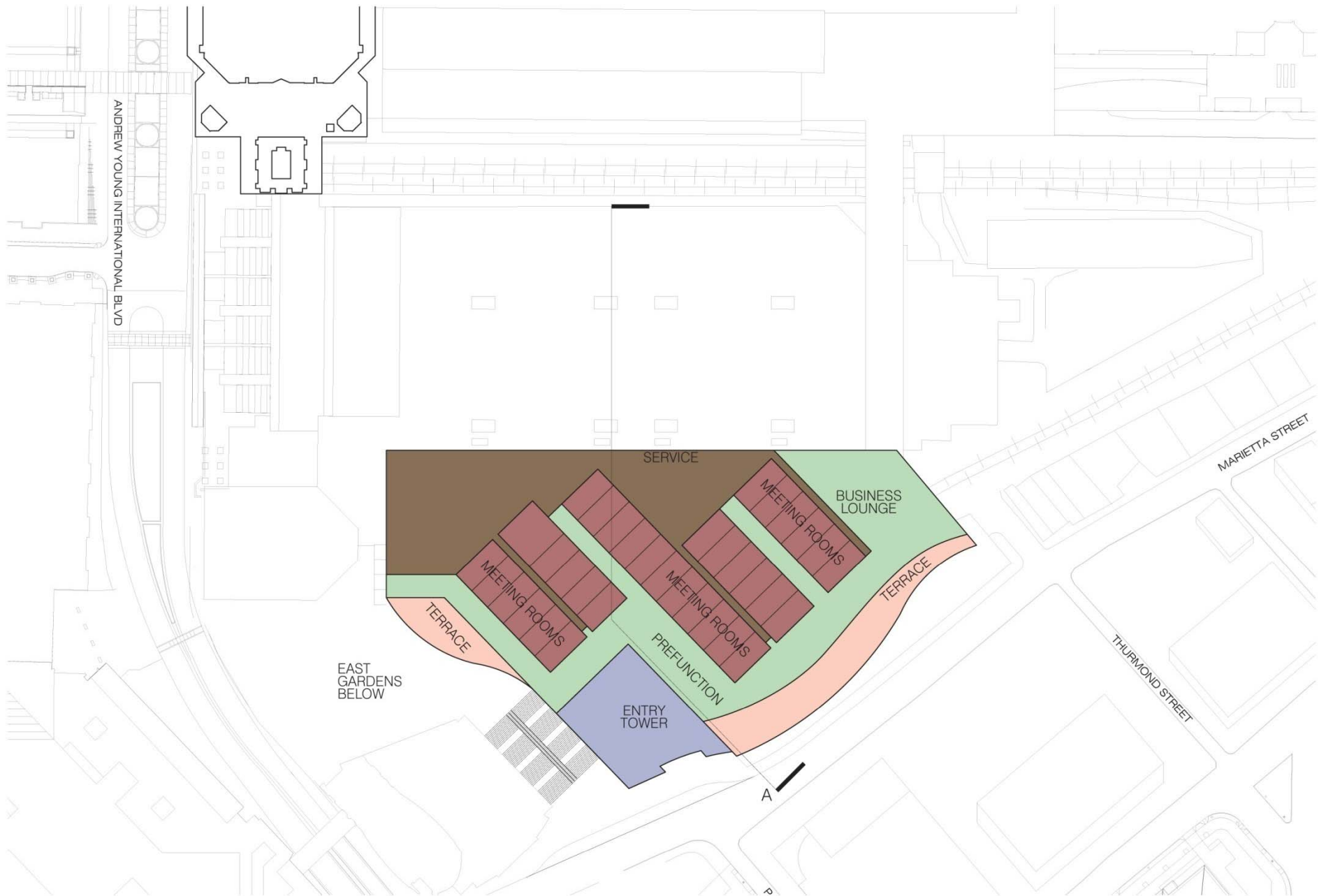
OPTION 1
ELEV 1015'-0" [LVL 2]



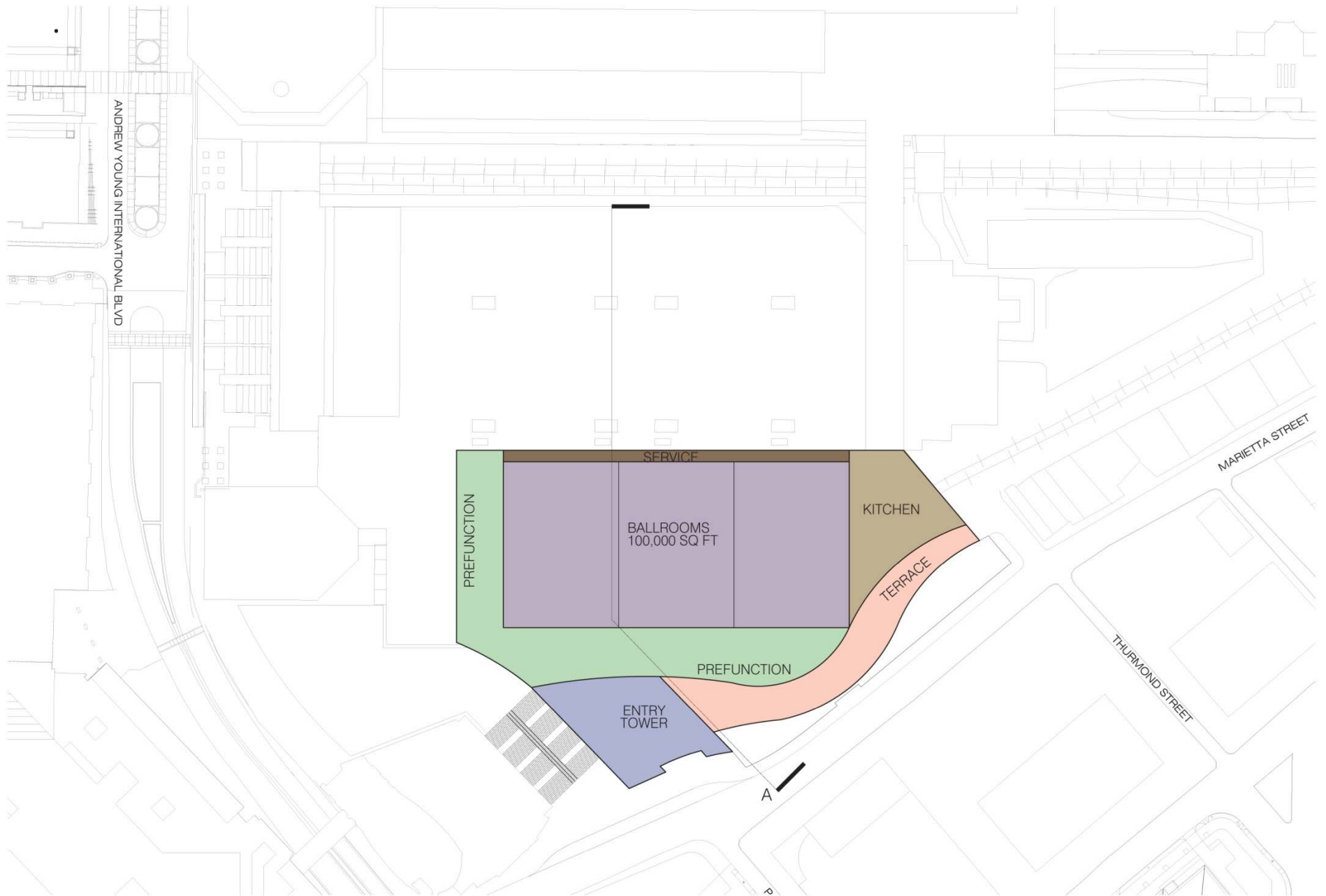
OPTION 1
ELEV 1029'-0" [LVL 3]



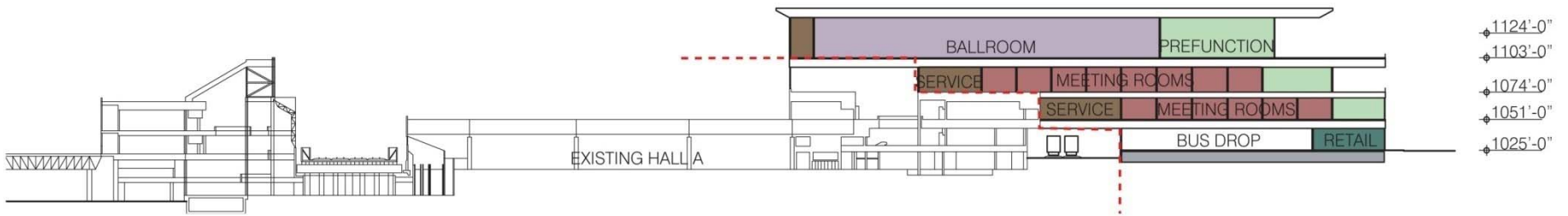
OPTION 1
ELEV 1051'-0" [LVL 4]



OPTION 1
ELEV 1073'-0" [LVL 5]



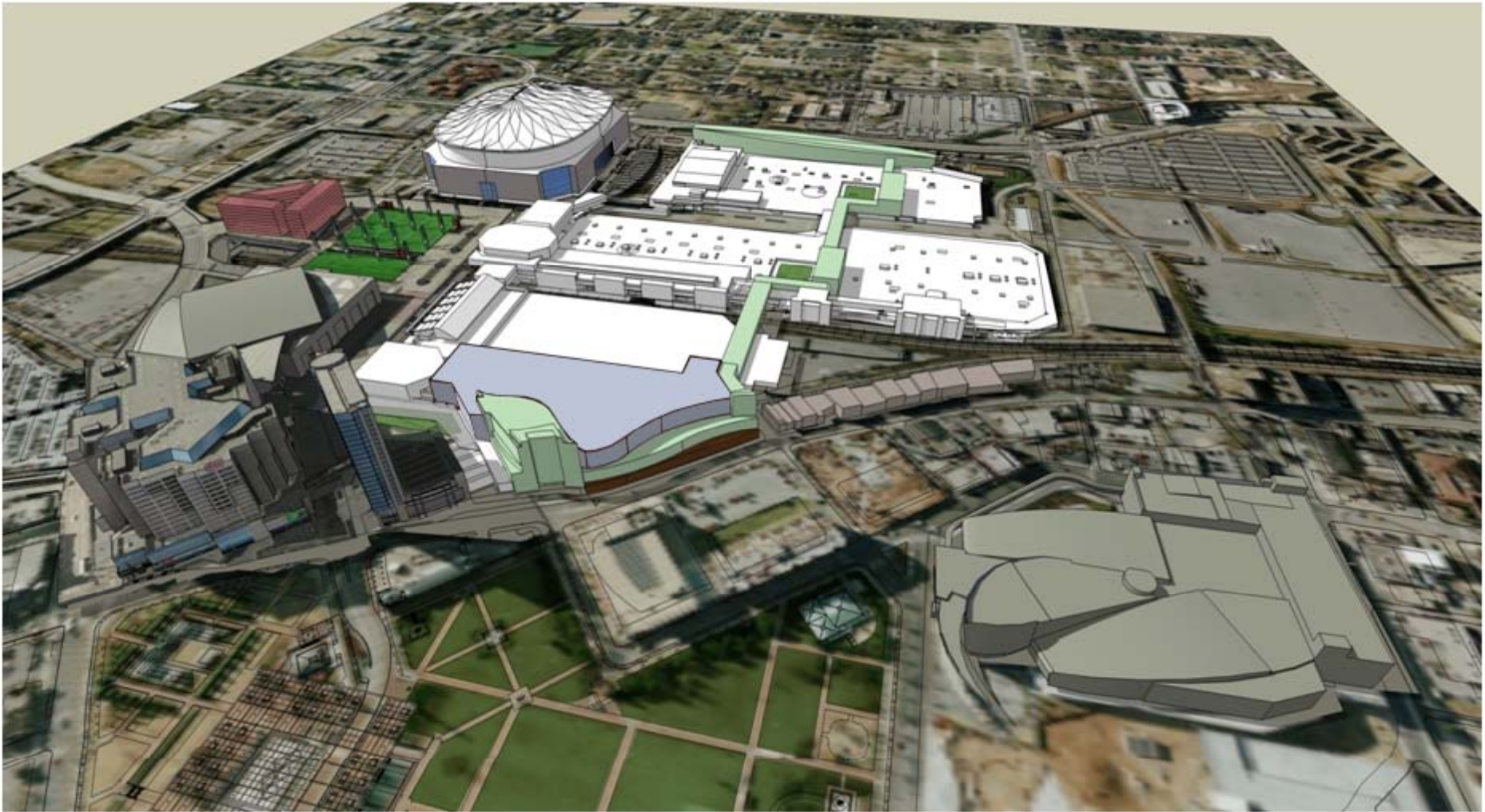
OPTION 1
ELEV 1103'-0" [LVL 6]



SECTION A

OPTION 1 - ATTACH CONFERENCE CENTER TO EXISTING HALL A

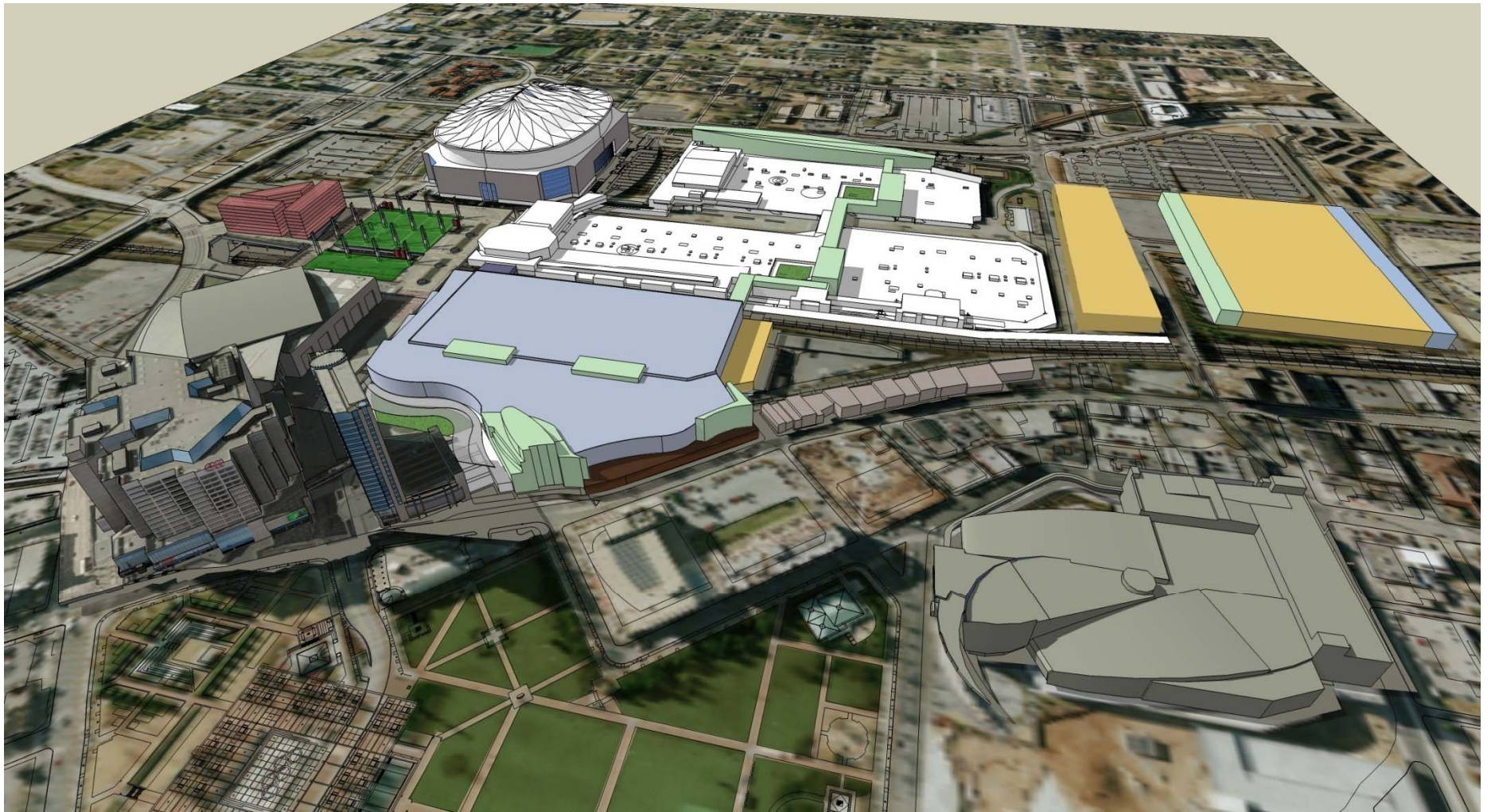
OPTION 1
SECTION



OPTION 1
SITE MODEL

- Single level Hall A
- Stacked conference center
- New primary eastern entrance
- New grand ballroom
- Structured parking New Grand ballroom
- Retail at Marietta Street

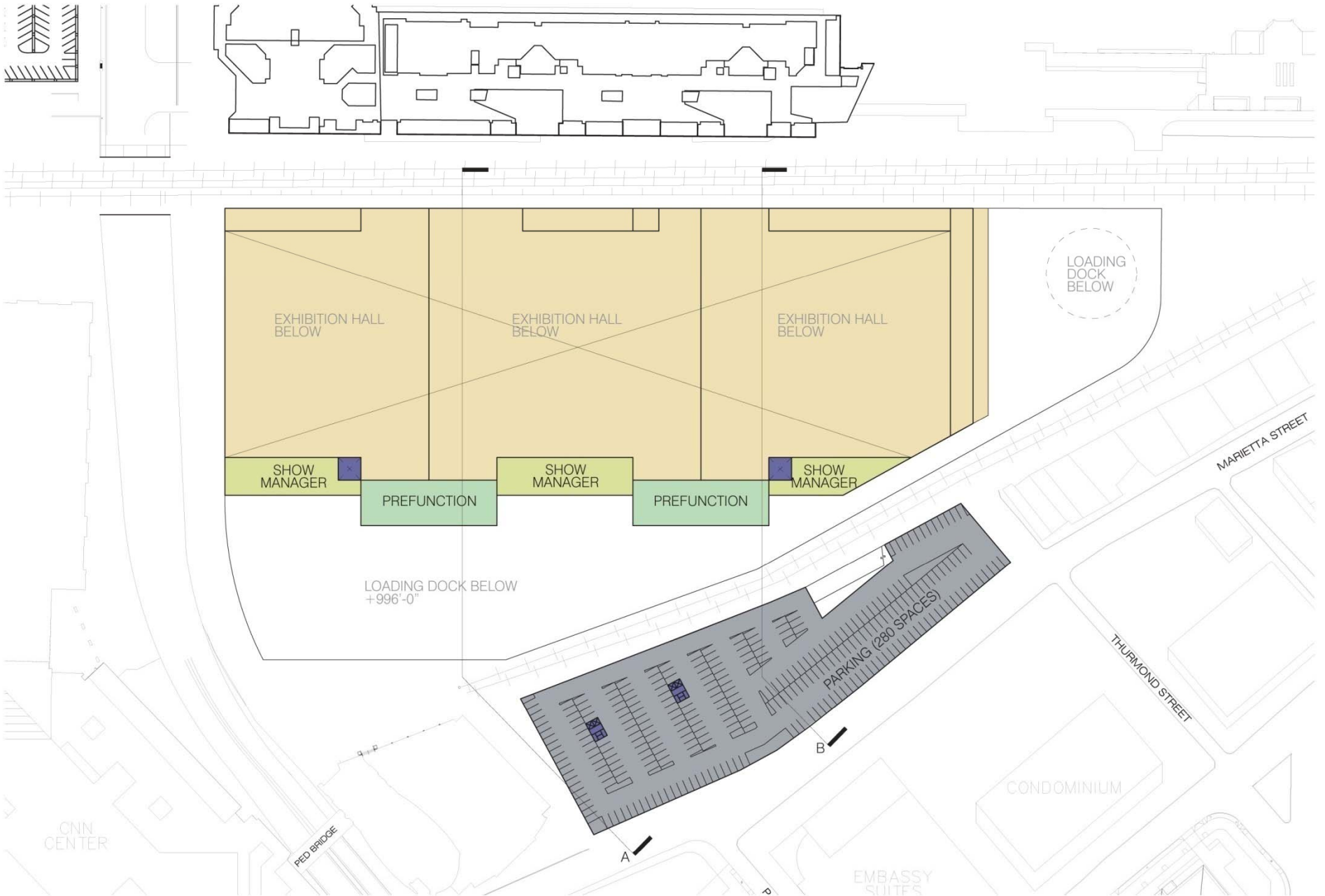
HALL A OPTIONS: GWCC
1 | OPTION 2 | 3



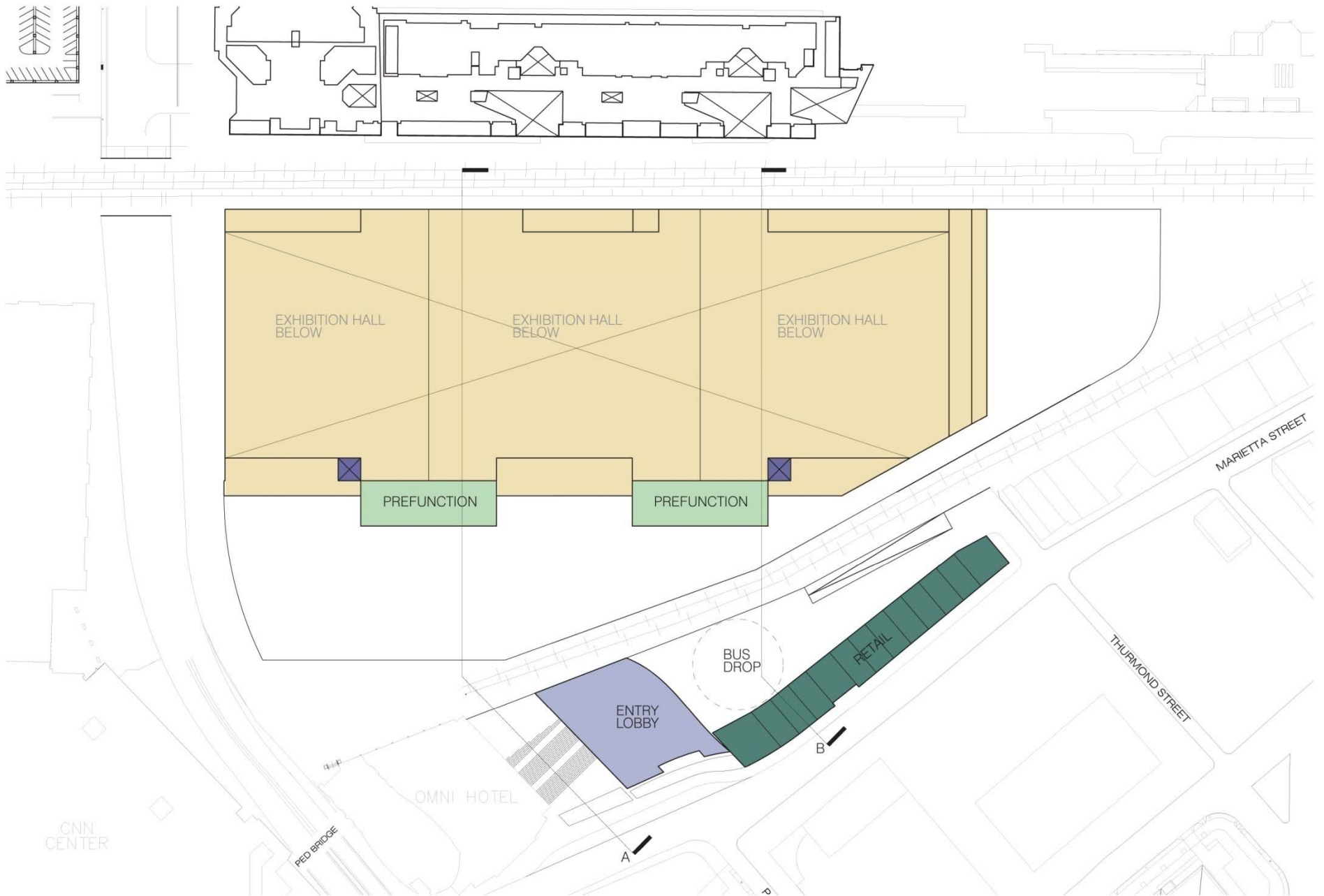
OPTION 2
SITE MODEL



OPTION 2
ELEV 0995'-0" [LVL 1]



OPTION 2
 ELEV 1015'-0" [LVL 2]



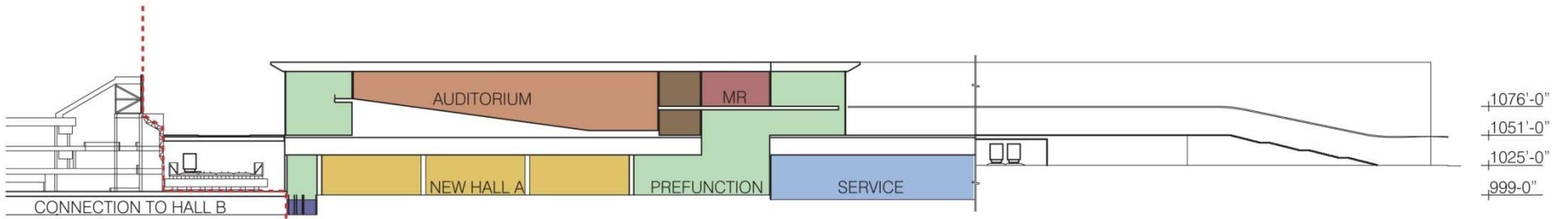
OPTION 2
ELEV 1025'-0" [LVL 3]



OPTION 2
 ELEV 1051'-0" [LVL 4]

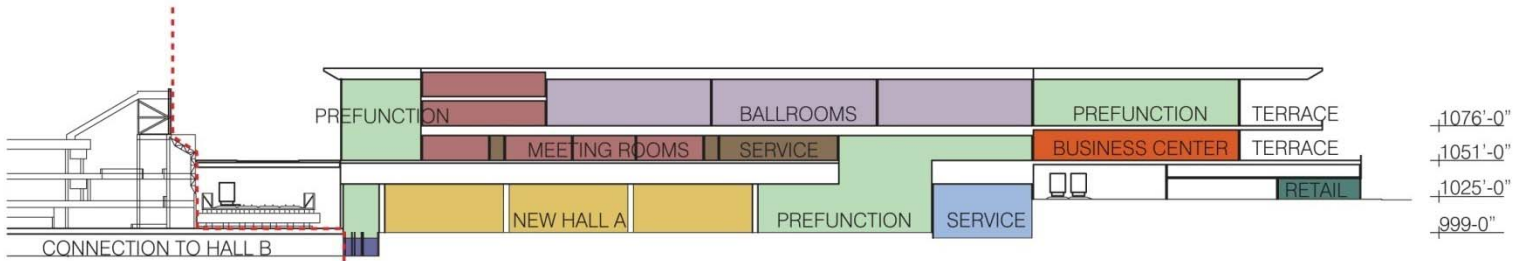


OPTION 2
 ELEV 1076'-0" [LVL 5]



SECTION A

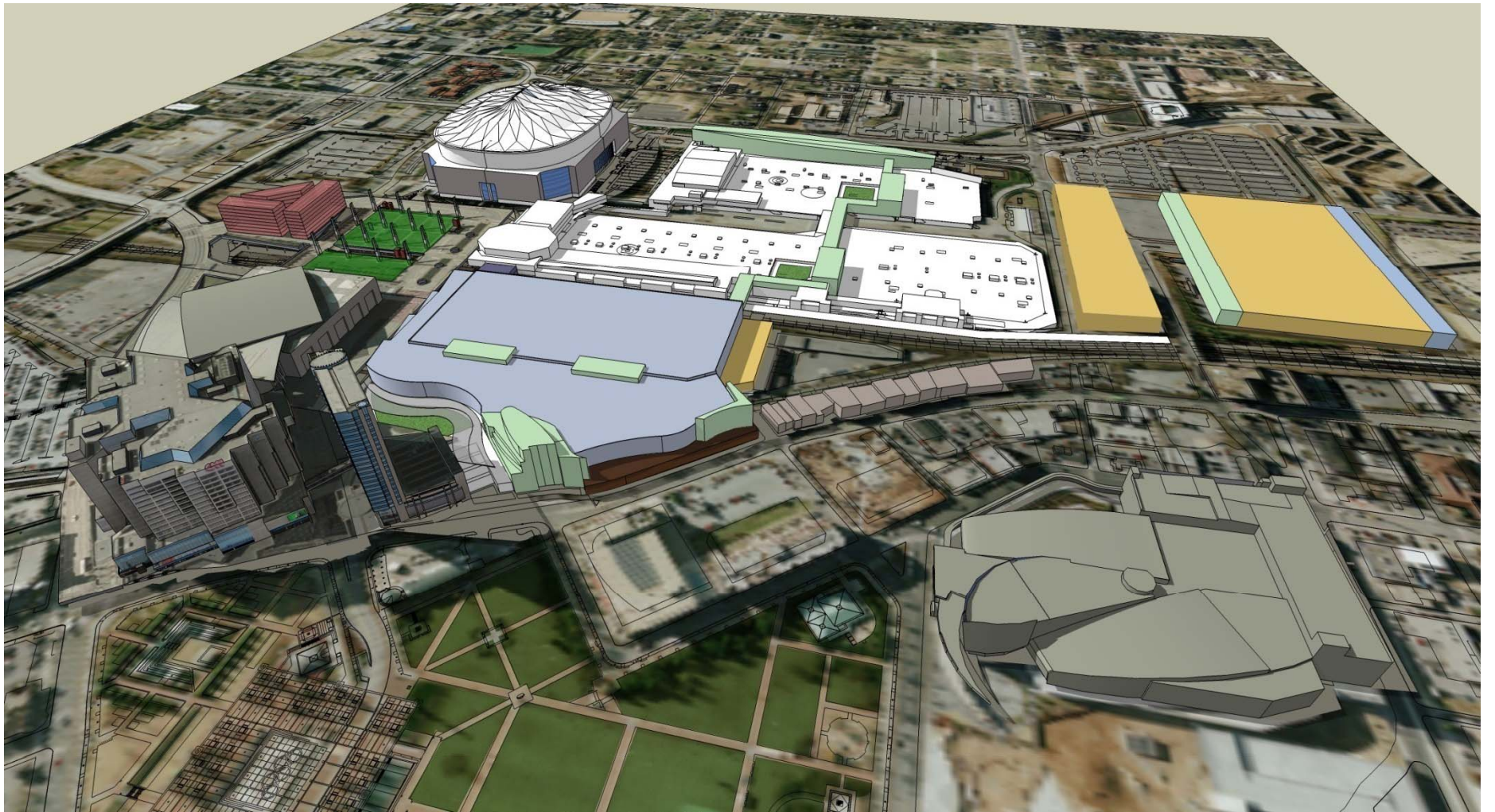
OPTION 2 - HALL A EXHIBIT FLOOR WITH CONFERENCE CENTER ON TOP



SECTION B

OPTION 2 - HALL A EXHIBIT FLOOR WITH CONFERENCE CENTER ON TOP

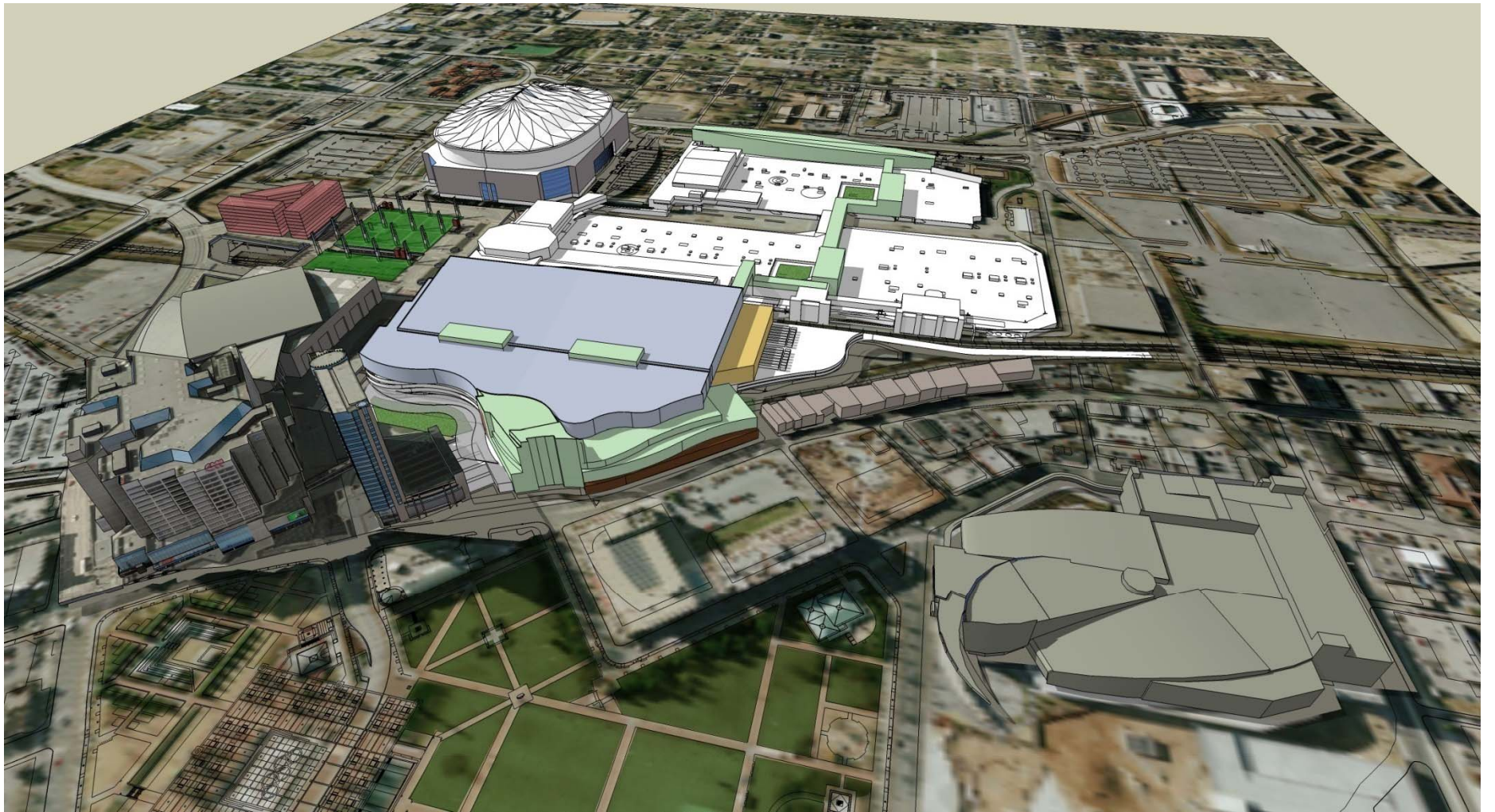
OPTION 2
SECTION



OPTION 2
SITE MODEL

- Double stacked 600,000 SQ FT Hall A
- New primary eastern entrance
- New conference center
- Structured parking for 280 cars
- Retail at Marietta Street

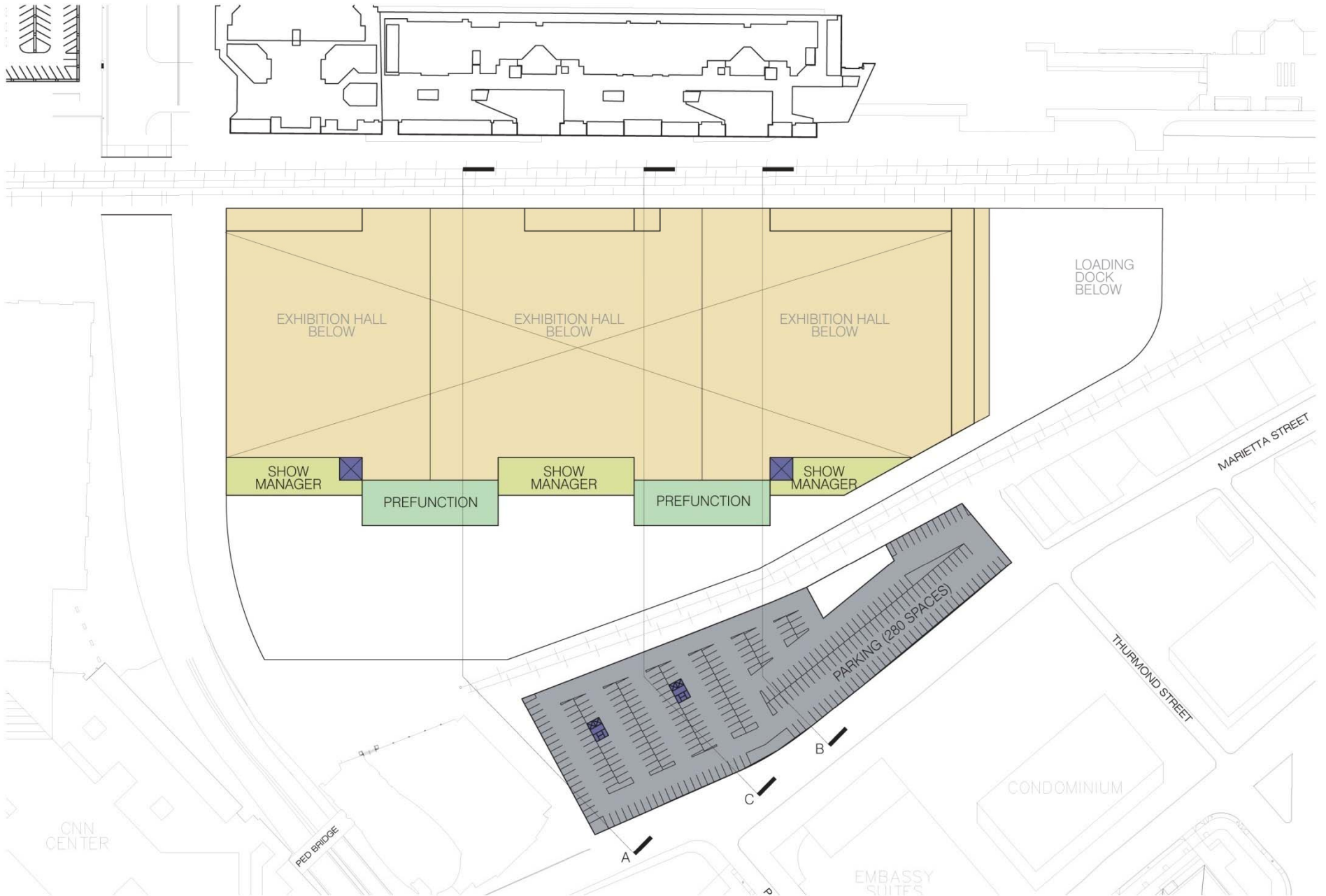
HALL A OPTIONS: GWCC
1 | 2 | OPTION 3



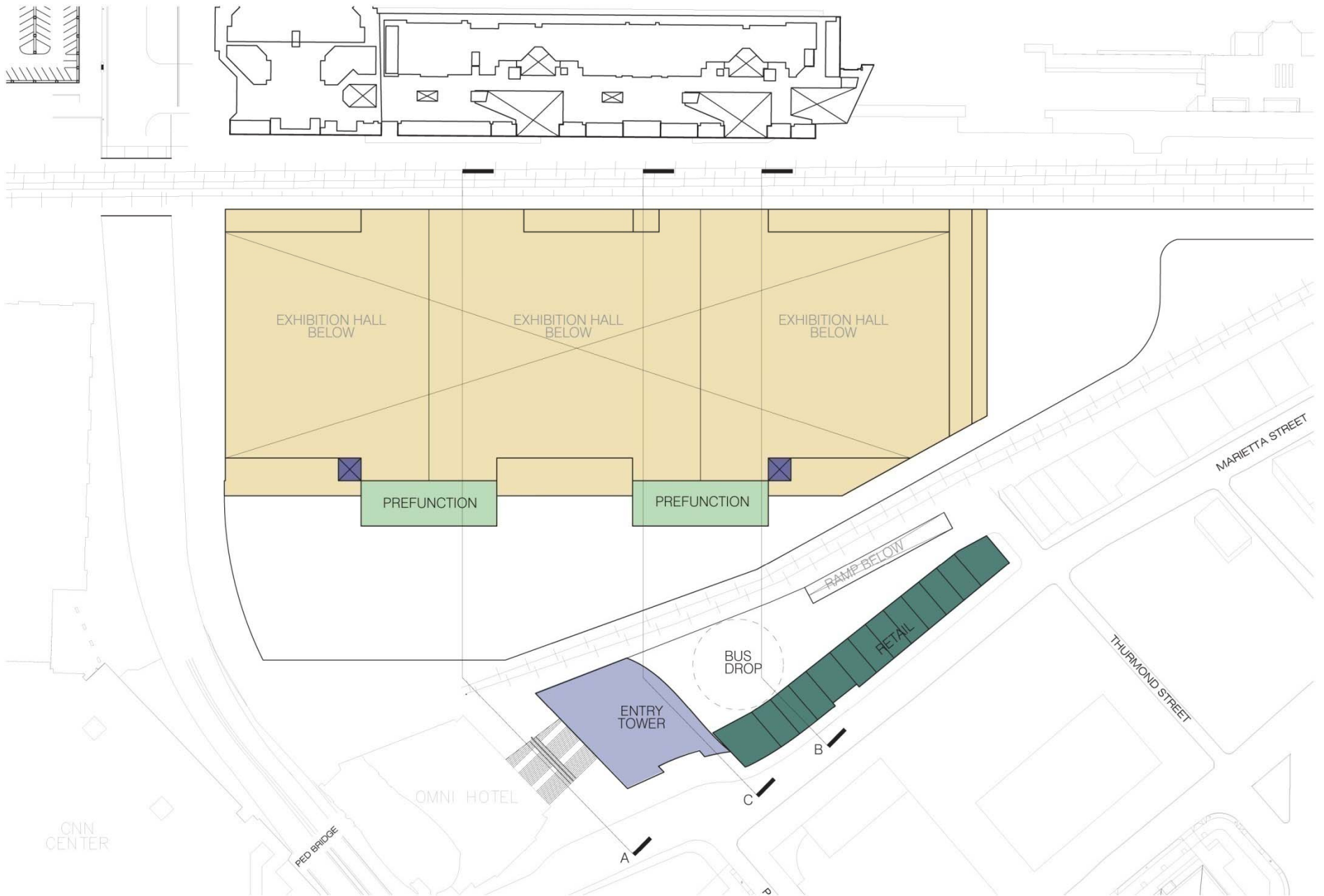
OPTION 3
SITE MODEL



OPTION 3
 ELEV 0995'-0" [LVL 1]



OPTION 3
 ELEV 1015'-0" [LVL 2]



OPTION 3
 ELEV 1025'-0" [LVL 3]



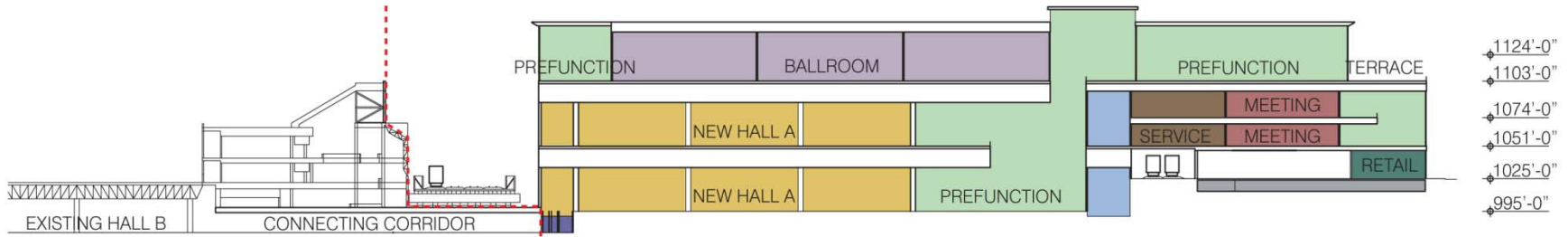
OPTION 3
 ELEV 1051'-0" [LVL 4]



OPTION 3
 ELEV 1074'-0" [LVL 5]

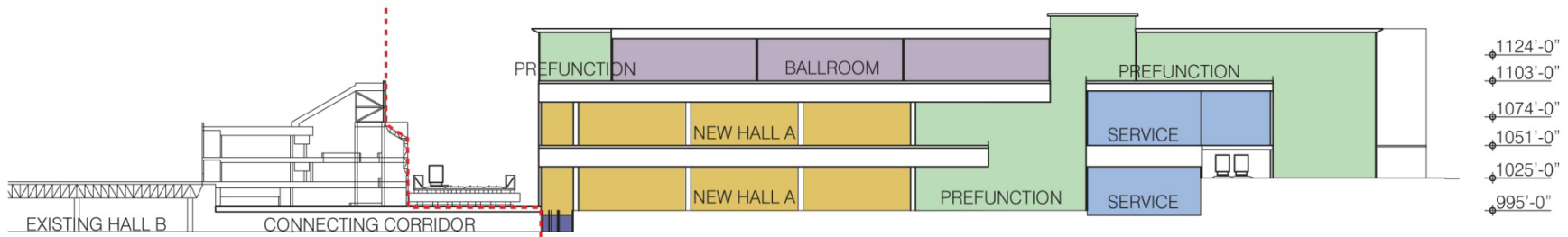


OPTION 3
 ELEV 1101'-0" [LVL 6]



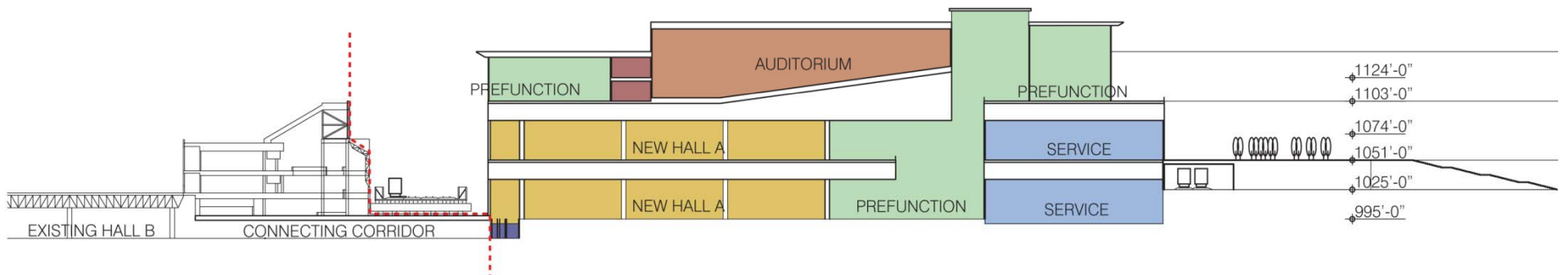
SECTION B

OPTION 3 - HALL A EXHIBIT FLOOR WITH CONFERENCE CENTER ON TOP



SECTION C

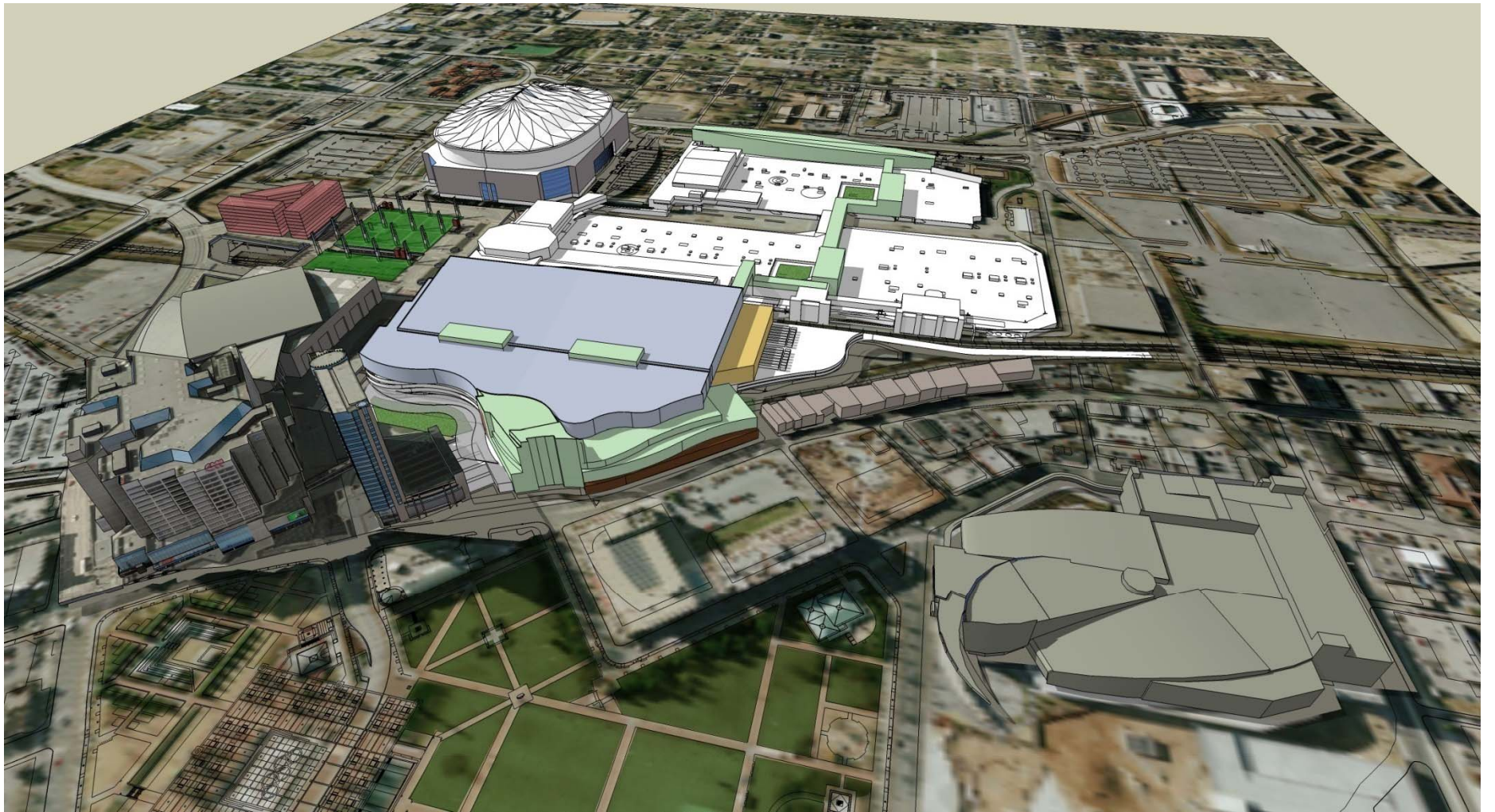
OPTION 3 - HALL A EXHIBIT FLOOR WITH CONFERENCE CENTER ON TOP



SECTION A

OPTION 3 - HALL A EXHIBIT FLOOR WITH CONFERENCE CENTER ON TOP

OPTION 3
SECTIONS



OPTION 3
SITE MODEL

Recap:

Urban Design:

Idea Forum
Existing Site Conditions
Planning Goals

Planning Strategies:

Stadium (stay or go) Strategy
Venue (out or up) Strategy
Hall A Options

URBAN DESIGN

ANALYSIS
OPPORTUNITIES

PLANNING STRATEGIES

STAY OR GO
OUT OR UP

MASTER PLAN ALTERNATIVES

EXPANDED STADIUM
NEW STADIUM
HALL A/GWCC

HALL A OPTIONS

STADIUM

INDEX:GWCC

STADIUM:GWCC

EXPANDED GEORGIA DOME | NEW STADIUM OPTIONS

STADIUM PROGRAM AND DATA

EXPANSION / RENOVATION

CASE STUDIES
GEORGIA DOME

NEW STADIUM

CASE STUDIES
NEW STADIUM ELEMENTS

COSTS

STADIUM:GWCC
EXPANDED GEORGIA DOME | NEW STADIUM OPTIONS

COMPARABLE NFL STADIUM DATA - NEW

	RELIANT STADIUM (Texans)	UNIVERSITY OF PHOENIX STADIUM (Cardinals)	LUCAS OIL STADIUM (Colts)	COWBOYS STADIUM (Cowboys)	FALCONS (response to 2008 questionnaire)
Opening Day	2002	2006	2008	2009	TBD
Total Seats	69,615	63,500	63,000 (exp to 74,600)	85,500 (exp to 95,000)	65,000 NFL 72,000 special events
Total Sq. Ft.	1,950,000	1,706,000	1,850,000	2,800,000	Target 2,000,000
Area (sf) per Seat	28.01	26.87	29.36	32.75	Target 30.00
Total Club Seats	8,187	7,476	7,100	15,500	7,000 TO 10,000 2 VIP clubs on lower level
Total Club Area	92,500	104,700	118,000	200,000	105,000 - 180,000
Area (sf) per Club Patron	11.3	14	16.6	12.9	15 - 18
Total Suites	202	88	137	300 (exp to 400)	120 @ sideline / mix of 24 & 16 4 super suites @ 100 each

COMPARABLE NFL STADIUM DATA - EXPANSION / RENOVATION

	LAMBEAU FIELD (Packers)	DOLPHIN STADIUM (Dolphins)		ARROWHEAD STADIUM (Chiefs)		GEORGIA DOME (Falcons)	FALCONS (response to 2008 questionnaire)
	Expansion	Existing	Expansion	Existing	Expansion	Existing	
Opening Day	2002/3	1987	2007	1972	2009/10	1992	TBD
Total Seats	65,290	75,554	75,330	79,500	77,000	71,250	65,000 NFL 72,000 special events
Total Sq. Ft.	1,650,000	1,596,000	1,818,000	1,140,000	1,619,200	1,618,000	Target 2,000,000
Area (sf) per Seat	25.3	21.1	24.1	14.3	21.0	22.7	Target 30.00
Total Club Seats	6,250	10,193	10,193	7,913	7,665	4,600	7,000 TO 10,000 2 VIP clubs on lower level
Total Club Area	81,500	100,000	171,633	89,952	128,500	55,600	105,000 - 180,000
Area (sf) per Club Patron	13.0	9.8	16.8	11.4	16.8	12.1	15 - 18
Total Suites	166	184	191	82	111 suites; 22 boxes	169	120 @ sideline / mix of 24 & 16 4 super suites @ 100 each

COMPARABLE NFL STADIUM DATA - GENERAL

	RELIANT STADIUM (Texans)	UNIVERSITY OF PHOENIX STADIUM (Cardinals)	LUCAS OIL STADIUM (Colts)	COWBOYS STADIUM (Cowboys)	DOLPHIN STADIUM (Dolphins)	ARROWHEAD STADIUM (Chiefs)	GEORGIA DOME (Falcons)	FALCONS (response to 2008 questionnaire)
	New	New	New	New	Renovated	Renovated	Existing	TBD
Roof	Retractable Roof	Retractable Roof	Retractable Roof	Retractable Roof	No	No	Fixed	Operable roof offers flexibility
Includes Training Facility in Stadium	Yes	No	No	No	No	No	No	Potential on-site Office and Training Complex for the Falcons.
On-site Parking	26,000	14,000	1,900	12,000	24,135	24,000	5,500	15,000 premium parking, tailgating / hospitality areas

CASE STUDIES:GWCC

EXPANDED GEORGIA DOME | NEW STADIUM ELEMENTS



Arrowhead Stadium

Building Size - 1972
1,140,000 Square Feet

Seating Capacity
79,500

Suites 82

Club Seats 7,913

Club Area 89,952

Expansion/Renovation



Building Size - 2010
1,619,000 Square Feet

Seating Capacity
77,000

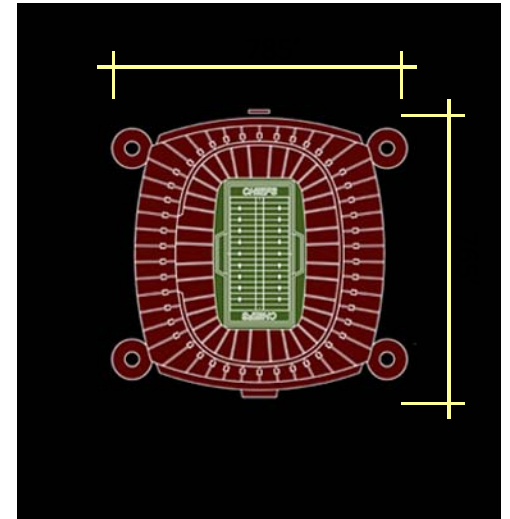
Suites 133

Club Seats 7,665

Club Area 128,500

Arrowhead Stadium

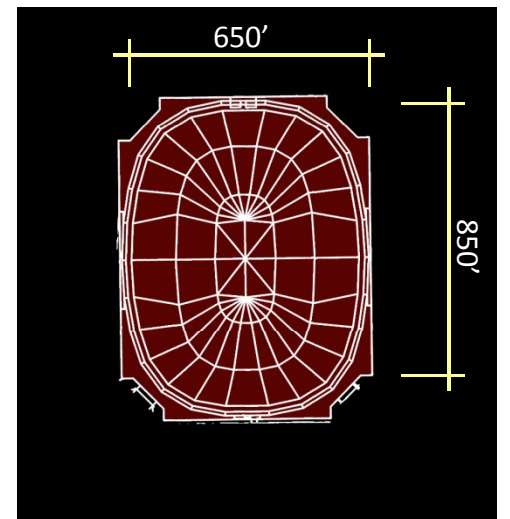
Expansion/Renovation



Arrowhead

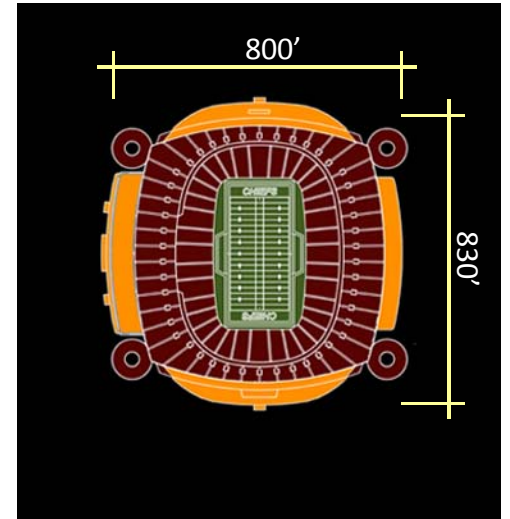


Arrowhead

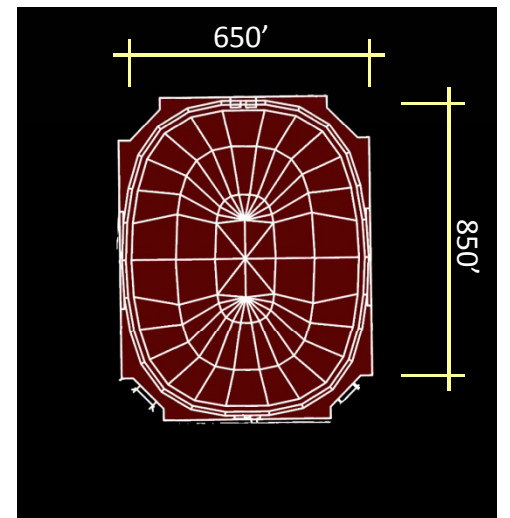


Atlanta

Benchmarks....Major Renovations



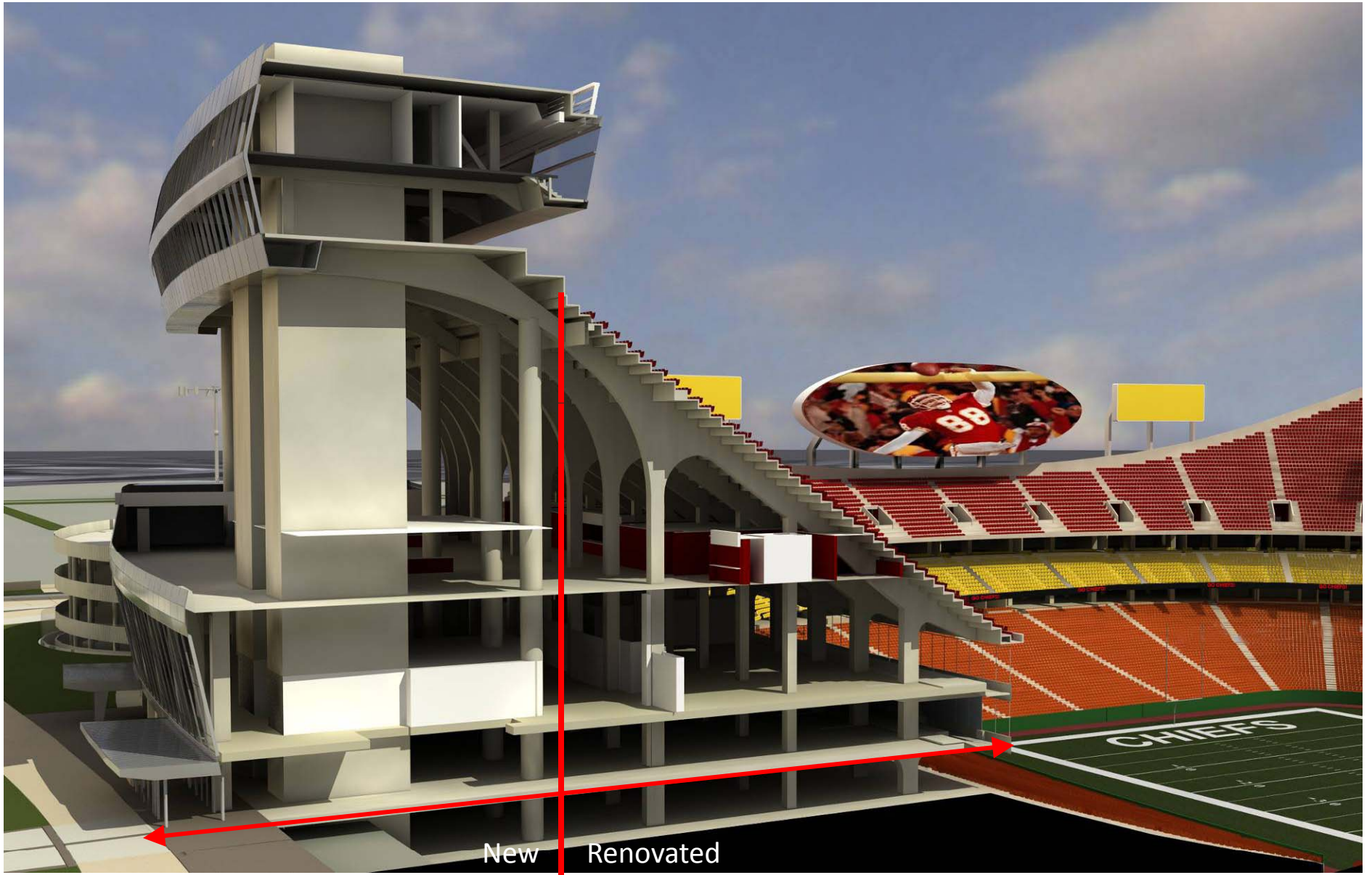
Arrowhead



Atlanta

Arrowhead

Benchmarks....Major Renovations

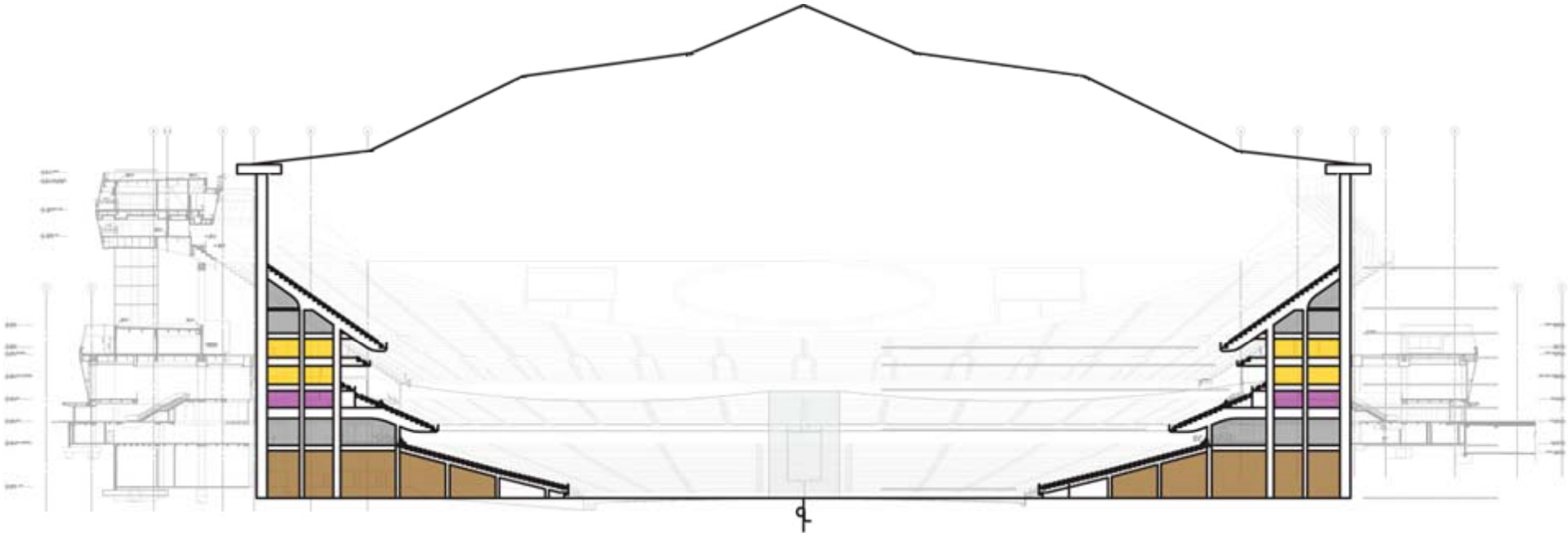


Arrowhead Stadium

New Renovated

Expansion/Renovation

GEORGIA DOME-KANSAS CITY



SECTION - OVERLAY



Building Size - 1987
1,596,000 Square Feet

Seating Capacity
75,554

Suites 184

Club Seats 10,193

Club Area 100,000

Dolphin Stadium

Expansion/Renovation



Building Size - 2007
1,818,000 Square Feet

Seating Capacity
75,330

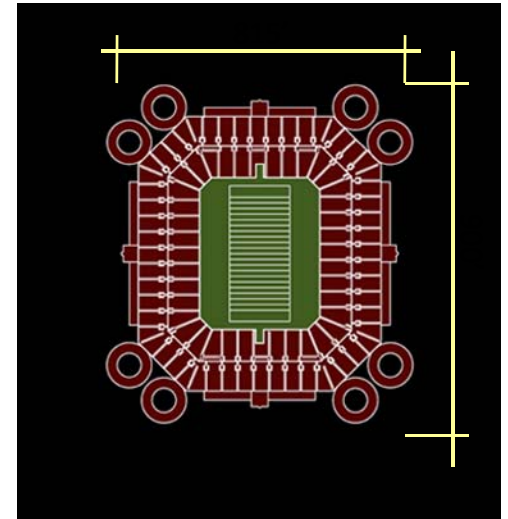
Suites 191

Club Seats 10,193

Club Area 171,633

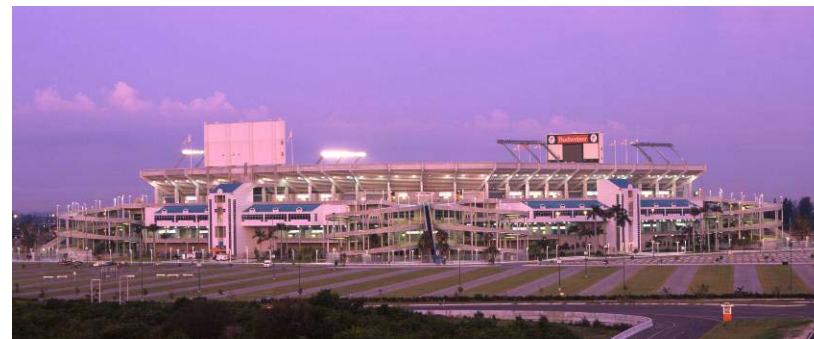
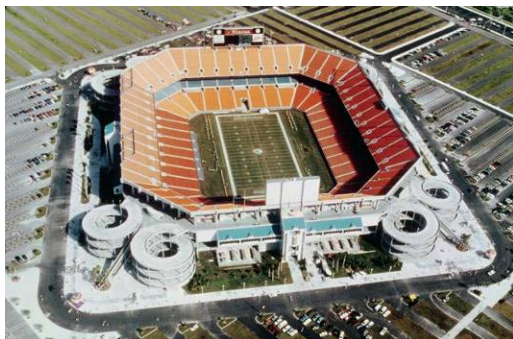
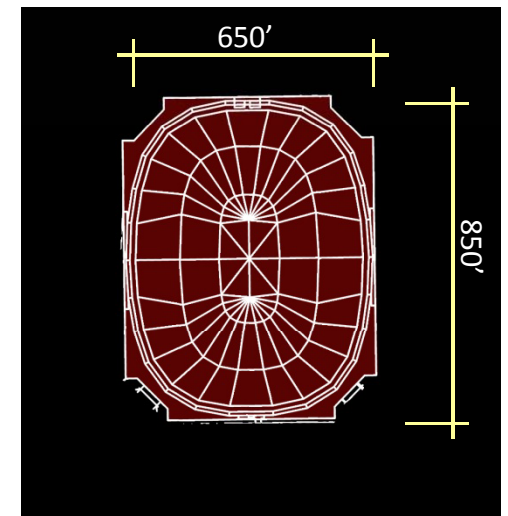
Dolphin Stadium

Expansion/Renovation



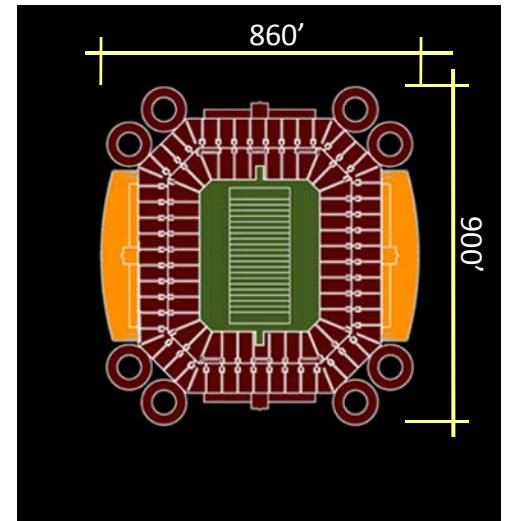
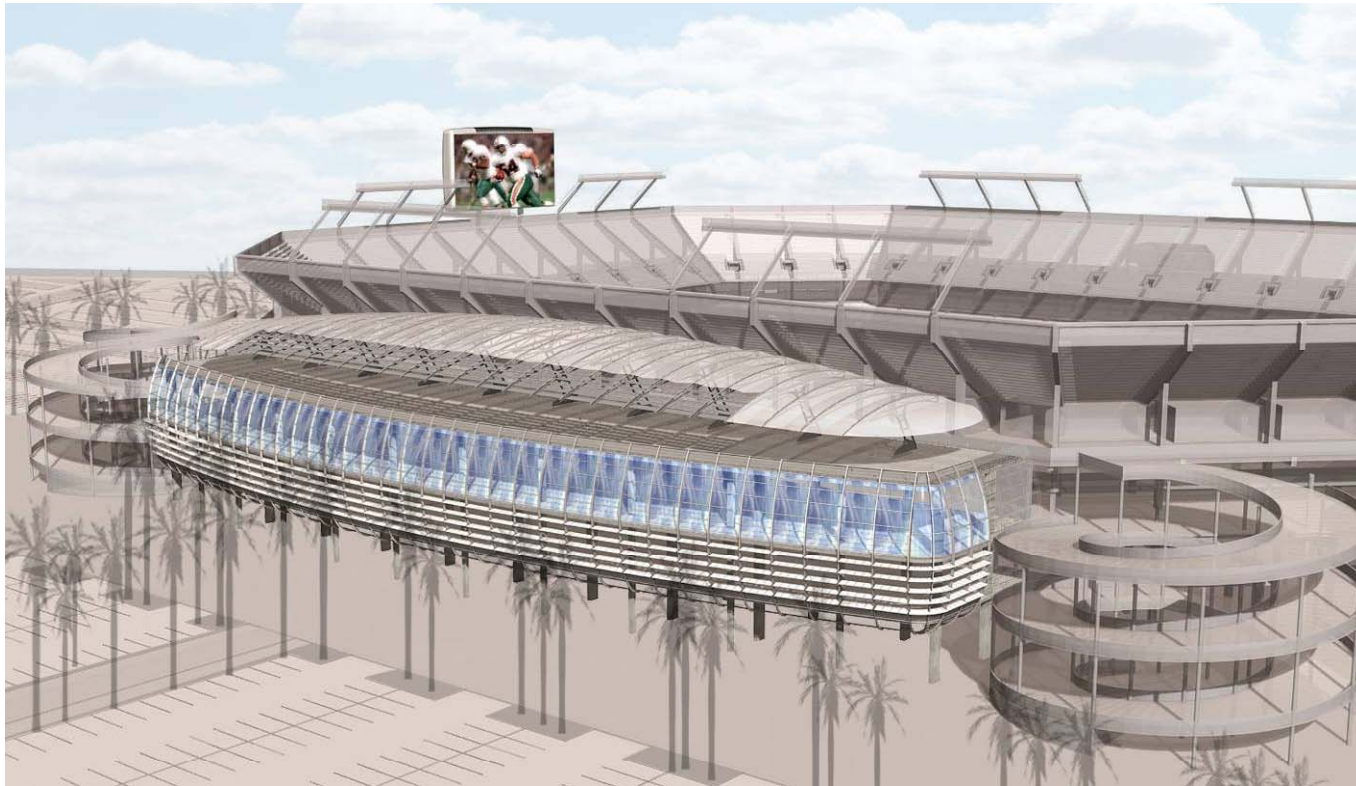
Miami

Atlanta



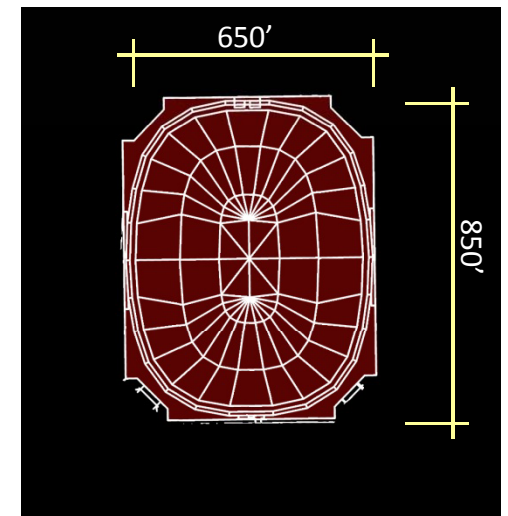
Dolphin Stadium

Expansion/Renovation

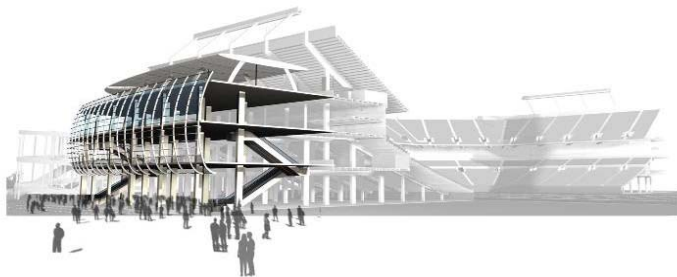


Miami

Atlanta

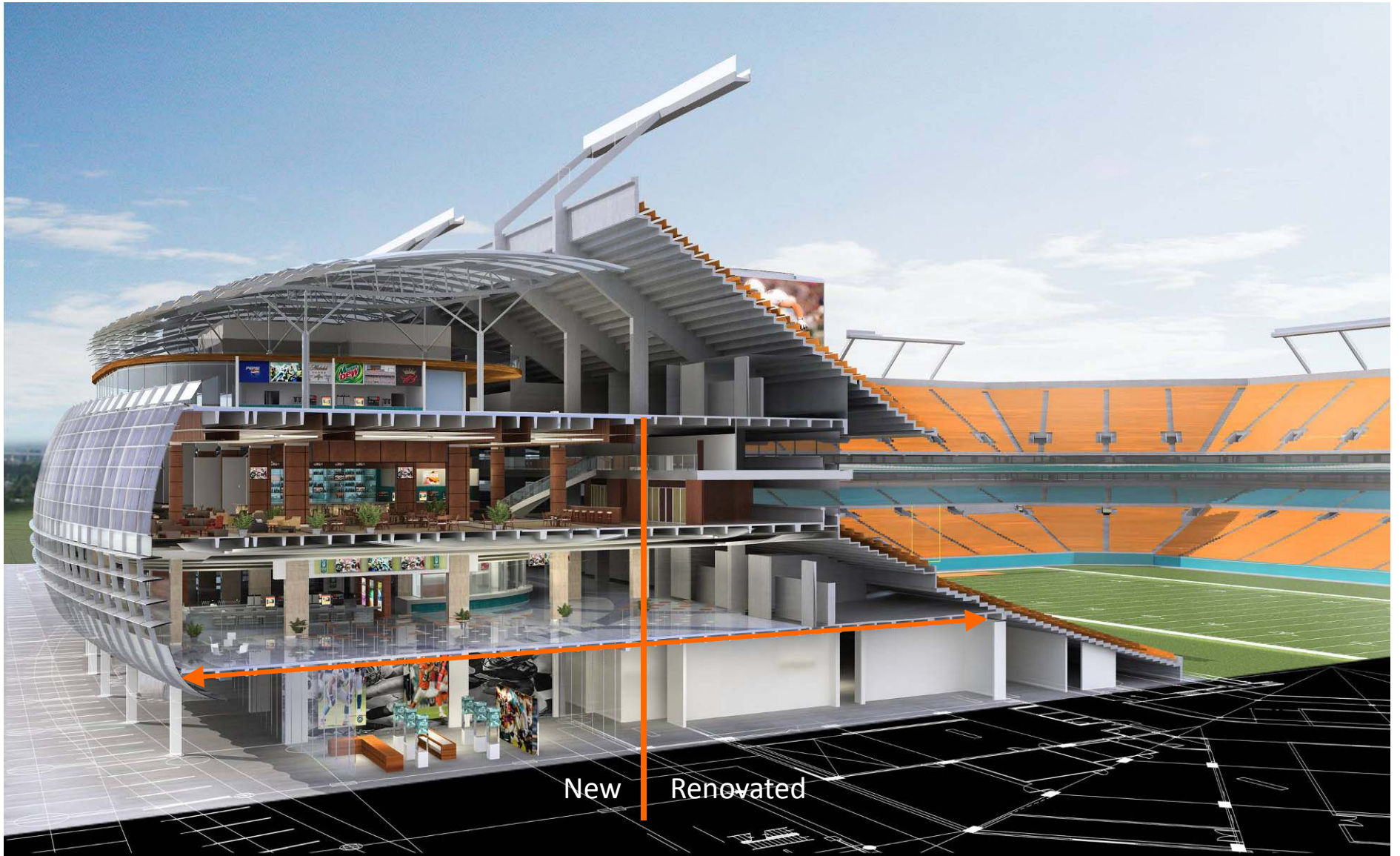


Expansion/Renovation



Dolphin Stadium





Dolphin Stadium

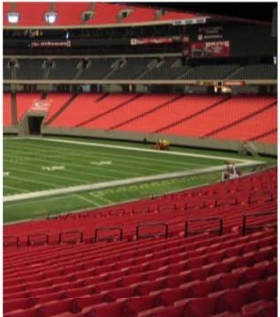
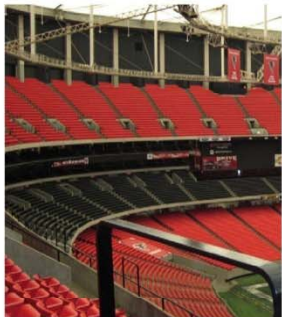
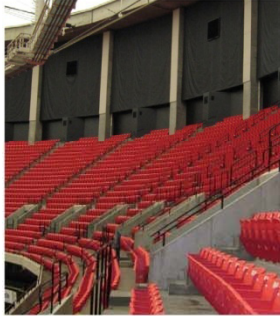
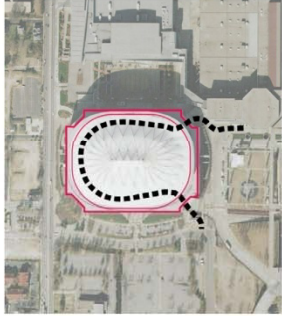
Expansion/Renovation

DIAGRAMS:GWCC

EXPANDED GEORGIA DOME | NEW STADIUM ELEMENTS

GEORGIA DOME

stadium core



inner circulation

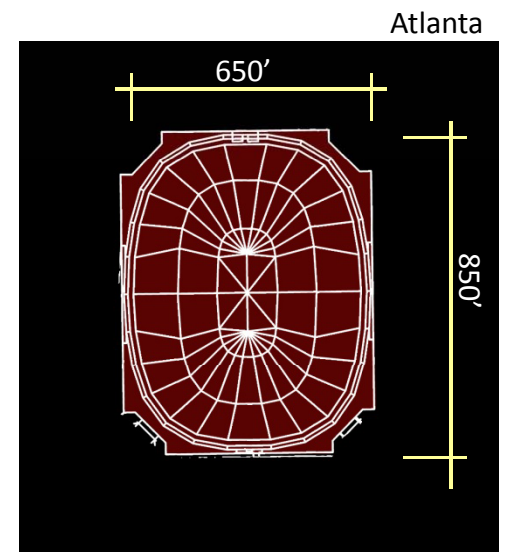


vertical circulation





Atlanta



Existing Georgia Dome



Building Size
1,618,000 Square Feet

Seating Capacity
71,250

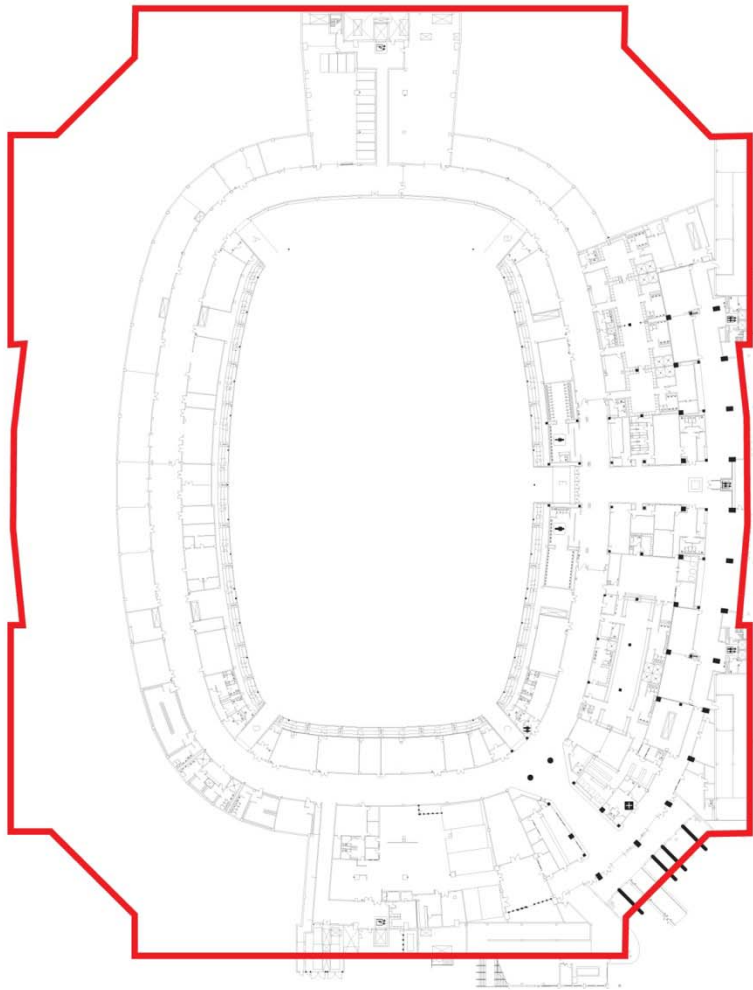
Suites 203

Club Seats 4,600

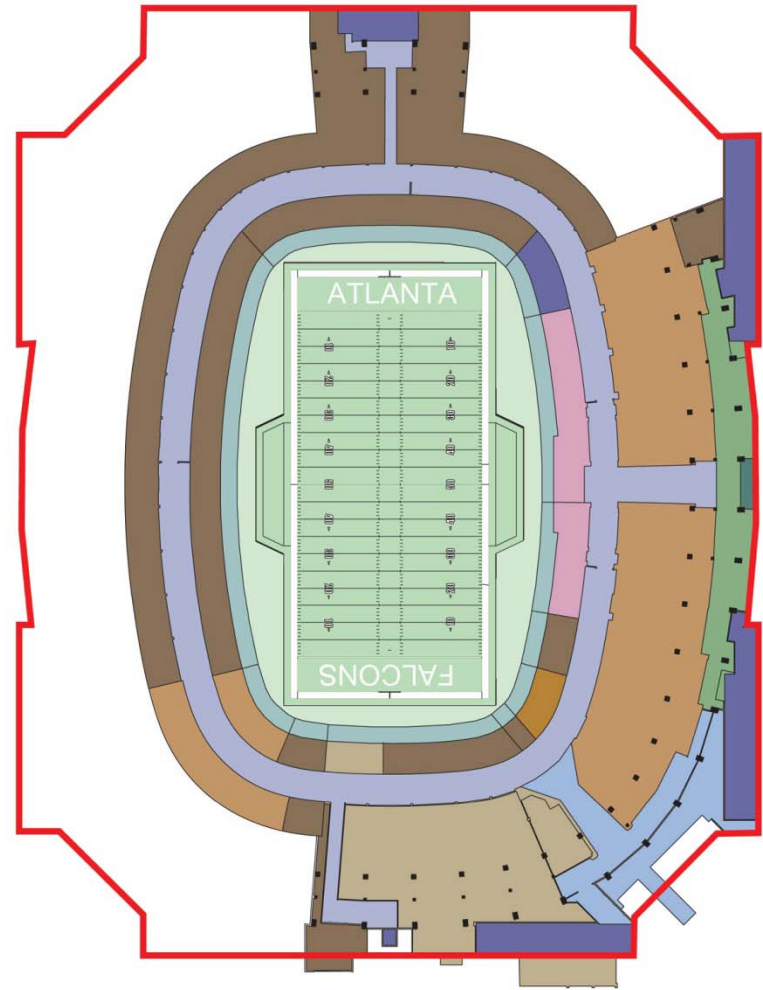
Club Area 55,600

Atlanta

Existing Georgia Dome

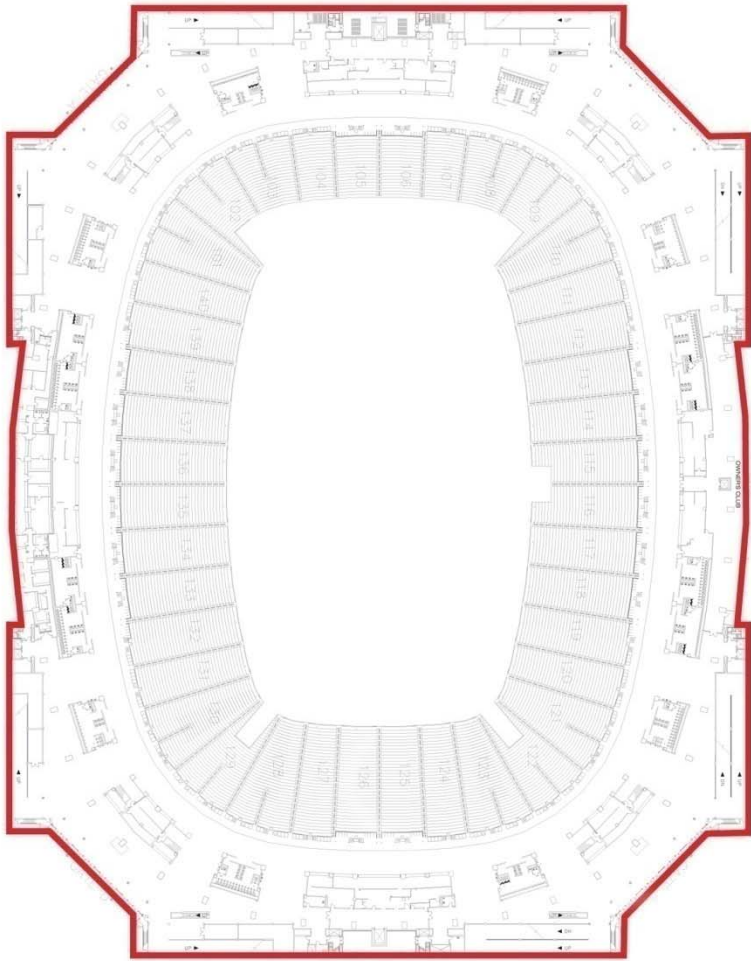


EXISTING GEORGIA DOME

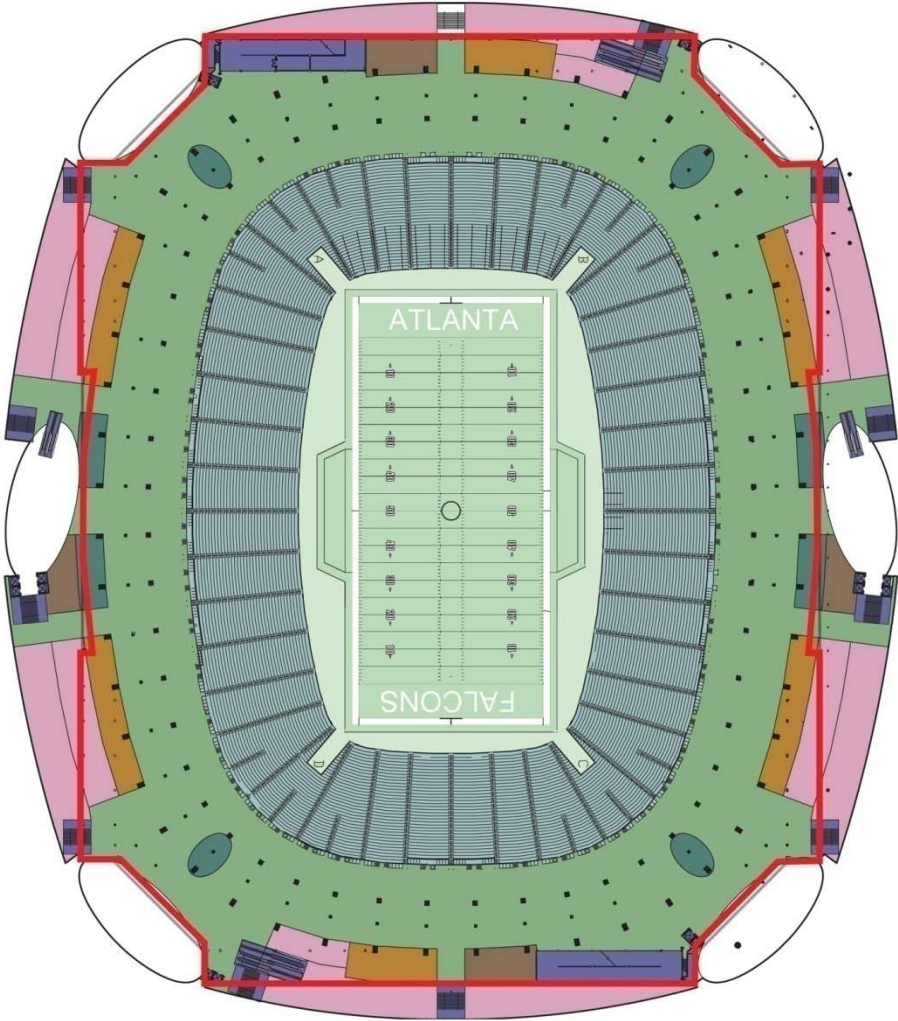


EXPANDED GEORGIA DOME

SERVICE LEVEL

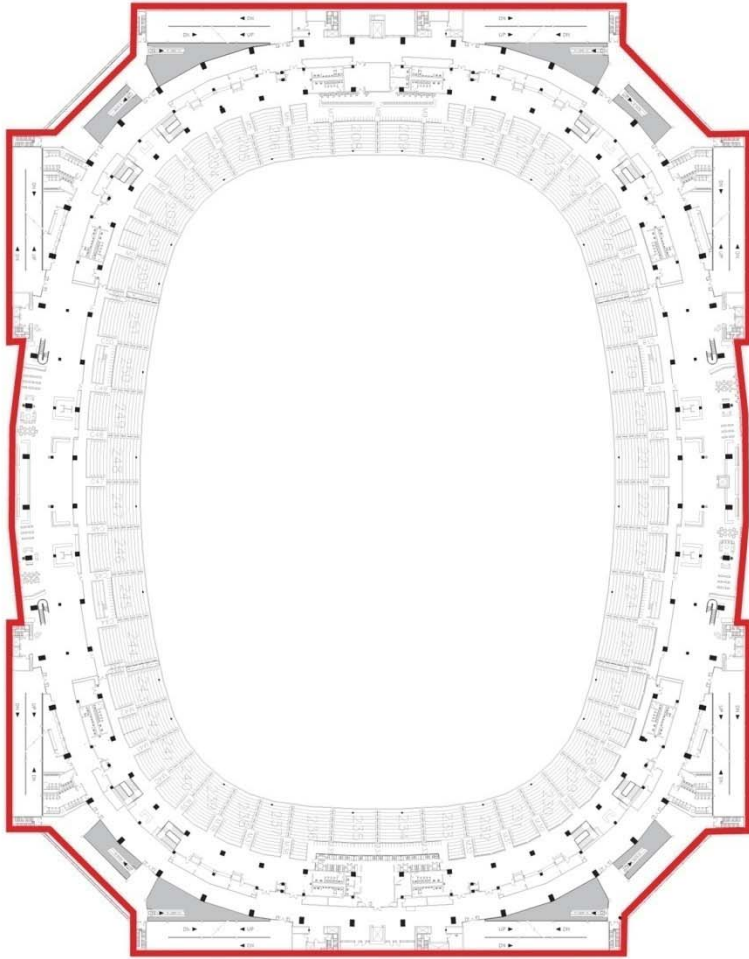


EXISTING GEORGIA DOME



EXPANDED GEORGIA DOME

MAIN CONCOURSE

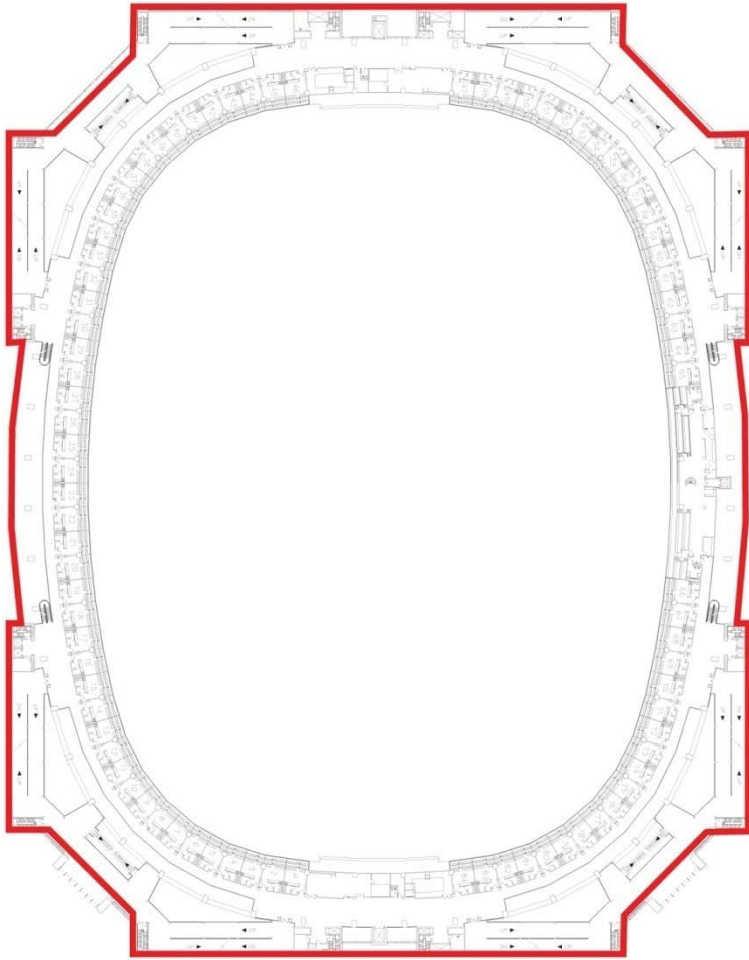


EXISTING GEORGIA DOME



EXPANDED GEORGIA DOME

CLUB LEVEL

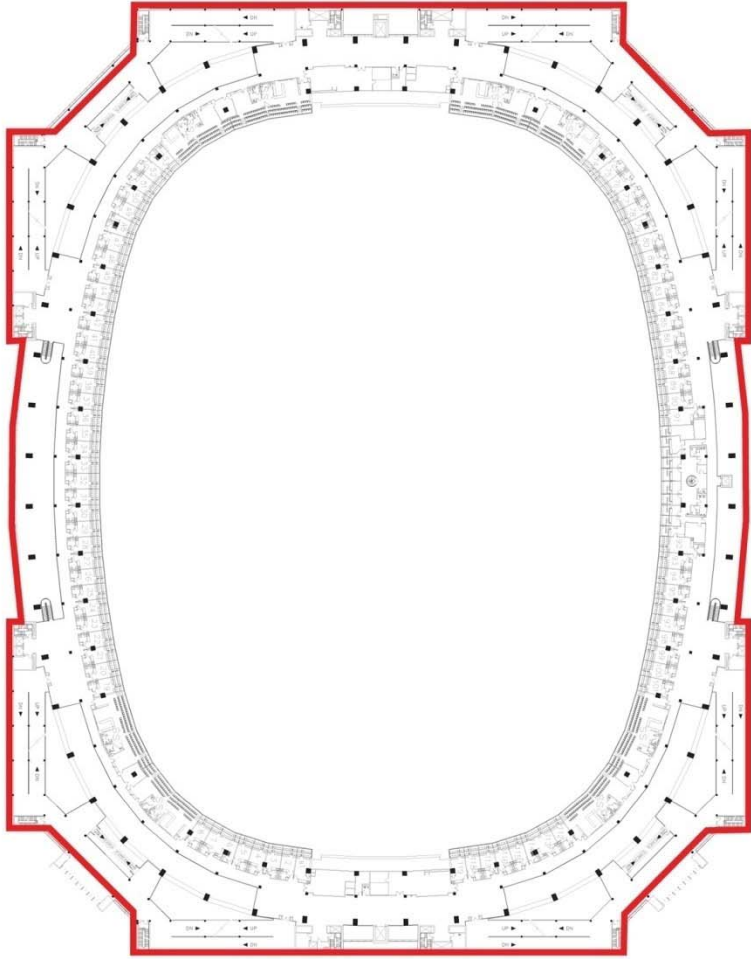


EXISTING GEORGIA DOME

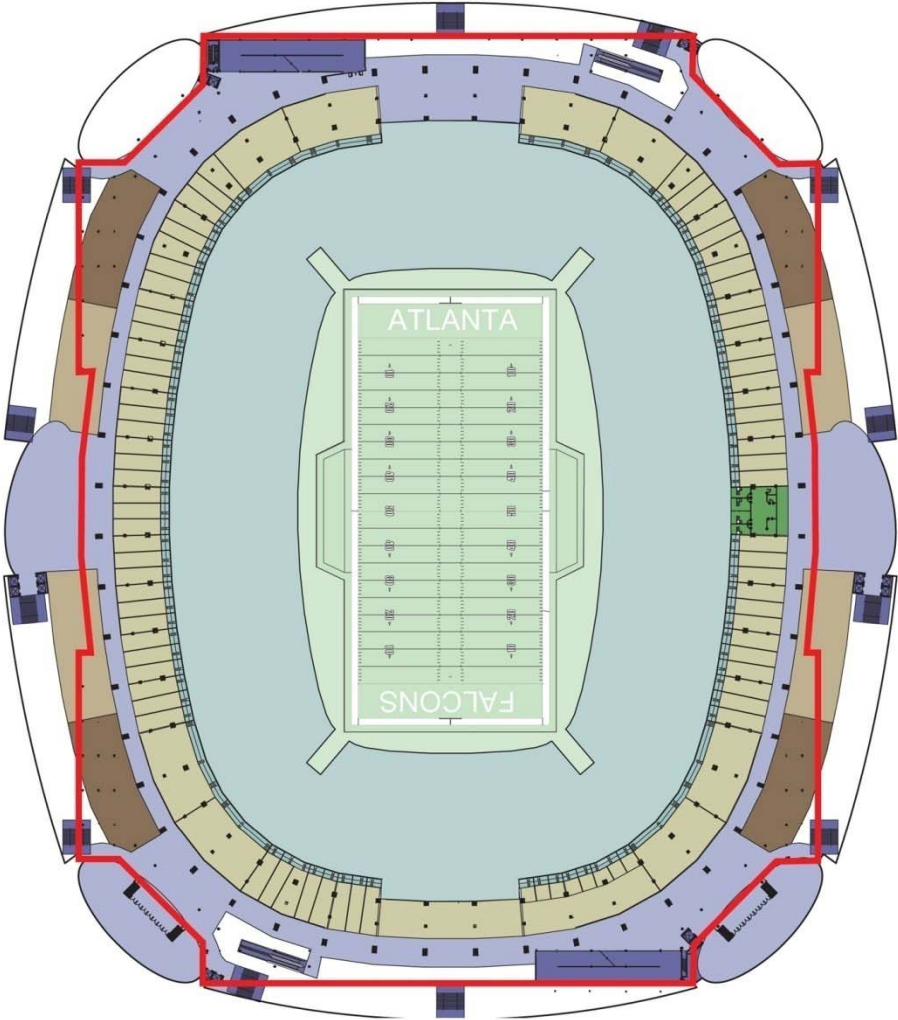


EXPANDED GEORGIA DOME

LOWER SUITES LEVEL

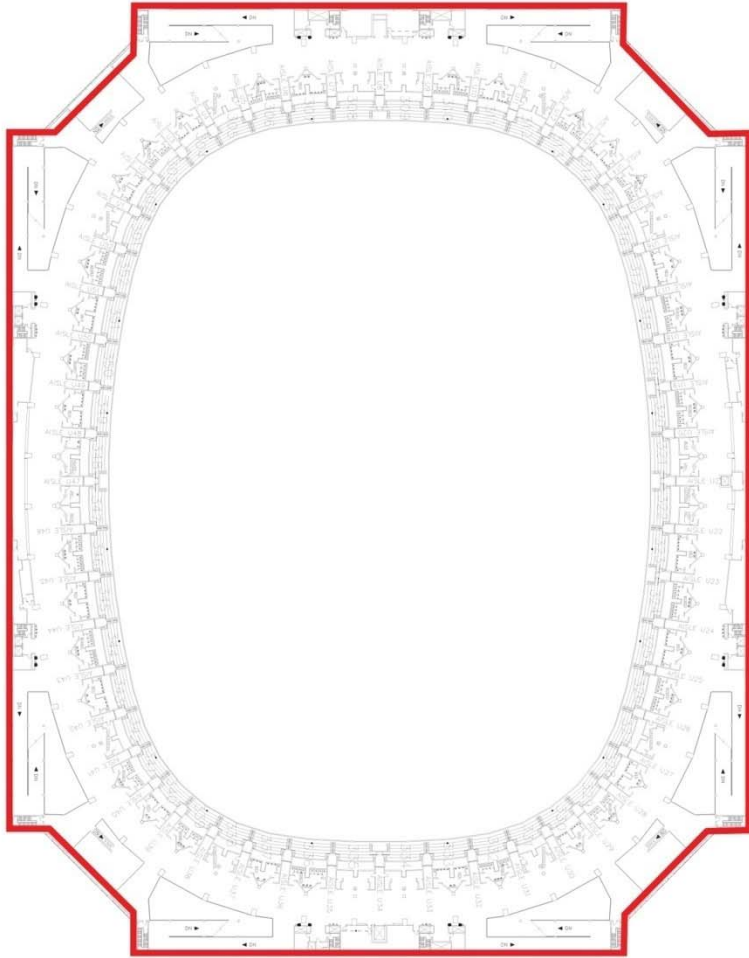


EXISTING GEORGIA DOME

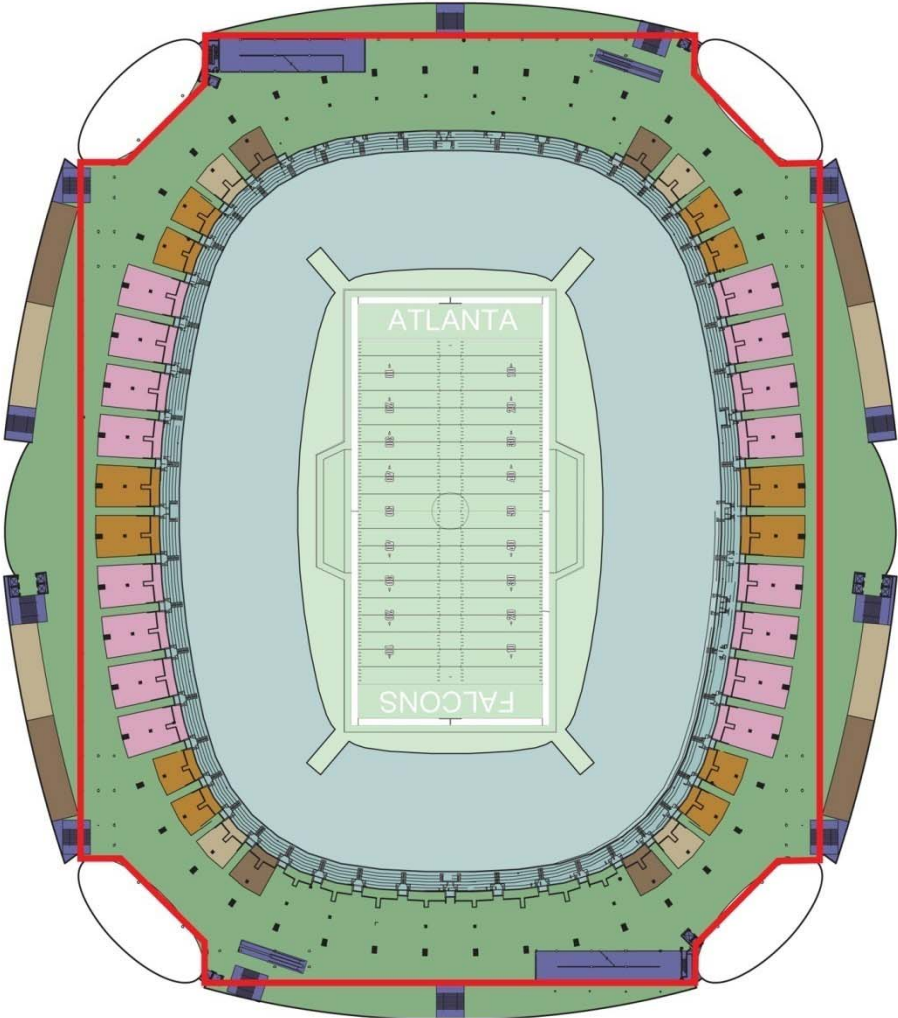


EXPANDED GEORGIA DOME

UPPER CONCOURSE

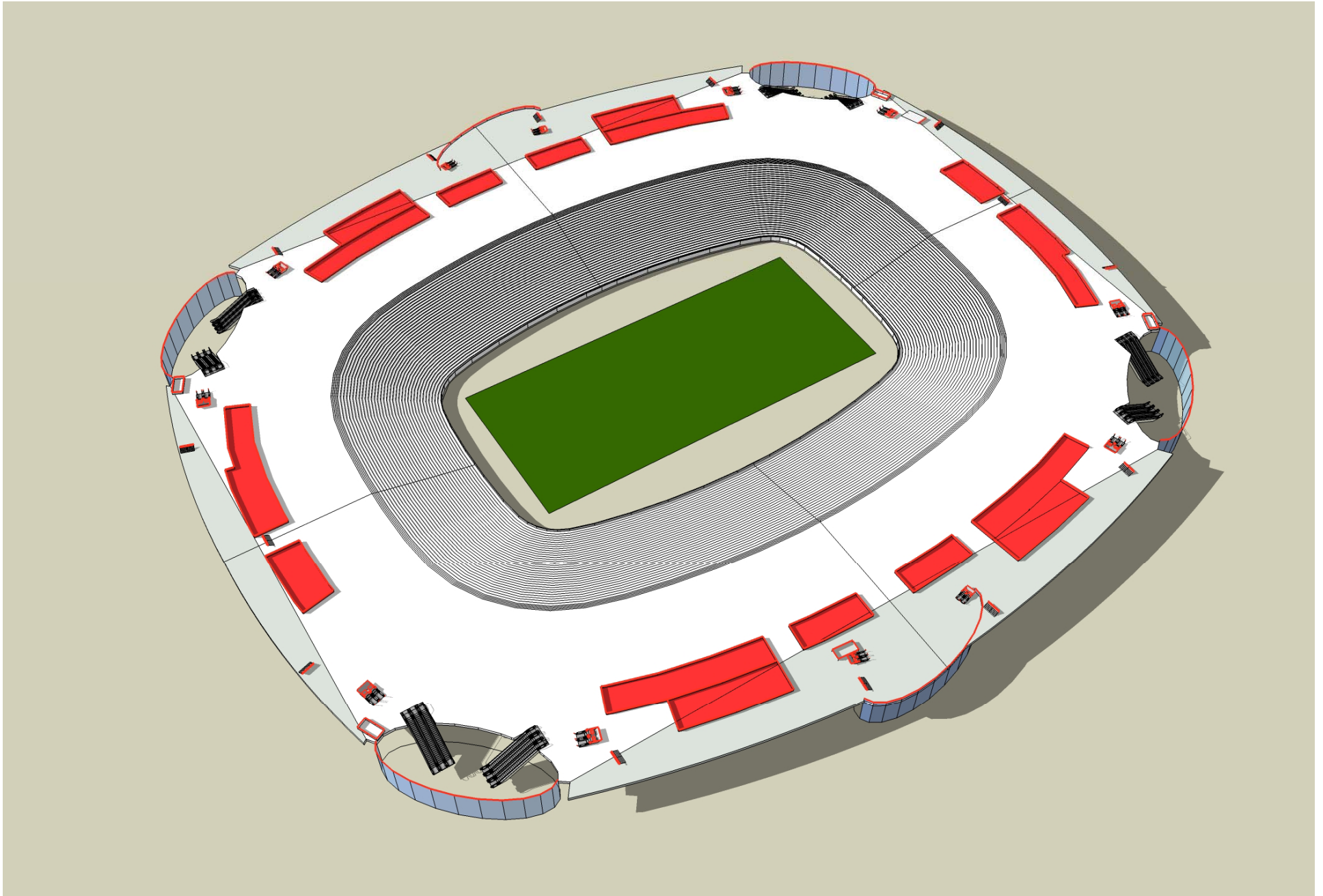


EXISTING GEORGIA DOME



EXPANDED GEORGIA DOME

UPPER SEATING BOWL



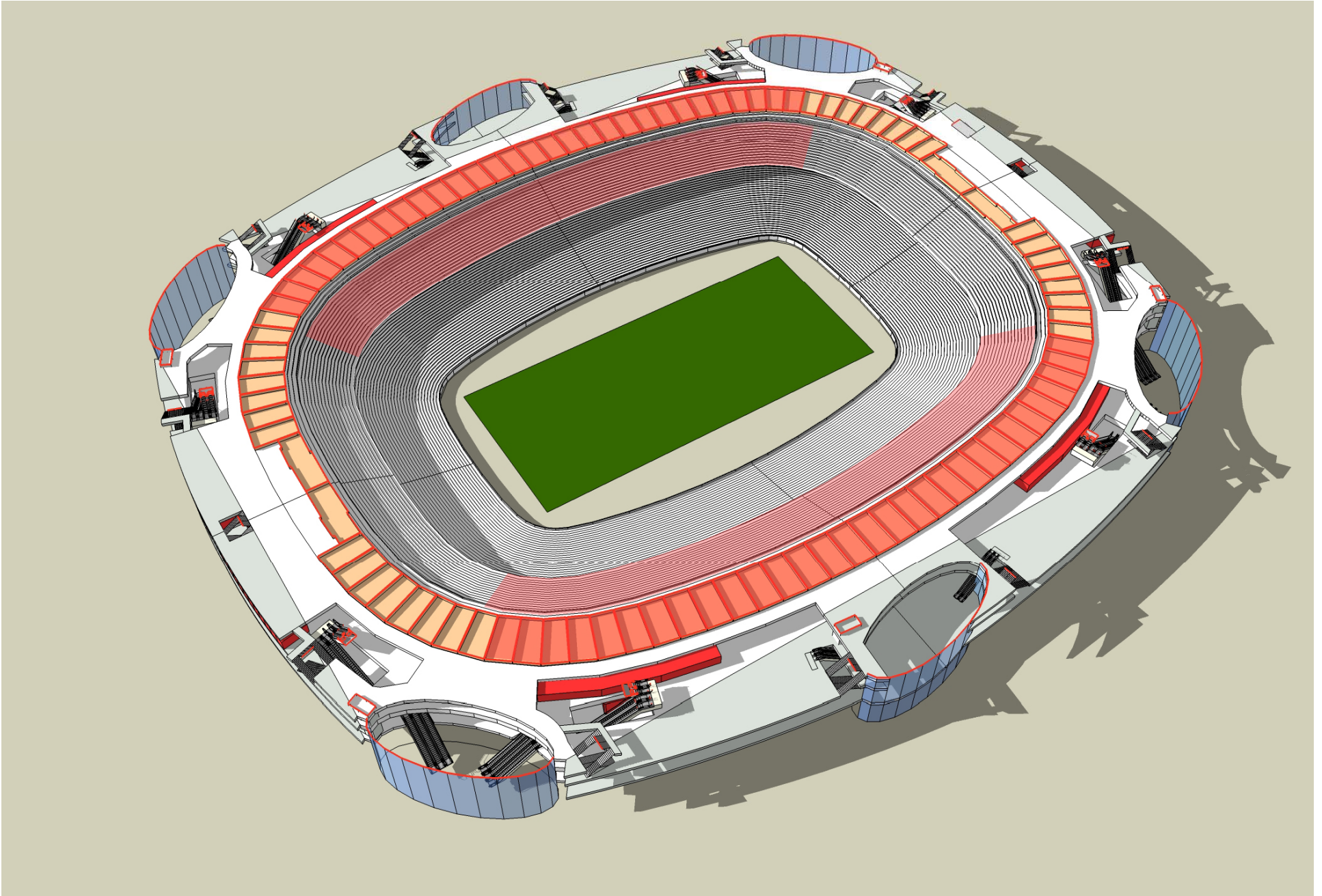
MAIN CONCOURSE

EXPANDED GEORGIA DOME



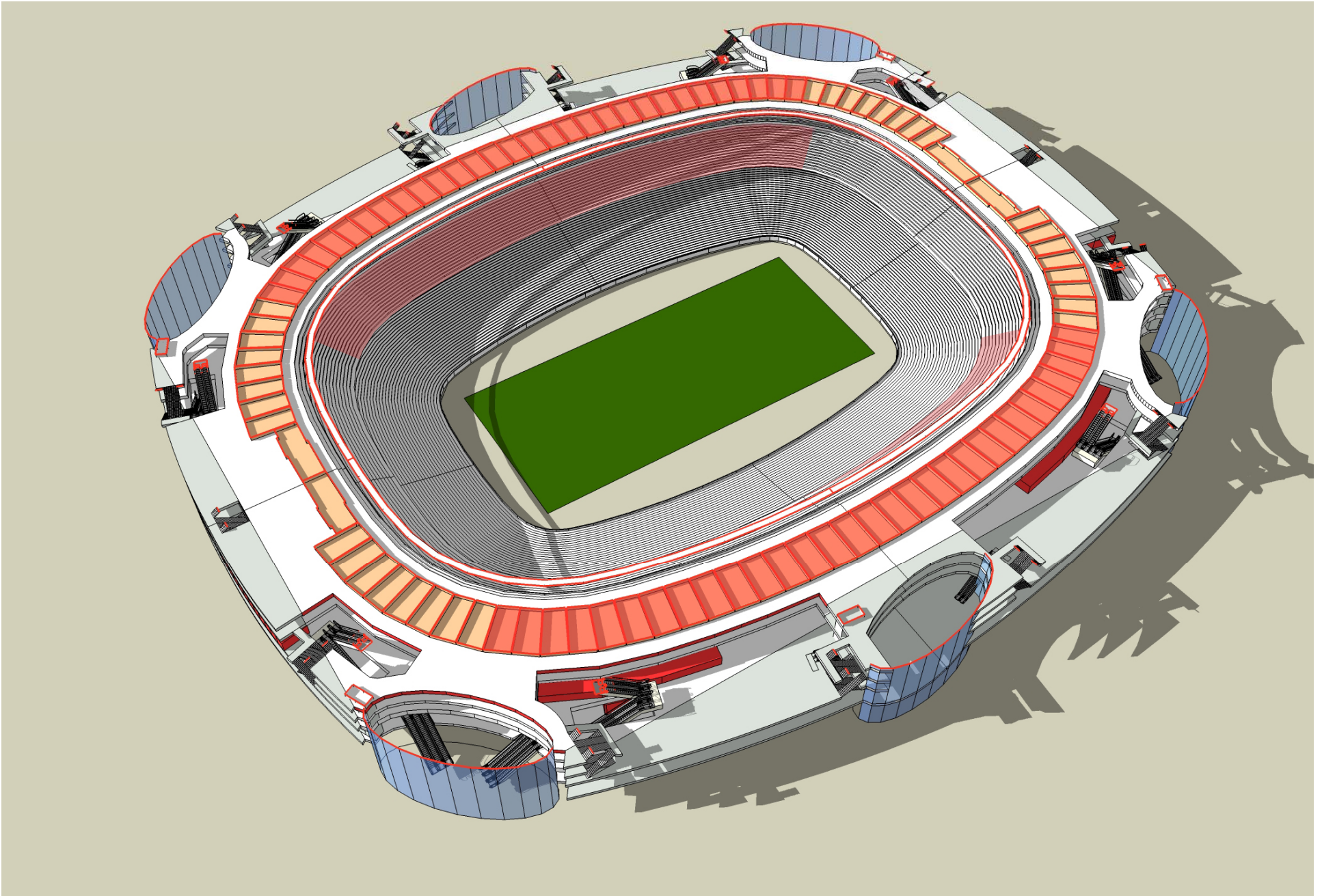
CLUB LEVEL

EXPANDED GEORGIA DOME



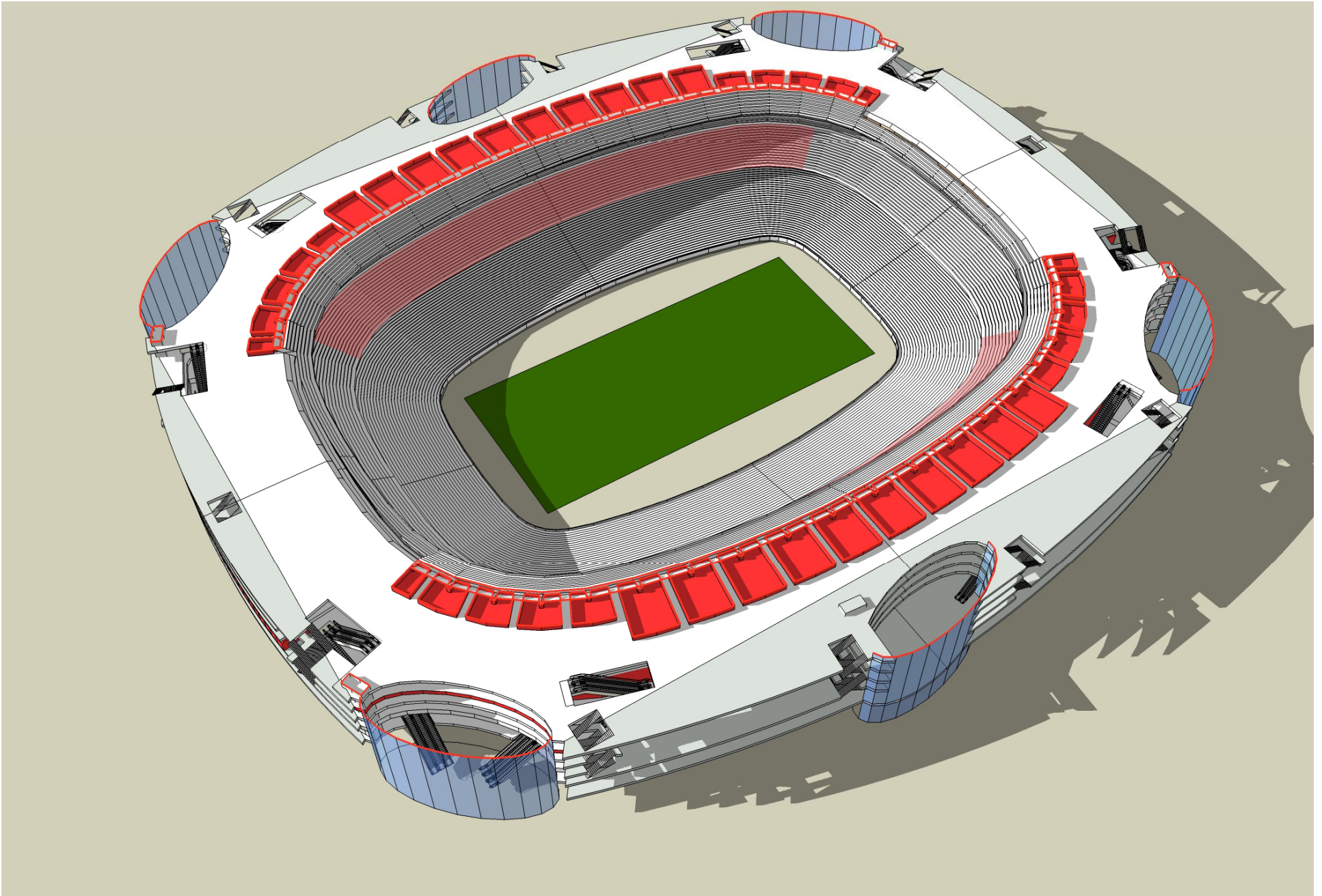
LOWER SUITES LEVEL

EXPANDED GEORGIA DOME



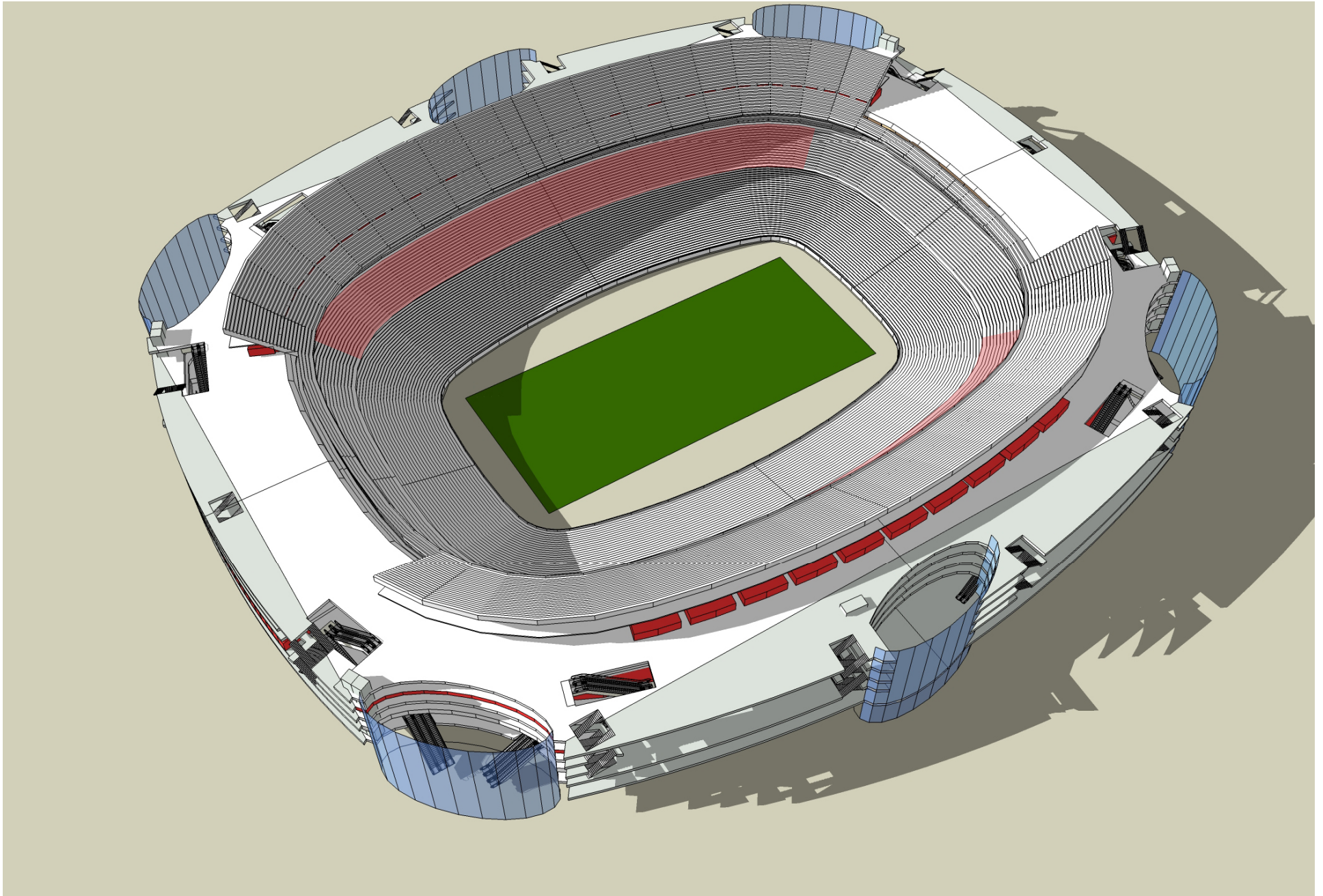
UPPER SUITES LEVEL

EXPANDED GEORGIA DOME



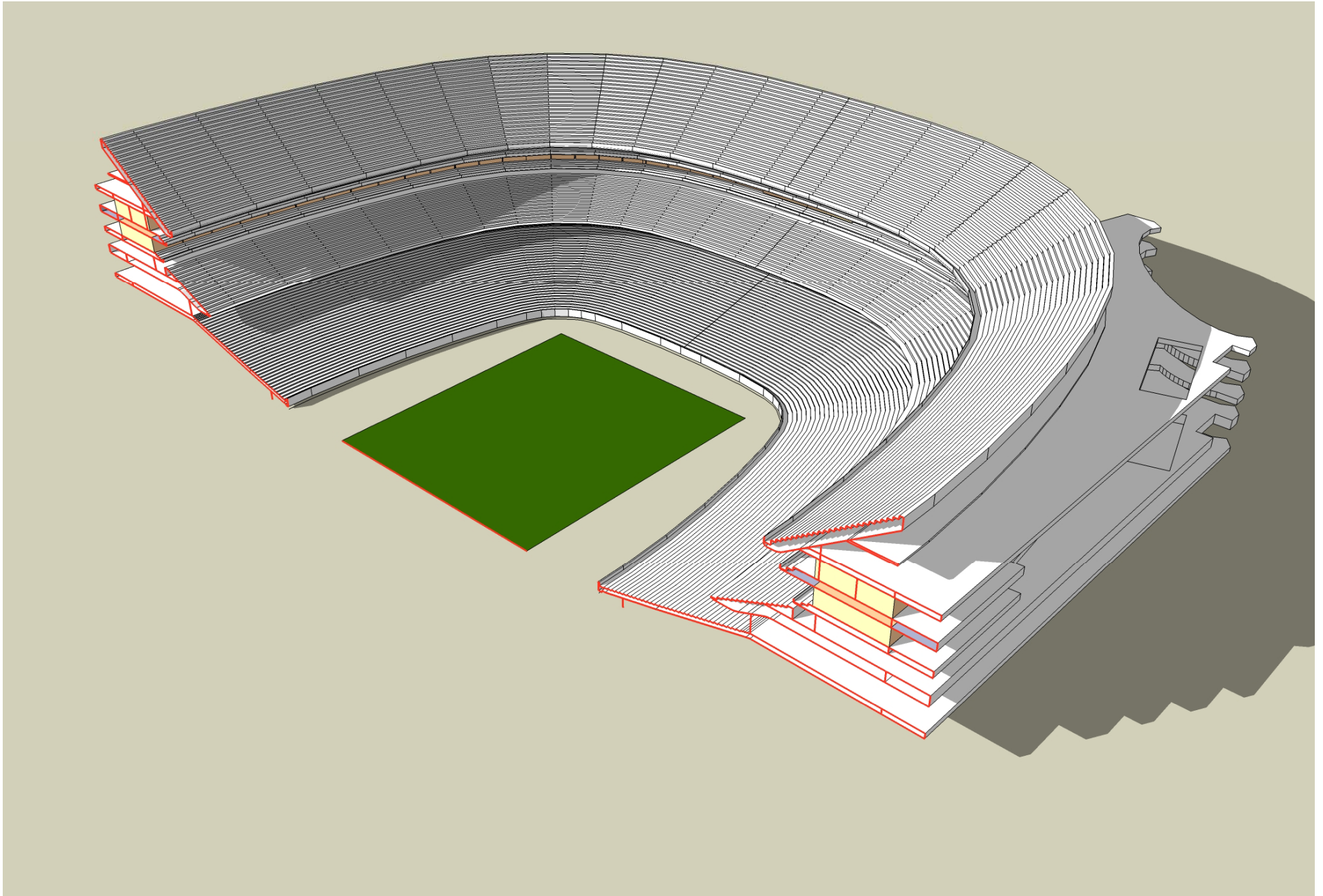
UPPER CONCOURSE

EXPANDED GEORGIA DOME



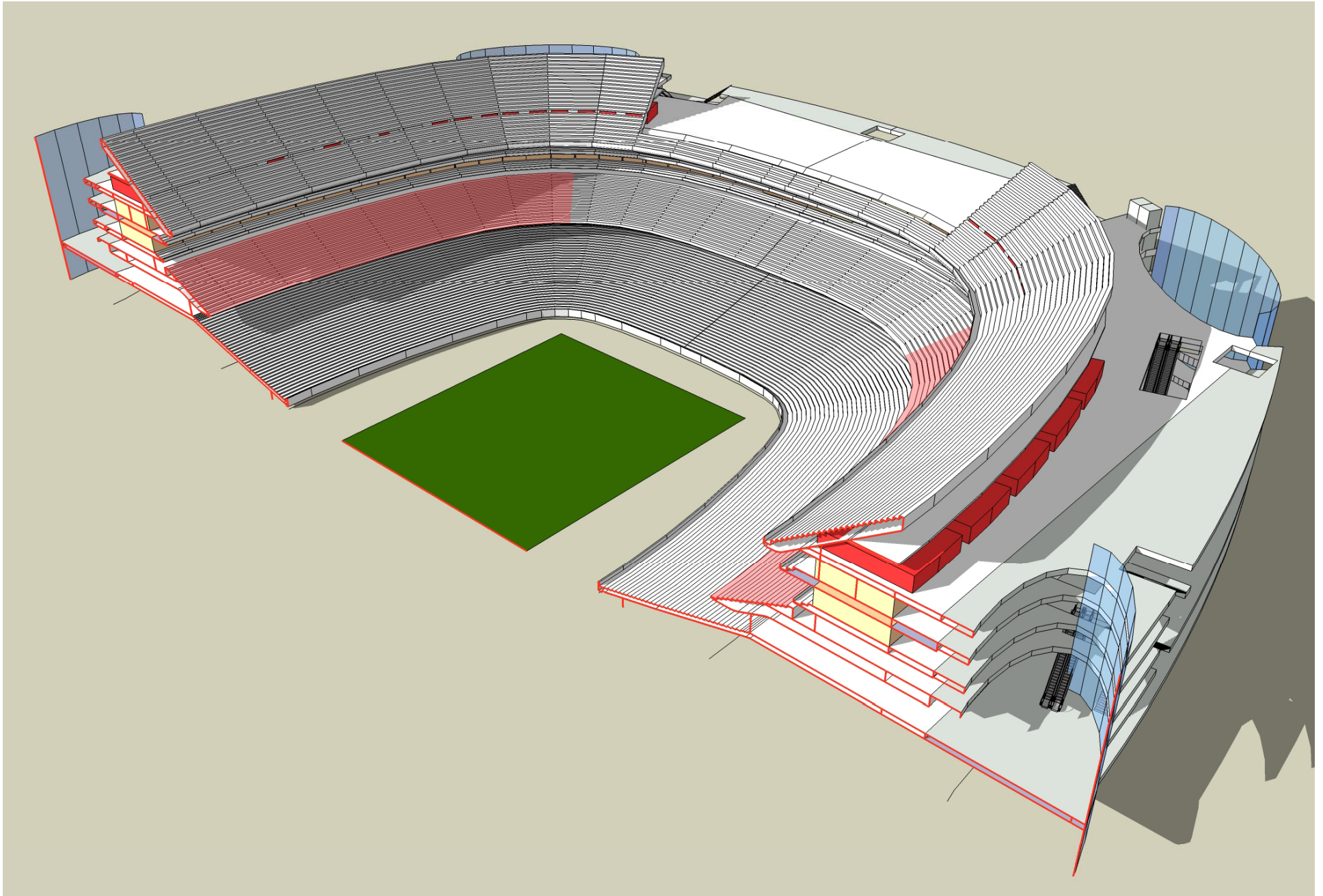
UPPER SEATING BOWL

EXPANDED GEORGIA DOME



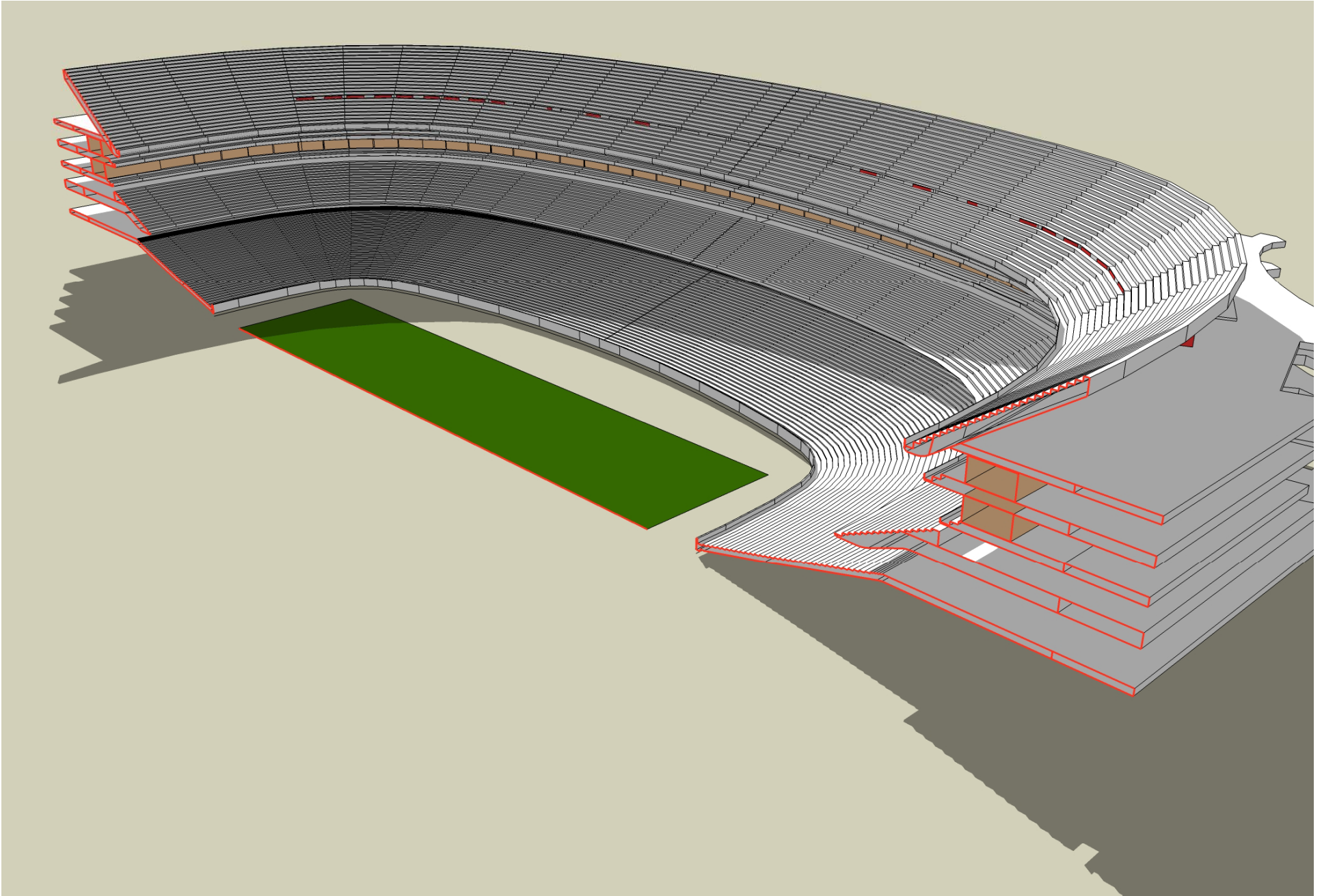
EXISTING SECTION

EXPANDED GEORGIA DOME



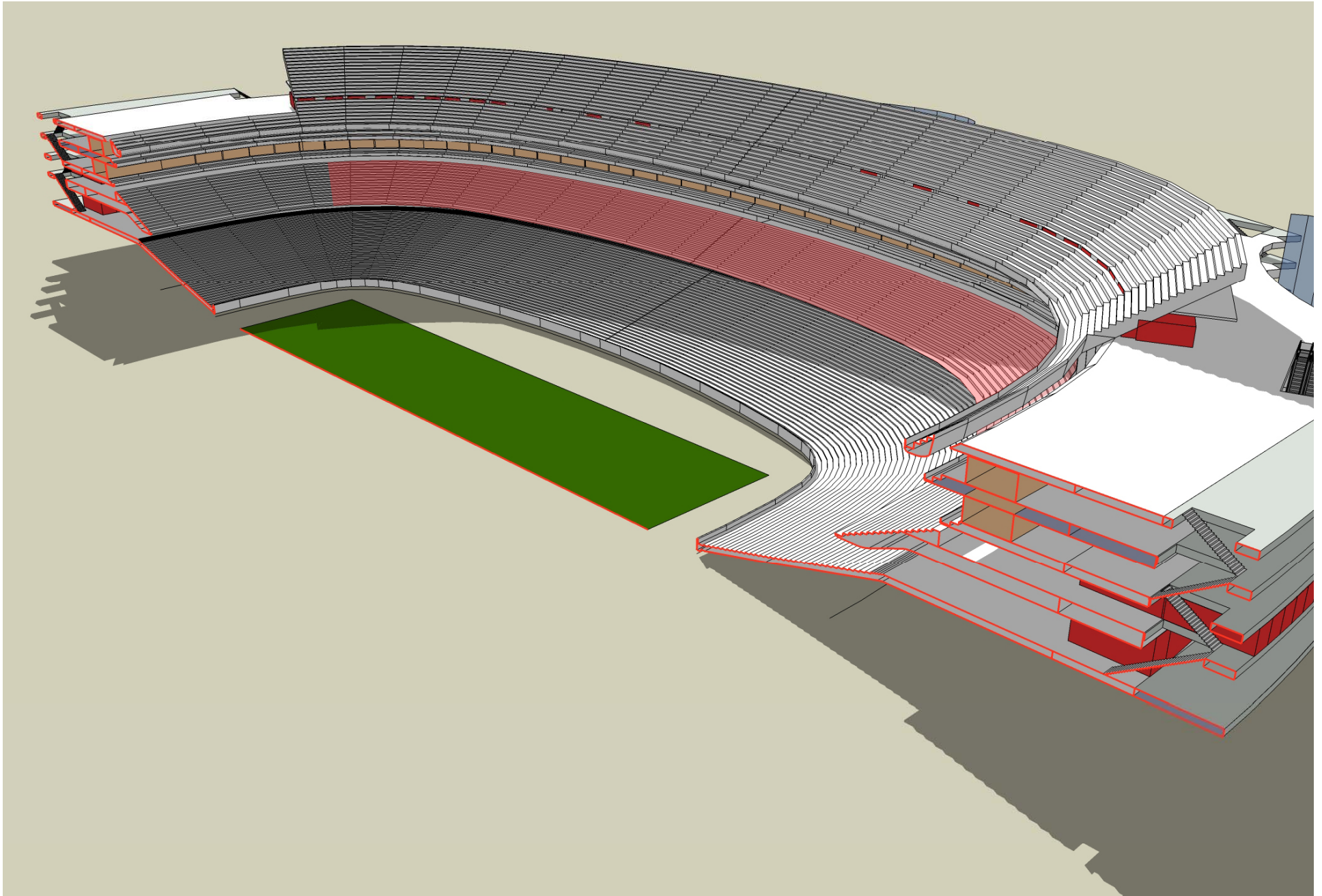
RENOVATED SECTION

EXPANDED GEORGIA DOME



EXISTING SECTION

EXPANDED GEORGIA DOME

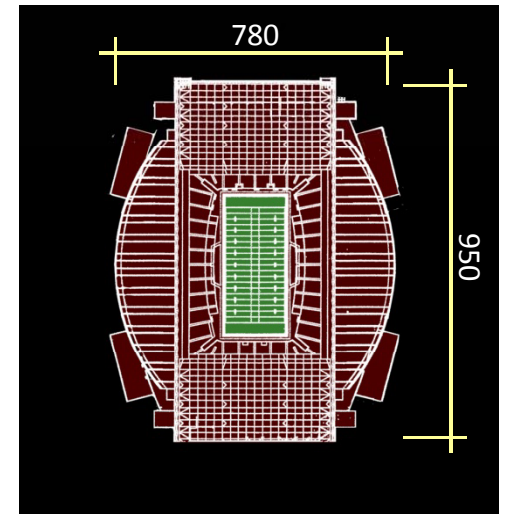


RENOVATED SECTION

EXPANDED GEORGIA DOME

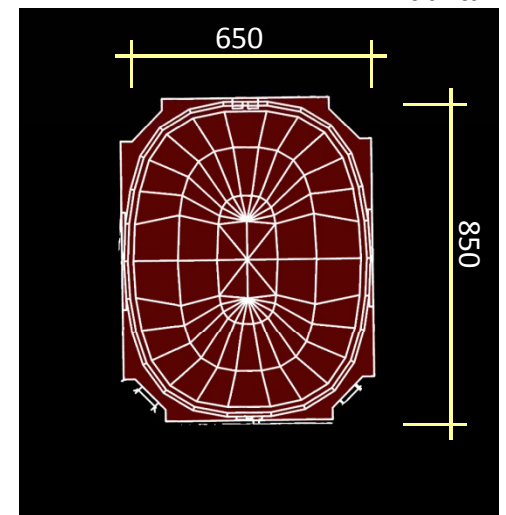
NEW STADIUM OPTIONS:GWCC

EXPANDED GEORGIA DOME | NEW STADIUM ELEMENTS



Houston

Atlanta



Reliant Stadium



Building Size
2,083,000 Square Feet

Seating Capacity
69,615

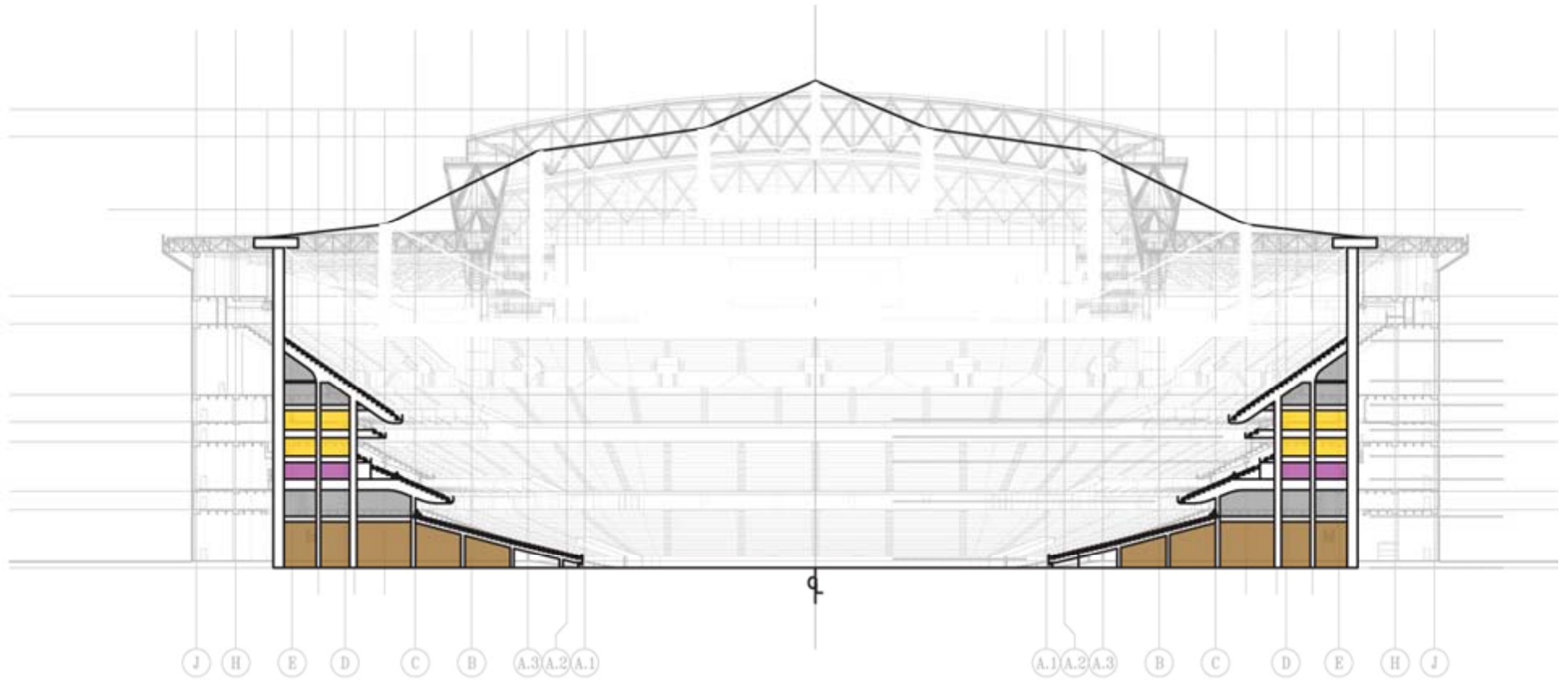
Suites 202

Club Seats 8,187

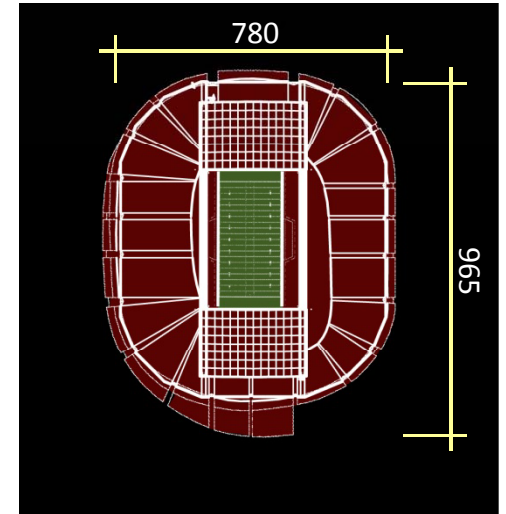
Club Area 92,500

Reliant Stadium

GEORGIA DOME-HOUSTON

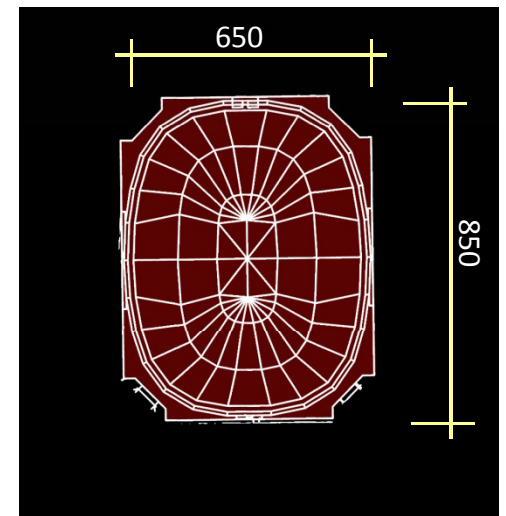


SECTION - OVERLAY



Phoenix

Atlanta



University of Phoenix Stadium



Building Size
1,706,000 Square Feet

Seating Capacity
63,500

Suites 88

Club Seats 7,476

Club Area 104,700

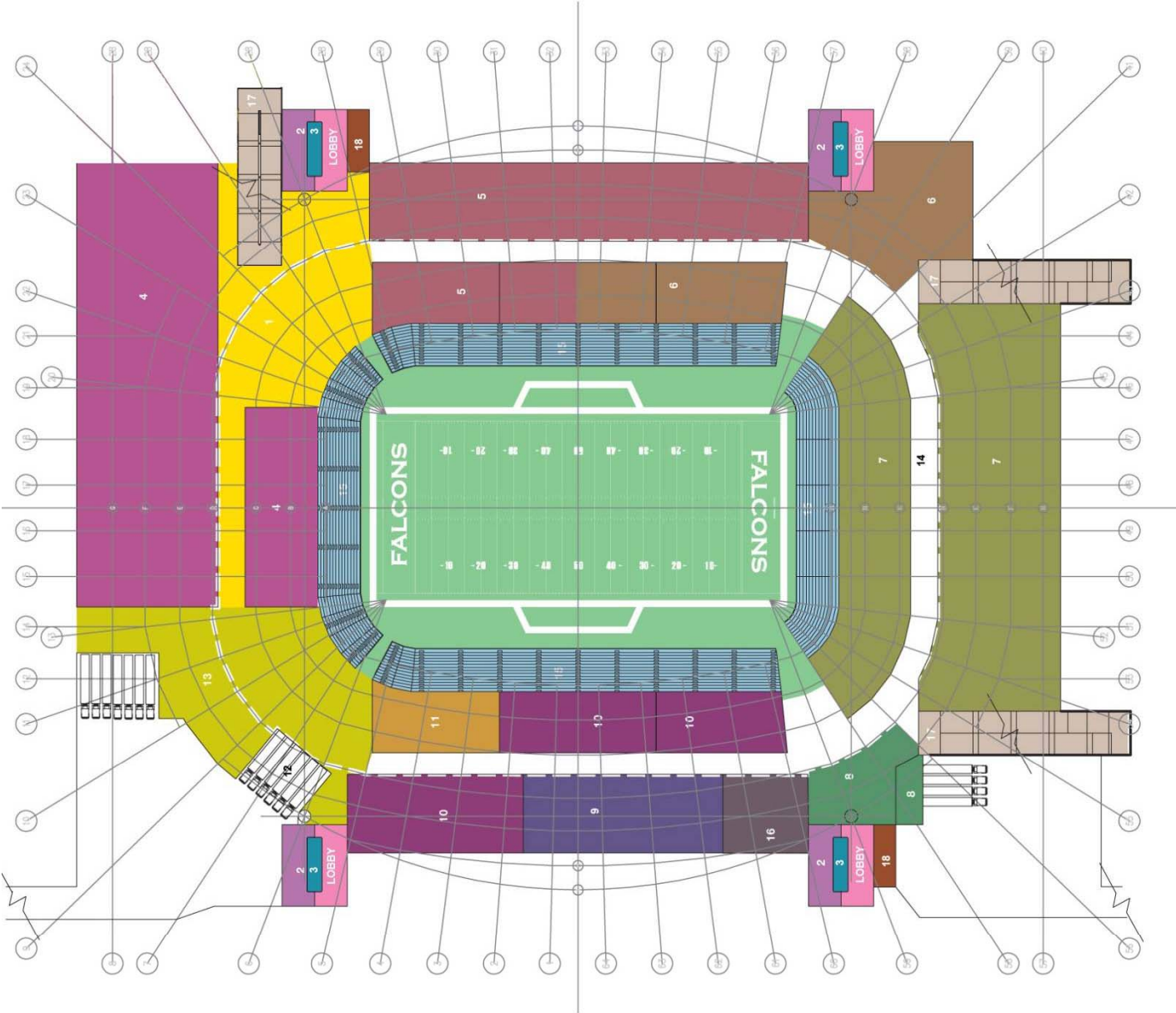
University of Phoenix Stadium

NEW STADIUM ELEMENTS:GWCC

EXPANDED GEORGIA DOME | NEW STADIUM OPTIONS | NEW STADIUM ELEMENTS

SERVICE LEVEL

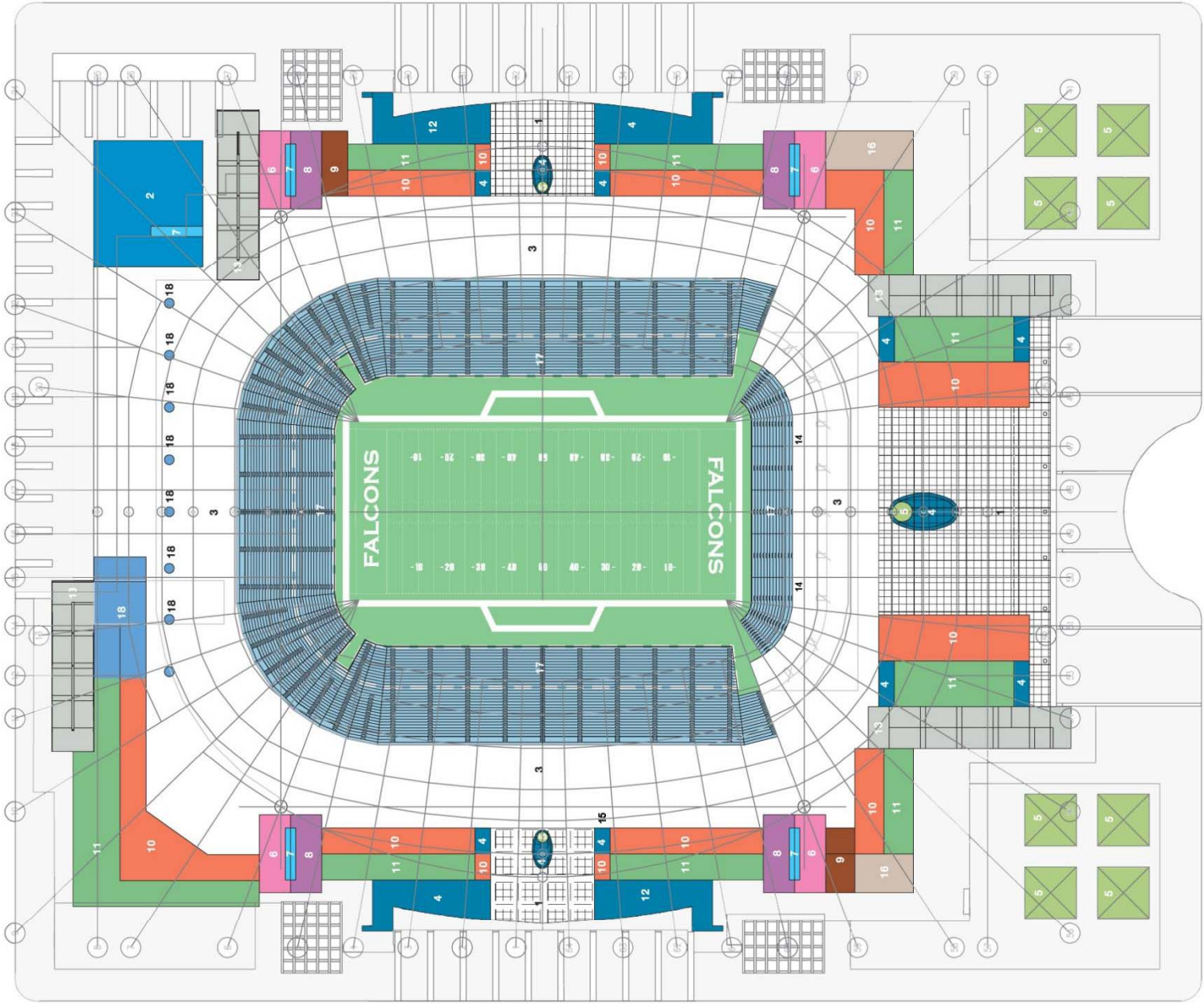
- PREFUNCTION
- ELEVATOR STAIR
- ESCALATOR
- MEETING ROOMS
- FOOD SERVICE
- EXPANSION
- BUILDING OPERATIONS
- OPERATIONS LOADING
- HOME TEAM FACILITIES
- 3 DIVISIBLE LOCKERS
- MEDIA
- MEDIA TRUCKS
- CONVENTION LOADING
- SERVICE TUNNELS
- RETRACTABLE SEATS
- TURF STORAGE
- CIRCULATION RAMPS
- FREIGHT ELEVATOR



NEW GEORGIA DOME

MAIN CONCOURSE
SEATING CAPACITY: 21,050

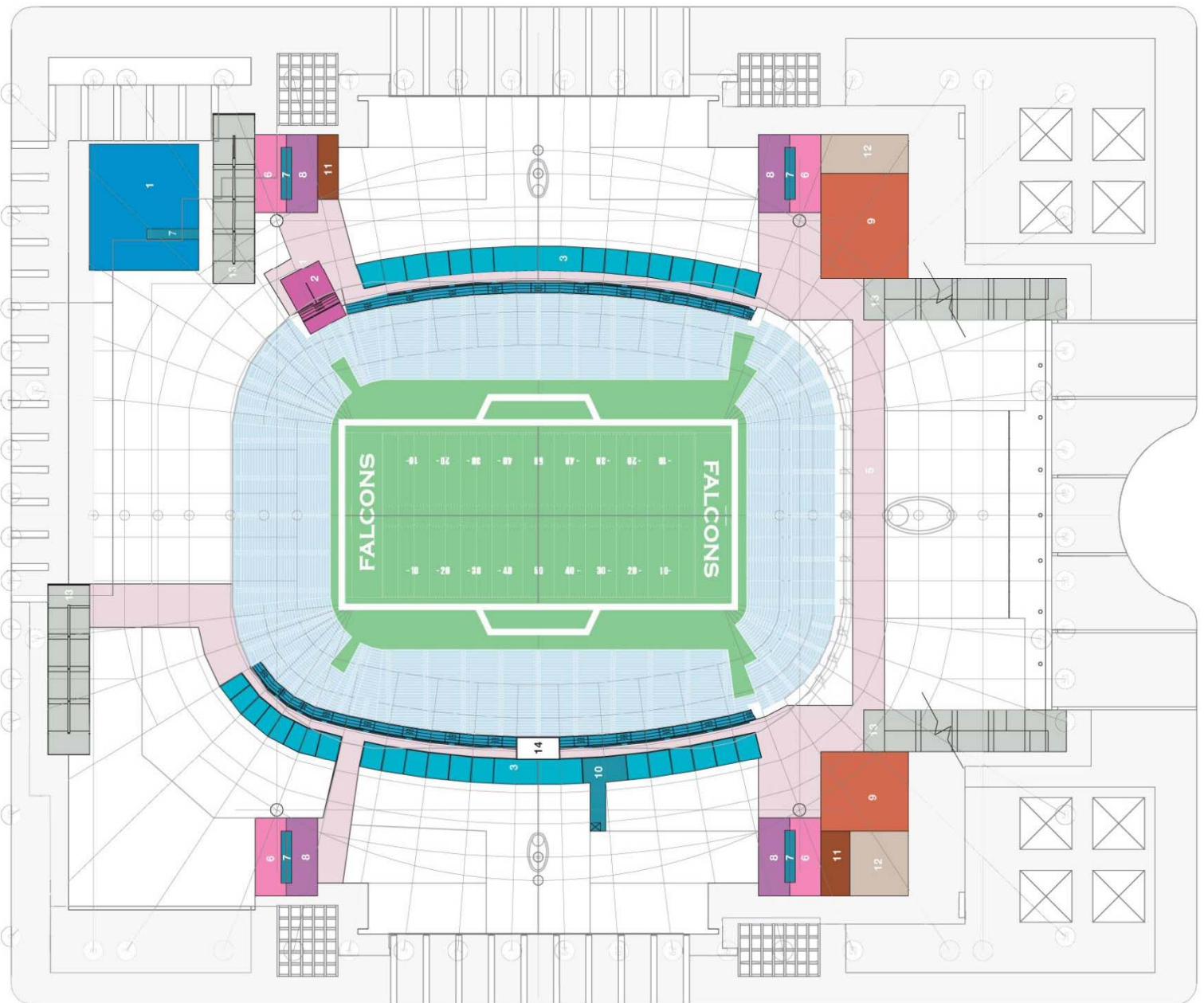
- 1 ENTRANCE EVENT PLAZA
- 2 TEAM STORE
- 3 PUBLIC CONCOURSE
- 4 SPECIALTY, NOVELTY
- 5 SPONSORSHIP
- 6 SUITE AND CLUB LOBBY
- 7 ESCALATOR
- 8 SUITE AND CLUB ELEVATOR/STAIR
- 9 FREIGHT ELEVATOR AND SERVICE
- 10 CONCESSION
- 11 TOILETS
- 12 SOUVENIR AND NOVELTY SHOPS
- 13 RAMPS
- 14 VIP AREA FOR SEC/NCAA
- 15 OWNERS ELEVATOR
- 16 MECHANICAL SERVICES
- 17 RETRACTABLE SEATING
- 18 HALL OF FAME



NEW GEORGIA DOME

LOWER SUITES
SEATING CAPACITY: 1,050

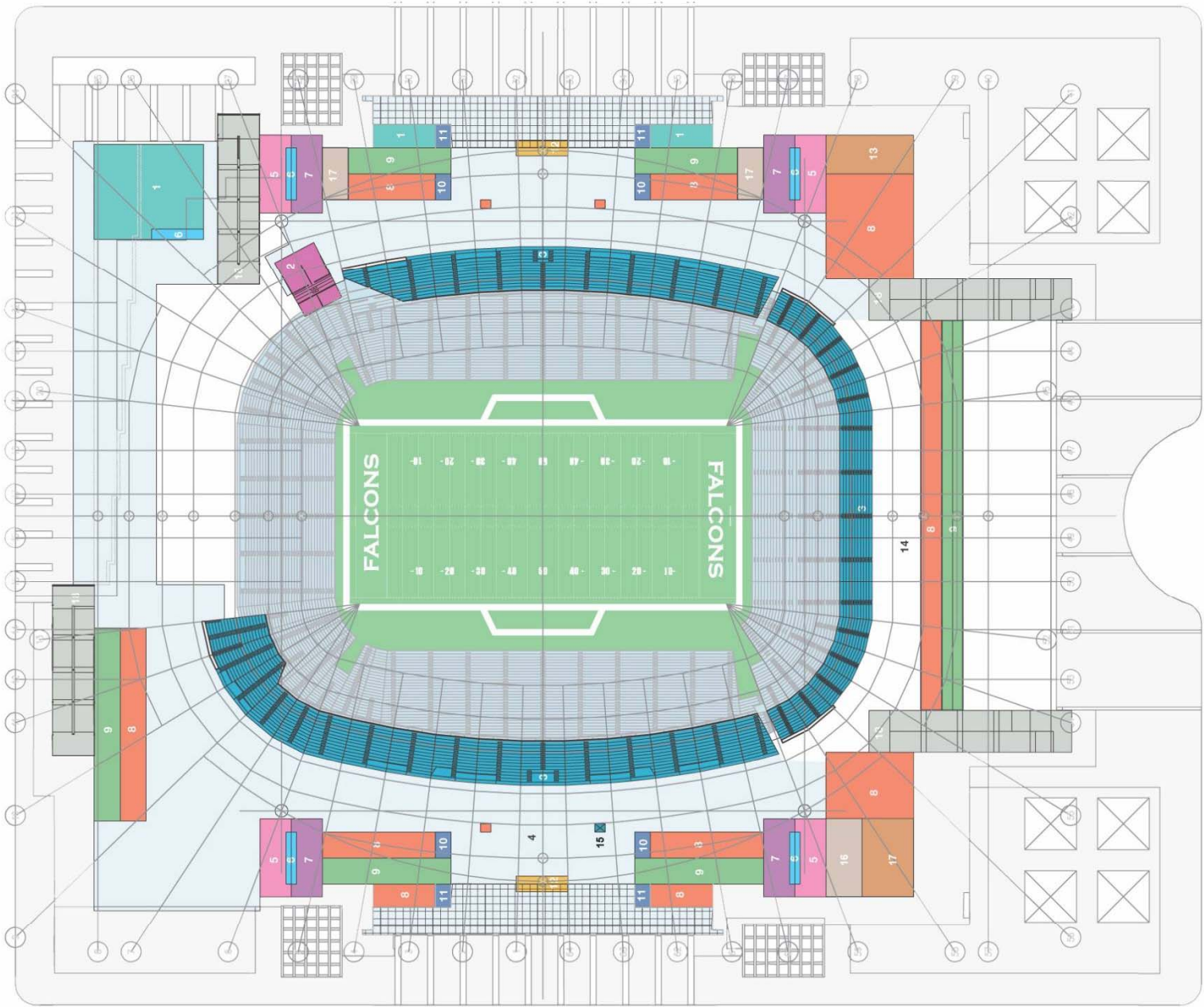
- 1 SECOND LEVEL TEAM STORE
- 2 SUITE TOWER
- 3 SUITES
- 4 SEATING
- 5 SUITE CONCOURSE
- 6 SUITE AND CLUB LOBBY
- 7 ESCALATOR
- 8 SUITE AND CLUB ELEVATOR/STAIR
- 9 SUITE PANTRY
- 10 OWNER SUITE AND ELEVATOR
- 11 FREIGHT ELEVATOR
- 12 MECHANICAL SERVICES
- 13 CIRCULATION RAMP
- 14 NATIONAL BROADCAST BOOTH



NEW GEORGIA DOME

CLUB LEVEL
SEATING CAPACITY: 11,600

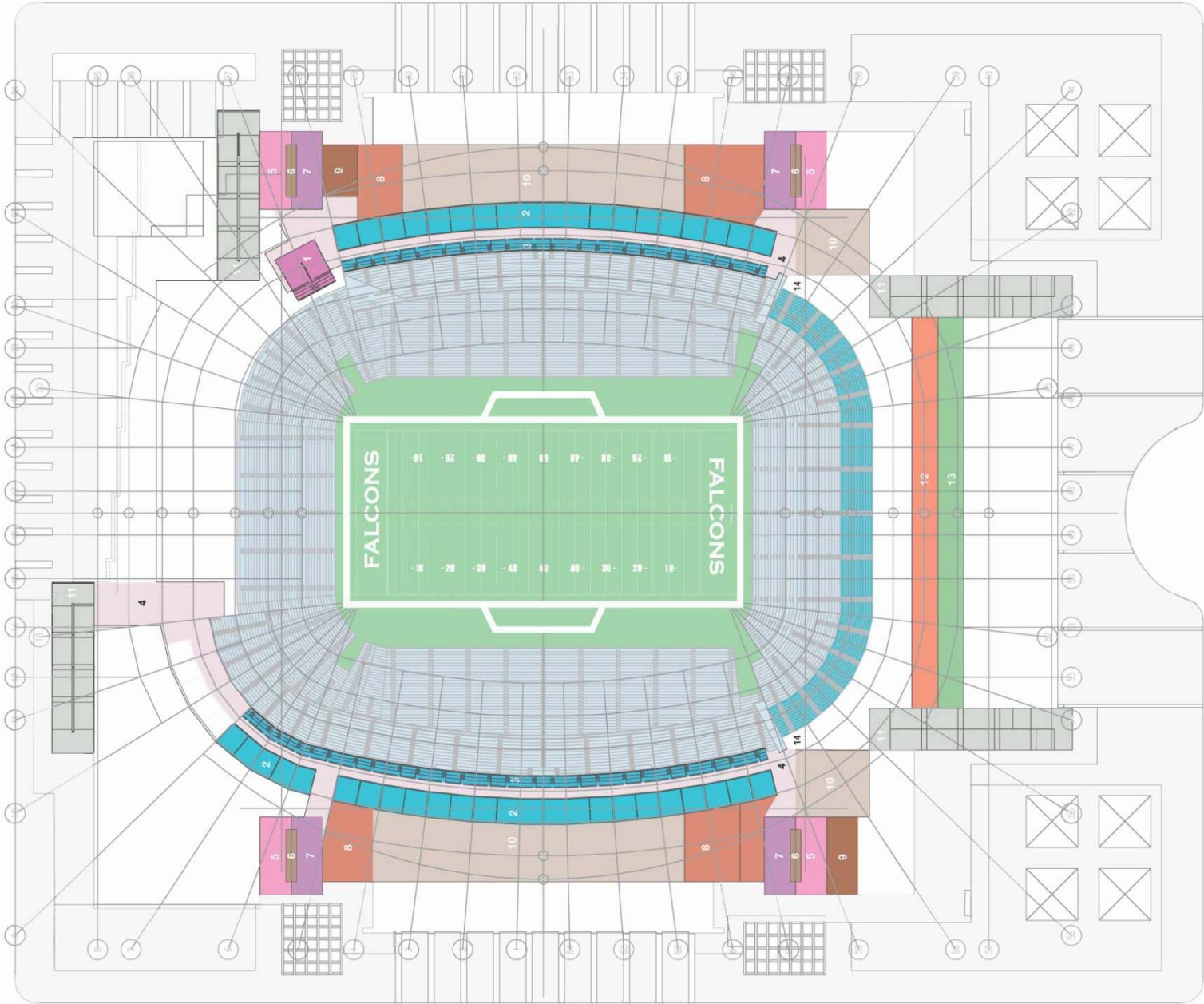
- CLUB RESTAURANT
- SUITE TOWER
- SEATING
- CLUB LOUNGE
- CLUB AND SUITE LOBBY
- ESCALATOR
- SUITE AND CLUB ELEVATOR/STAIR
- CONCESSIONS
- TOILETS
- SOUVENIR AND NOVELTY SHOPS
- SPECIALTY
- FOCAL POINT BAR
- CLUB PANTRY
- ▢ PUBLIC CONCOURSE
- OWNERS ELEVATOR
- FREIGHT ELEVATOR
- MECHANICAL SERVICE
- CIRCULATION RAMPS



NEW GEORGIA DOME

UPPER SUITES
SEATING CAPACITY: 1,270

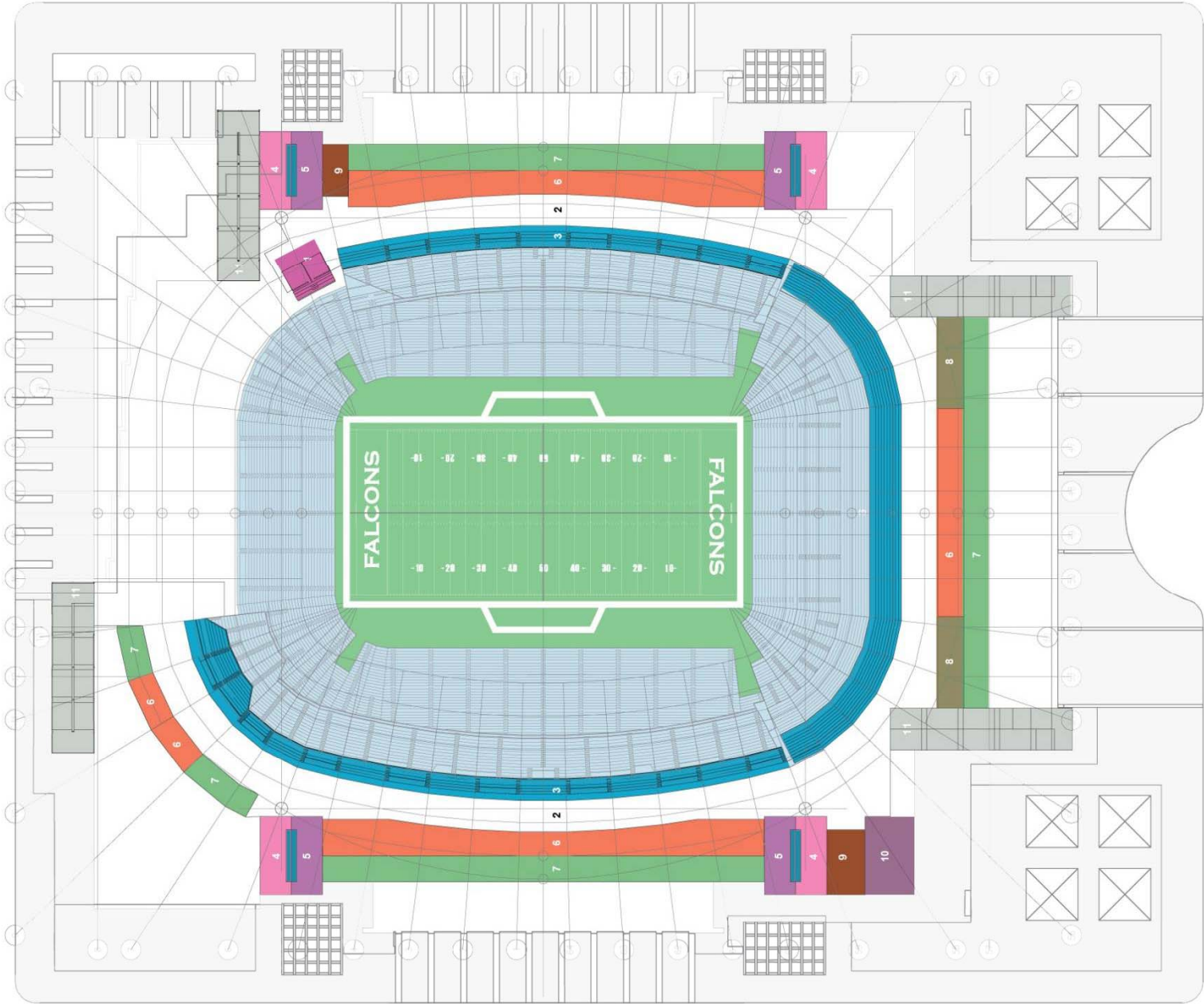
- SUITE TOWER
- SUITES
- SEATING
- SUITE CONCOURSE
- SUITE AND CLUB LOBBY
- ESCALATOR
- SUITE AND CLUB ELEVATOR/STAIR
- SUITE PANTRY
- FREIGHT ELEVATOR
- MECHANICAL SERVICE
- CIRCULATION RAMP
- CONCESSIONS
- TOILETS
- PUBLIC CONCOURSE



NEW GEORGIA DOME

UPPER CONCOURSE
SEATING CAPACITY: 20,750

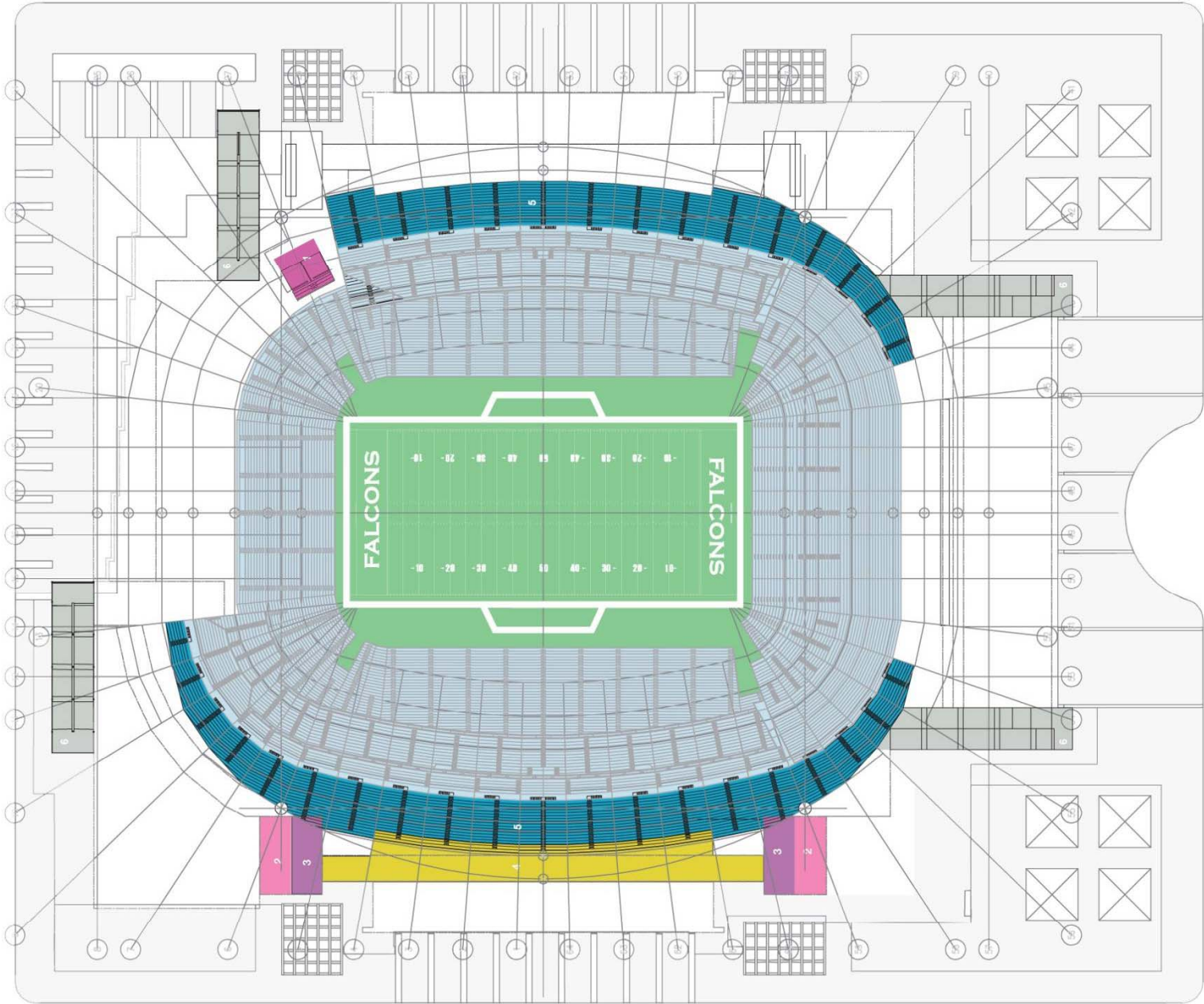
- SUITE TOWER
- PUBLIC CONCOURSE
- SEATING
- LOBBY
- ELEVATOR AND STAIR
- CONCESSIONS
- TOILETS
- SOUVENIR SHOP AND NOVELTY
- FREIGHT ELEVATOR
- MECHANICAL SERVICE
- CIRCULATION RAMP



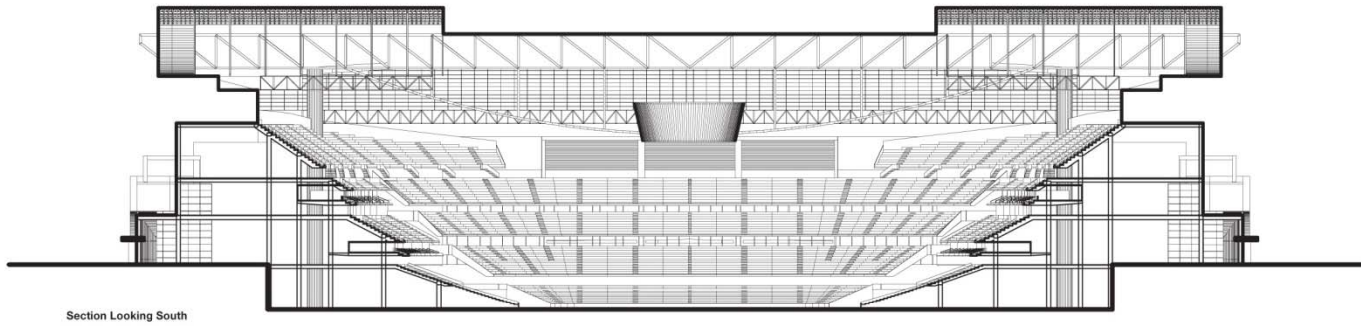
NEW GEORGIA DOME

UPPER DECK/PRESS
SEATING CAPACITY: 9,830

- SUITE TOWER
- LOBBY
- ELEVATOR AND STAIR
- PRESS BOX
- SEATING
- CIRCULATION RAMP



NEW GEORGIA DOME

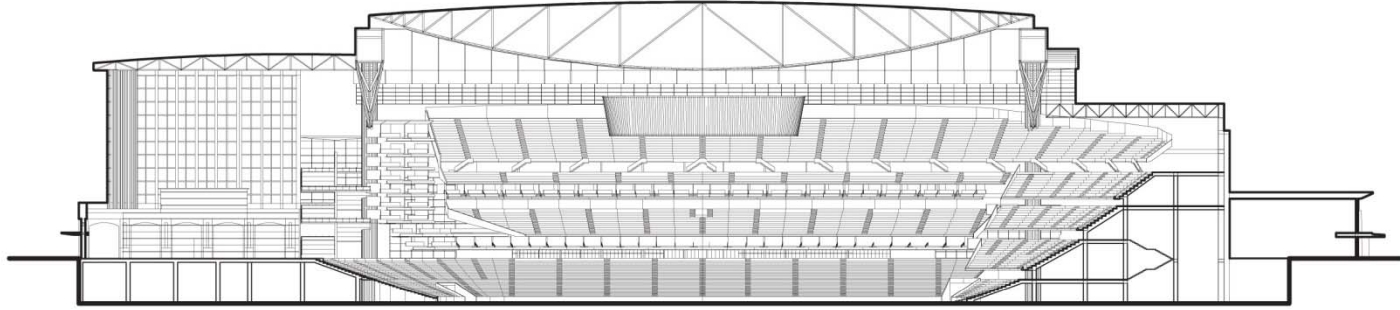


Section Looking South

0' 16' 32' 64'



- Upper Deck
- Upper Concourse
- Upper Suite
- Club Level
- Lower Suite
- Main Concourse
- Service Level

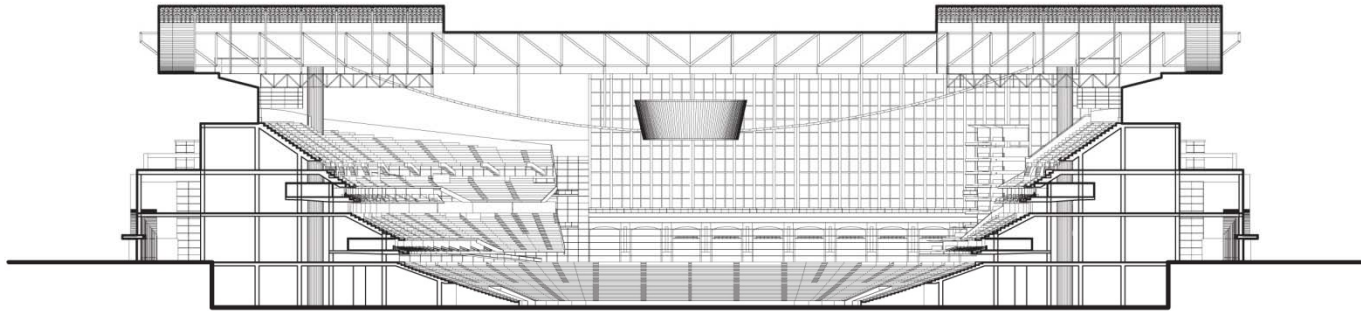


Section Looking East

0' 16' 32' 64'



- Upper Deck
- Upper Concourse
- Upper Suite
- Club Level
- Lower Suite
- Main Concourse
- Service Level



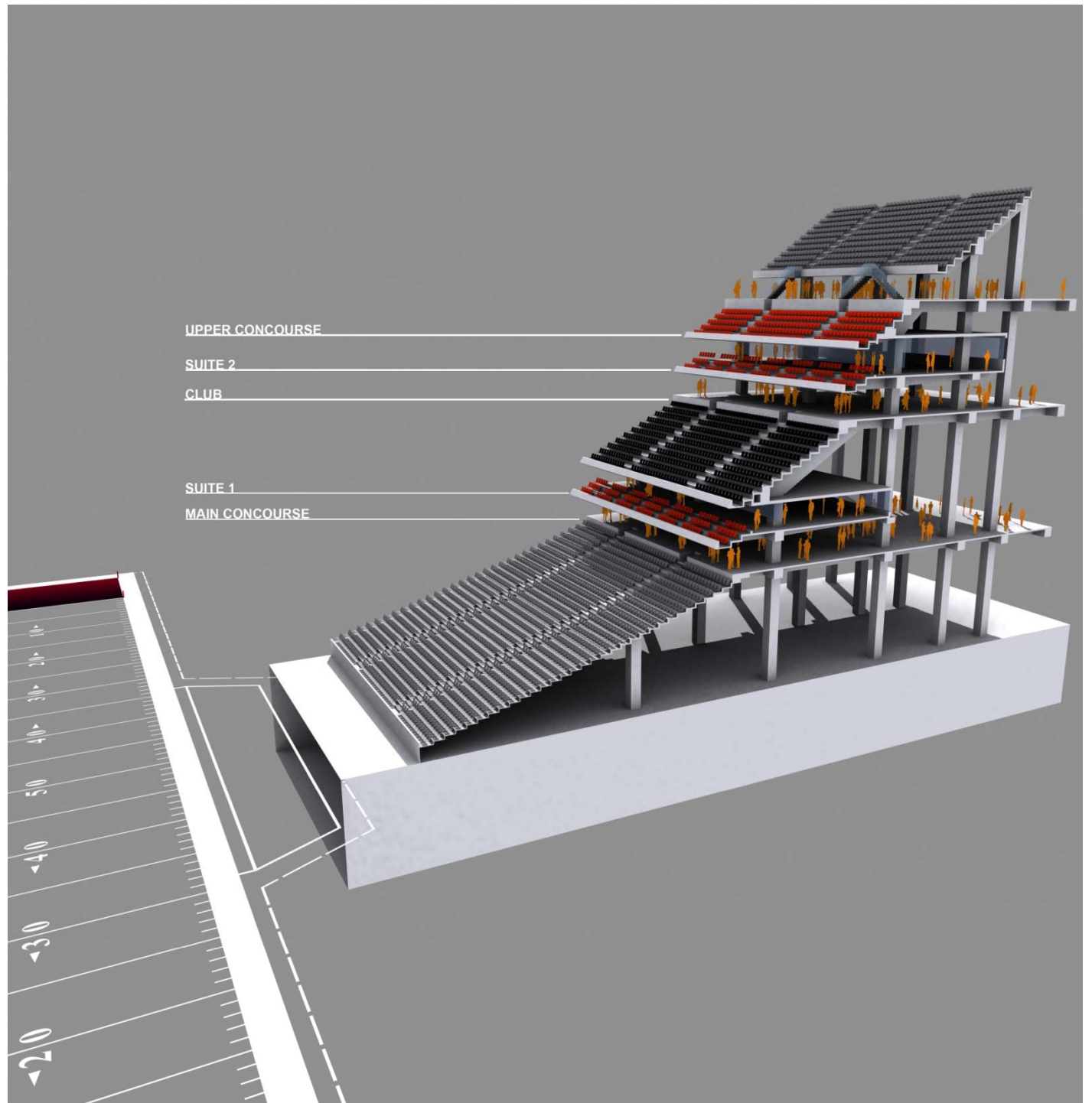
Section Looking North

0' 16' 32' 64'

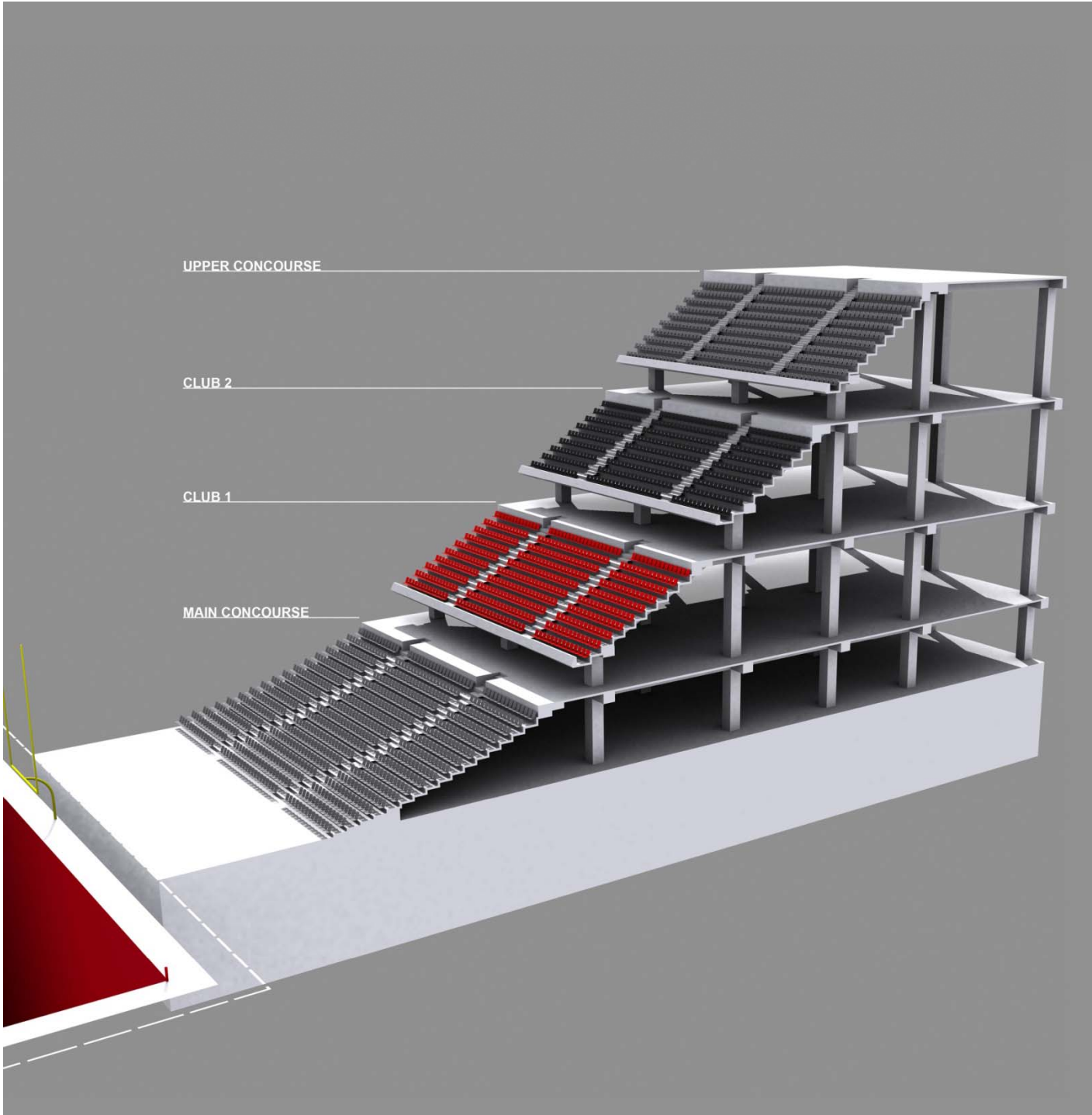


- Upper Deck
- Upper Concourse
- Upper Suite
- Club Level
- Lower Suite
- Main Concourse
- Service Level

POTENTIAL BUILDING SECTIONS



POTENTIAL SIDELINE SECTION



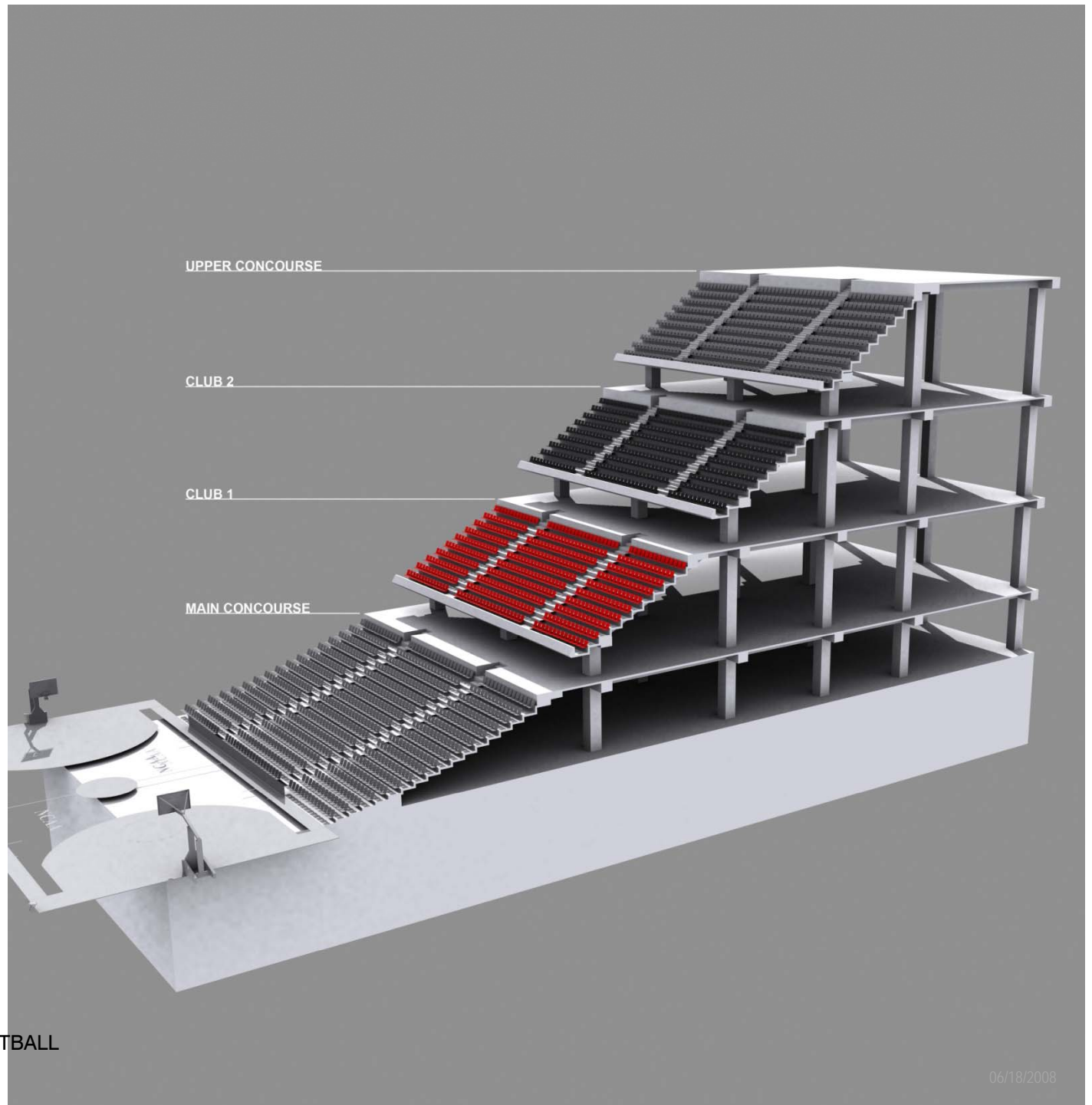
UPPER CONCOURSE

CLUB 2

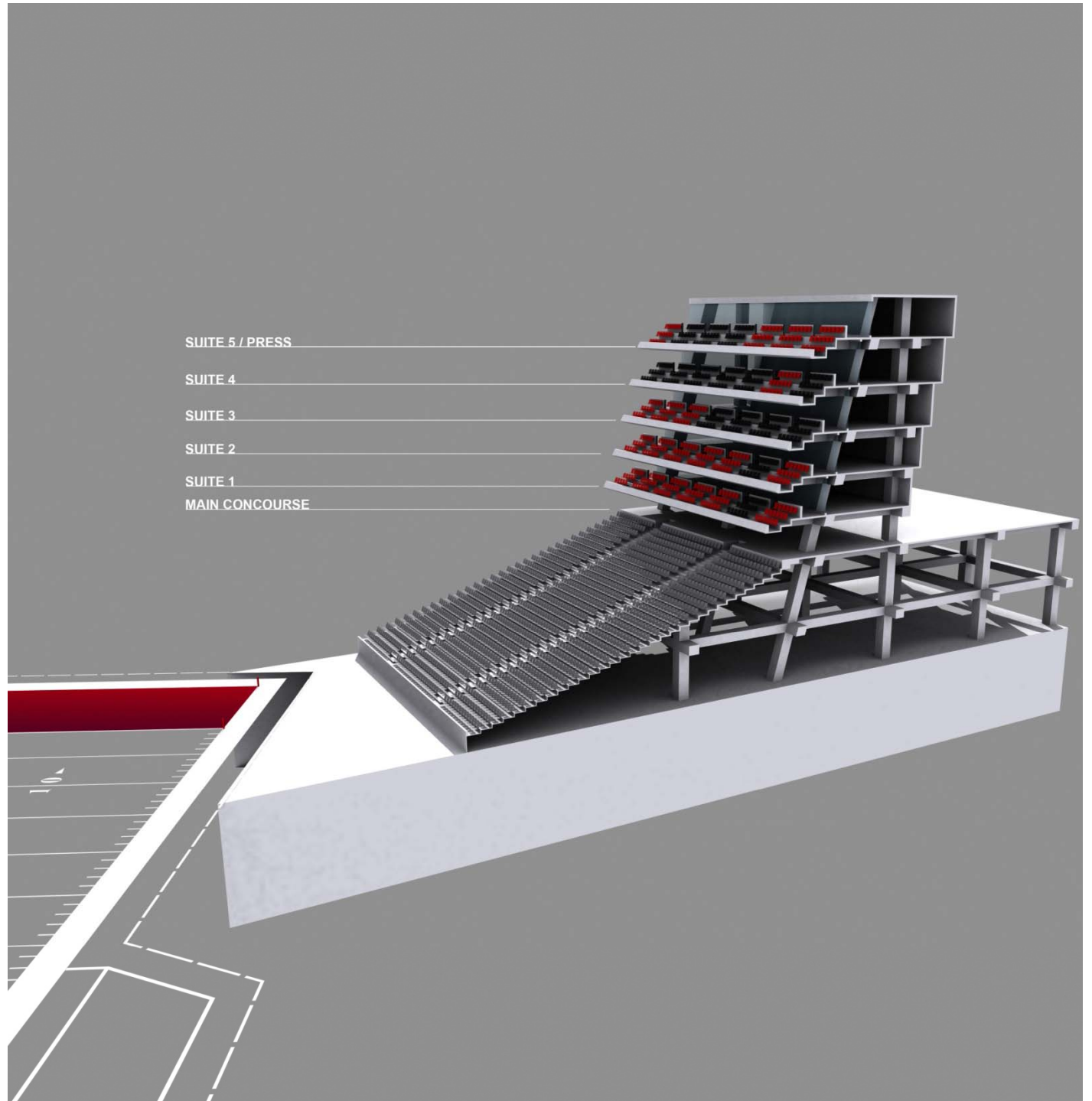
CLUB 1

MAIN CONCOURSE

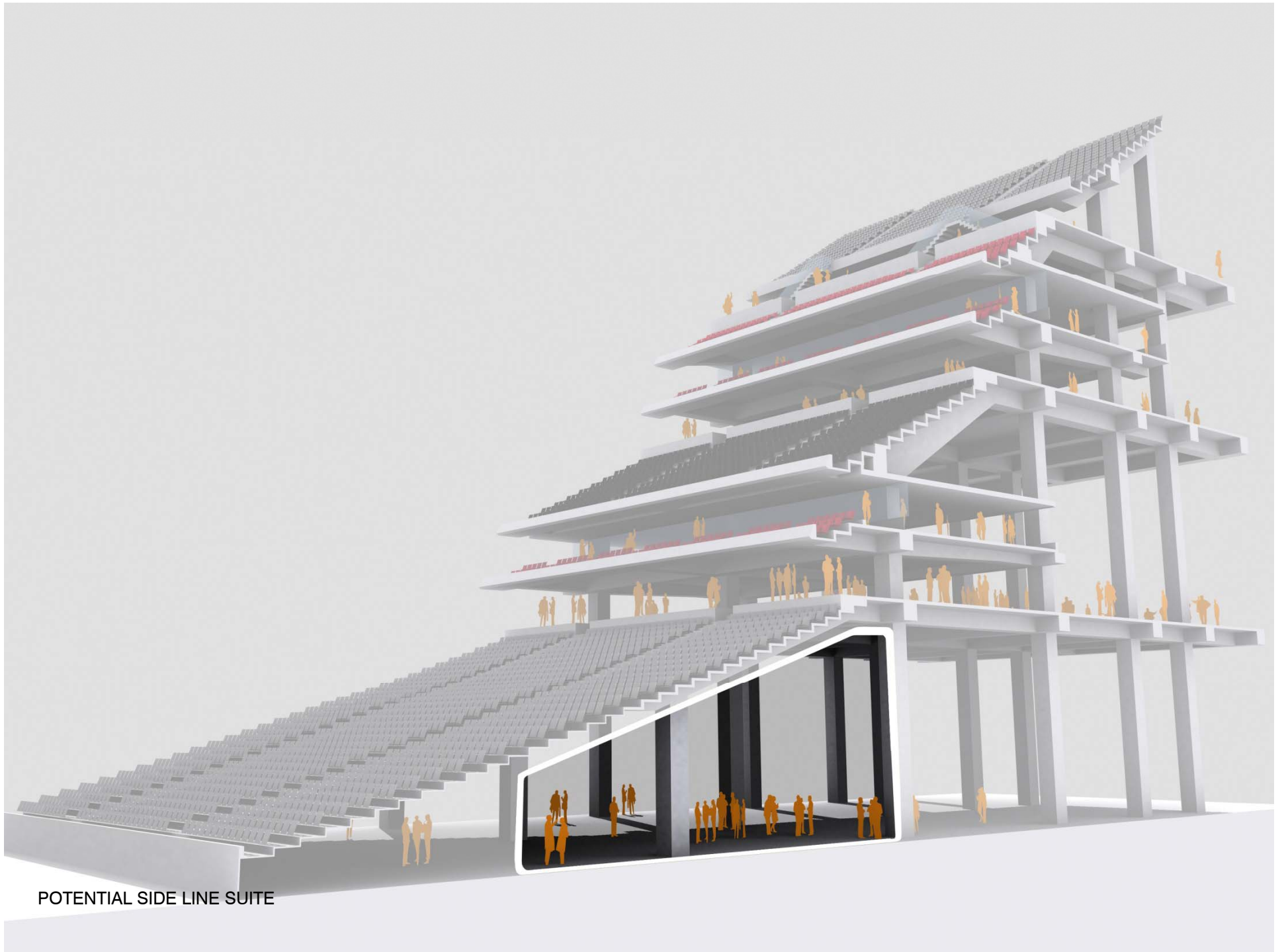
POTENTIAL END ZONE SECTION



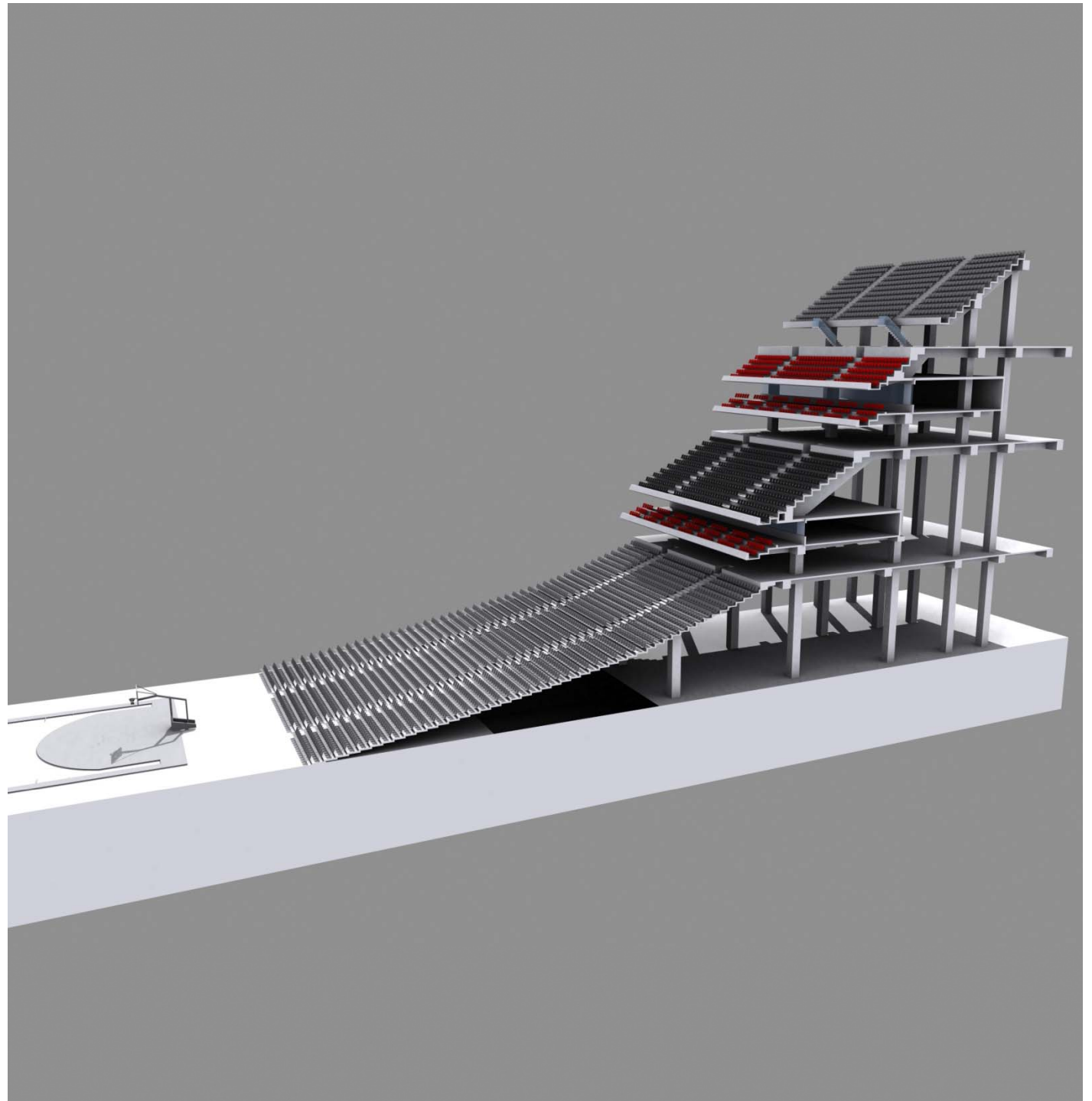
POTENTIAL END ZONE WITH BASKETBALL



POTENTIAL CORNER SUITE TOWER



POTENTIAL SIDE LINE SUITE



POTENTIAL BASKETBALL SIDELINE

APPENDIX A:GWCC

DESIGN AND CONSTRUCTION SCHEDULE

GWCC MASTER PLAN

DESIGN AND CONSTRUCTION SCHEDULE – COMPLETED PROJECTS

The following list of projects represents historical information on design and construction durations for built projects. The most applicable time line for the New Georgia Dome is represented by the Cardinals and Texans projects. Both contained operable roofs and were not in cold weather climates.

NEW STADIUM PROJECTS

Facility	Roof	Team	Start of Design	Facility Opening	Duration
University of Phoenix Stadium *	Operable Roof	Arizona Cardinals	August 2002	August 2006	48 months
Reliant Stadium	Operable Roof	Houston Texans	November 1998	August 2002	45 months
Gillette Stadium *	Open-Air	New England Patriots	May 1999	August 2002	39 months
Heinz Field	Open-Air	Pittsburgh Steelers	August 1998	August 2001	35 months
Lucas Oil	Operable Roof	Indianapolis Colts			48 months
Cowboys Stadium	Operable Roof	Dallas Cowboys			54 months

The design and construction of a New Georgia Dome in Atlanta can take from 42 to 48 months from the authorization to proceed with design.

RENOVATED STADIUM PROJECTS

Facility	Start of Design	Facility Opening	Duration
Dolphin Stadium Expansion	January 2005	August 2007	31 months
Arrowhead Stadium Expansion/Renovation	April 2006	August 2009 75% August 2010 100%	39 months 51 months

Listed projects were executed using a “Fast Track” method of project delivery which overlaps design and construction schedules to reduce the overall duration.

CONVENTION CENTER PROJECTS

Facility	Start of Design	Facility Opening	Duration
America’s Center Expansion	November 1992	November 1995	36 months
Anaheim Convention Center Phase II Expansion	November 1997	January 2001	38 months
Indiana Convention Center Phase II Expansion	October 1998	March 2001	30 months
Phoenix Convention Center Expansion, Phases I and II	February 2003	December 2008	58 months

* The method of project delivery for Patriots Stadium and Cardinals Stadium utilized a “Bridging” concept. HOK contracted for design phases with the client. After a cost guarantee the architectural contract for completion of technical documents was transferred to the Builder.

APPENDIX B:GWCC

IDEA FORUM 1 | 2 | 3

Session 1: GWCC Customer Group

9:00 am – 12:00 Noon

1. Introduction and Purpose:

a. Opening

i. Welcome and introduction

Khalil Johnson opened the Idea Forum and welcomed all the participants thanking them for committing their valuable time to help The Georgia World Congress Center prepare for envisioning the future of the complex. The GWCC is over 30 years old and the last building built is 5 years old. The campus has seen a heavy schedule of improvement projects over the years. Although there is still activity ongoing to improve the facilities and the campus, currently there is a relative lull in the activities and The Board decided that this was a perfect time to take the time to explore what the GWCC should evolve to be in the next 10 to 15 years. To do that effectively, Dan, Khalil and the staff of GWCC wanted to get the best ideas from their long-standing customers. They also selected HOK Sport Venue and Event to spearhead the master planning efforts. HOK is the leader in planning and designing sport, venue, and event facilities in the nation and has been responsible for many internationally acclaimed projects.

The Master Plan effort will explore alternative visions for the future of the GWCC campus as it relates and positions itself to the customer market place over the next 10 to 15 years. The Master Planning efforts will include studying:

- Possible Renovation or replacement of the football stadium.
- Possible Future renovation and/or expansion of the GWCC.
- Assess existing facilities regarding their age and needs.
- Assess transportation needs and opportunities.

ii. Team Members and Idea Forum Participants

Hosts:

Dan Graveline	GWCC
Khalil Johnson	GWCC
Mark Zimmerman	GWCC
Kevin Duval	GWCC

Jeff Mellin GWCC

Master Planning and Idea Forum Team:

Dennis Wellner	HOK SVE
Todd Voth	HOK SVE
Jack Boyle	HOK SVE
Jon Knight	HOK SVE
John Shreve	HOK SVE
Kata Borszeki	HOK SVE
Herman Howard	HOK Planning (Atlanta)
Susan Mitchell-Ketzes	HOK Advance Strategies
Jim Rice	HOK Advance Strategies
Julian Tablada	HOK Advance Strategies

GWCC Customer Group Stakeholders:

Elizabeth Taylor	SECO International
Ron Olejko	ARC
Charles Olentine	International Poultry Egg
Patrick LaFramboise	International Woodworking Fair
Shayne Wilson	International Auto Show
John Calatano	FABTECH Am. Foundry/SME
Michael Schroppenhorst	SEMCO
Barbara Stoup	NBM
Susan Stewart	S. Stewart & Associates
Sylvia Ratchford	Hinman Dental
Brenda Eason	GMBC/NBCUSA (local)

b. Purpose

i. Purpose

The purpose of the Idea Forum is to conduct meetings with the stakeholders of the GWCC to listen to their ideas on what should be considered to make their activities and events more enjoyable and successful as the GWCC plans for the future of the complex. The Idea Forum will host 3 sessions throughout the day on January 22, 2008. The sessions were:

- Session 1: GWCC Customer Group Morning
- Session 2: Georgia Dome Customer Group Afternoon
- Session 3: Community/Public/Downtown Stakeholders Evening

The discussions for the Idea Forum should relate to high level concepts, patterns, and issues at the urban scale. These are topics that can be categorized as ideas from 10,000 foot elevation. Issues relating to building details and operational details are appropriate for a much later time, once a Master Plan is developed and building design projects to fill in the Master Plan are being developed. Comments that are tactical in nature will be noted and recorded but are topics that cannot be addressed in the Master Planning stage.

ii. **The goals and expectations for the Idea Forum session**

GWCC and the Master Planning Team want to listen, clarify, and collect ideas from you that should be considered in developing the master plan for the campus. As a key stakeholder in our future, we need your help. We want you to share your ideas on how the master plan can shape the future evolution of the GWCC, the Georgia Dome, and Centennial Olympic Park. We want to understand your ideas on how to make the campus:

- a compelling place to visit
- a better venue in which to host your events
- How we can provide a more vibrant environment to make your experience on the campus and events more enjoyable and successful.

We want to understand your ideas and views on:

- What's working?
- What's not working?
- What's missing?

The benefits to you are that you will become involved in providing the first input into the master planning process. Your ideas and concerns will be voiced in the Idea Forum, documented, and played back to all the participants of the three stakeholder sessions. You will also have an opportunity after this report is issued to make additional comments via the GWCC@hok.com email address. This email address will be open between February 5 to February 12 to accept your additional comments and observations. All comments expressed in the Idea Forum and through the email address will be taken into account during the master planning process. The GWCC and the Master Planning Team will study and consider all the input, but we may not be able to solve or comply with all the requests and suggestions made. But be assured that all the comments will be carefully considered.

Another benefit of giving us your valuable time and ideas during this Idea Forum is that you will be invited to a private pre-screening of the master plan before it is announced to the public at large. This will give you the opportunity to see how the plan has been developed.

c. **Project Parameters**

The need to initiate a Master Planning effort and evaluate the changes needed to keep the GWCC a viable element of the Atlanta environment is driven by many practical factors. Some of those factors include:

- GWCC exhibit halls are over 30 years old.
- The Georgia Dome has hosted 15 seasons of sports and entertainment.
- Olympic Park is a decade old.
- The newest GWCC building, Building C, is over 5 years old.
- Tremendous growth in the surrounding neighborhoods-all around GWCC.
- New tourist attractions, hotels, and restaurants – to the East.
- Residential lofts and mixed use developments – to the North and South.
- The Western neighborhoods are poised to be the next great rebirth and revival in the urban fabric of Atlanta.

The geographic boundaries for the GWCC Master Plan study were reviewed on a large scale aerial map of the Atlanta area. A copy of the aerial is attached as an additional PDF file accompanying this report.

2. **Session Activities**

a. **Activity 1: “Ripped from the Headlines” Exercise**

The Headline Exercise activity is a participatory activity that asks the stake holders to write a “headline” that they would hope to see in the AJC in response to the successful implementation of the concepts identified in the GWCC Master Plan 10 to 15 years from today.

These are the “Wow” headlines that were generated. The team is able to use these headlines as indicators for what is viewed as desirable achievements to be attained through the Master Planning Process. These headlines articulate outcome targets to shoot for.

- Hot'Lanta is Back Feel the sizzle
- Home show attendance tops 100,000 people due to new improvements at the GWCC campus!
- GWCC realizing the vision and made it happen
- The new GWCC campus is for Georgians and the rest of the world!
- Campus Reinvented – Planned Out (GWCC Master Plan Project Complete) – New, Again
- Atlanta – The new international HUB (Melting Pot)

- GWCC expansion a success – meeting space doubled and more hotel rooms! – 1st Class
- Atlanta Redefined... All you could want in New York City.... now available in the south.
- Attendees & exhibitors say (New) GWCC very “comfortable” – easy to be in... easy to use.
- Center serves all size groups – big and small – everyone happy
- Vibrant urban experience... shops, streetscapes, shade trees. NO fortress. Architectural urban landmark – a sense of “there”.

The second Headline Exercise is to write a “headline” that represent the worst thing that could be written 10 to 15 years from now after the implementation of the concepts identified in the GWCC Master Plan.

These are the “worst fears headlines” that were generated. The team is able to use these headlines as indicators of potential pitfalls to be avoided and/or areas to carefully consider to avoid stumbling into unintended consequences of the worst fears headlines.

- GWCC loses touch with convention and local communities
- Dome plans collapse – GWCC campus burned – Master Plan Flop
- Atlanta not able to house delegates...attendees sleeping on the streets!
- Hotel walks stain Atlanta’s convention reputation. GWCC expansion cannot accommodate inflow of visitors
- Users say GWCC doesn’t work – frill more important than functionality
- New growth around the GWCC makes access for locals more difficult
- Expansion a failure – parking dismal, people movement ignored, service deplorable
- Lack of vision – Master Plan goes for economy – not quality
- GWCC eliminates public shows. If you don’t bring people to stay in hotels you can’t use the facility.

b. Activity 2: Idea Storm Exercise

The Idea Storm Exercise asks the stakeholders to participate by writing down their ideas, concepts, and/or observations on how GWCC is doing in attracting, supporting, and enabling their events in GWCC. They were asked to provide ideas from the perspective as the hosts/sponsors of the event as well as from the point of view of the customers that attend their events. The three topic categories are:

- What’s working?
- What’s not working?
- What’s missing?
- The following is a list of the topics that were presented for each category:

What’s working?

Staff / Service levels

- Sales team – timely, responsive, openness, will get an answer, open to alternatives
- Work the same / treat small to large shows the same
- Longevity of staff – continuity
- Management empowers coordinators, staff - staff has ownership / accountability
- Connection between ACVB and GWCC – seamless
- Staff, service, attitude, willingness to discuss issues
- Willingness to discuss options that are not typical and to look at options, availability
- Team at GWCC: problem solvers
- Team staff going to other cities to see what is needed in a new show.
- Staff, event services, maintenance – longevity and seamlessness = hospitality and service – know what to do and do it
- 25% growth of city, sales team of GWCC to help “small” groups grow and succeed

Variety of meeting space

- Executive board room – “first class”
- Auditorium – especially for general sessions
- Meeting rooms large and flexible (would like more)
- Small group in A building = fit right in at same time as large group
- Variety and amount of meeting space/auditorium

Flexibility

- Accommodating different sized groups – expansion
- Dates and date patterns
- Divisible rooms for variety and function
- Flexibility

Price

- Lack of exclusives – no sponsorship commission
- Price structure simple, all inclusive, transparent – all taken care of
- Careful on pricing: GWCC needs to be careful on opportunities for profit or events that will make this building less attractive
- Price

Hotels / Proximity to GWCC / Variety of Hotels

- Quality of Rooms
- Lower rates than competition
- Variety of price points

Freight / Service Access

- Contractor appreciates working there – proximity of docks to exhibit hall, marshalling area
- Buildings B & C like number of docks, proximity to exhibition hall, open space, marshalling area
- Drive-in freight on floor
- Freight/service access

Transportation

- Shuttle access is great
- Access for buses only – dedicated access getting people in / out

Signage

- Color coded building signage to minimize confusion
- Big / Readable / User Friendly

What's not working?

Hotels

- Hotel Issue: high rates
- Hotels not appreciative “400 room nights were walked, service attitude of hotels is poor to bad to convention visitors.”
- Difference between ignorant, stupid, greedy
- C – Hall side – lack of hotel on this side
- Hotels feel city / GWCC owes them something
- Changing / increasing rates after initial agreement (verbal / written agreements)
- Lack of hotel on “C” side
- Lack of hotels adjacent to center
- Hotels take advantage of popularity and increase rates

Restaurants / Retail

- Need more restaurants
- Perception that fun and food is in Buckhead – not Downtown
- Need higher quality restaurants and retail
- More variety on mid-to high-end range
- Lack of restaurants and options
- Lack of retail downtown

Traffic / Parking

- Lack of parking
- High cost of parking
- Security
- Long term/short term: Parking availability signage identifying where there is parking available to motorist as they approach site
- Directions to ease navigation to parking to be close to event
- More parking capacity in general
- Coordination and cooperation with other event venues (i.e., Phillips, Dome, etc.)
- “Bootleg” parking – high \$ plus security and safety concerns
- Parking availability info signage advising drivers lots/decks with available parking as they approach the campus – like airport
- Communication – Access, availability, proximity to venue
- Color coding – ease of understanding – more user friendly, logical
- Traffic
- Other events within the GWCC on my show days – compete for parking – increased traffic around facility
- Traffic and other event congestion around the GWCC during my show – often on my busiest days
- Space overbooked for available parking
- MARTA inconvenient and hard to find
- Expensive parking
- Need more parking
- Shuttle Bus access
- Transportation Access = Gridlock
- No people movers

Wayfinding

- Wayfinding, navigation
- Multiple building users = Really hard due to length of travel and landmarks – “dumb it down”
- Long Hallways – need art / distractions / variety / interest
- More user friendly and logical
- Getting between buildings / directions / landmarks / cues
- What event is in which building - Where do I go; how do I get there?
- Old Antiquated electric signage on exterior

- Lack of distinction between A, B and C hallways
- Stacking of building is confusing for users – layout not intuitive
- Have visual access to destinations
- Training my customers to use best parking – provide information system that can direct customers to park at the lot(s) nearest the event they are coming for
- Need more interior and exterior digital signage
- Parking – Need more directional signs
- Lack of signage to marshalling yards


Layout

- Designated registration area inconvenient
- Not enough meeting rooms
- Building access – need better/more directional signage to entrances, elevators, etc.
- Lack of uniformity in layout between “A”, “B” & “C” Halls (i.e., “B” Hall with 4+ levels and “C” Hall has different configuration)
- Lack of main entrance to “B” Hall
- People movement around building (Outside traffic – Inside between halls & meeting space)

Move In / Move Out

- Coordination, move-in/move-out with other events
- Hard for drivers
- Use traffic alert systems to direct trucks to GWCC
- Coordinate multiple activities in Atlanta downtown
- Great marshalling yard – but figure out where to go is challenging, especially for truckers
- Access/navigation for truckers to marshalling area
- Global perspective of Atlanta events downtown
- Better coordination with move-in/move-out patterns

Connectivity

- Connectivity
-  connect on same level
- Make it easy
- Logistics from B to C hall – long distances – consider new connections / bridges
- Lack of offices / meeting rooms that give visual access to floor (especially Building C)
- “B”-“C” Hall connection

Image

- Confusing layout
- No sense of “there”
- Image, outdated appearance
- The image is not branding itself as the central – not friendly, no sense of arrival
- Make it look like what it is
- Sense of place
- Provide branding opportunity
- Non-descript – indoor and outdoor spaces
- City to GWCC is a non descript experience – no sense of place – no icon
- Entry / Front Door
- Also needs to function
- Provide branding opportunities for events
- Contract, age, functionality, etc.... people prefer Buildings B and C over A
- Part of GWCC (Building “A”) becoming outdated
- “A” Building showing wear

Other

- Cell phone access in all areas of building is poor
- Wireless throughout hall/public space
- Freight handling in “A” Hall
- Dock space limited for some halls
- WI-Fi is expensive where available
- Philips Arena cooperation

What’s missing?

Traffic / Parking / People movers

- Easily found parking – provide complimentary shuttle (Make visible)
- Access for elderly – finding elevators, find help, wheelchairs
- Currently have van, but “missing” / not seen
- Consider people movers
- More parking
- Trolley – downtown hotel accessibility
- Shuttle subsidy
- Comp shuttle bus from parking lots (BCEC)
- Available parking especially during multiple events

Security

- Effective dealing with homeless and panhandlers between GWCC and hotels, etc.
- More visible security outside / communication

- Security – A feeling of safety especially on the exterior areas of the campus and the perimeter of the property.

Internet access / Wireless

- Missing – attendees are expecting it as available and included
- Recharge / plug and play stations – easy access
- More affordable / complimentary internet throughout building
- Free wireless (BCEC)
- Wireless / affordable

Way finding / Navigation

- Multiple entrances allow branding by multiple show – A is bad
- Navigation and clear front entrance
- Make it really easy to get around the GWCC campus (Courtesy shuttles don't count)
- A primary front entrance
- Bigger directional signage off highway (I-75/I-85) to GWCC – Building C
- Local familiarization with the GWCC campus (other consumer shows – Aquarium / Centennial Park / Dome / Philips have helped, but still so many not familiar with area)

Entertainment / retail

- No real retail area close by if Atlantic Station needs to be advertised and travel to there
- Lacking vibrant outdoor urban dining, café's and rooftops
- Inside GWCC – sundry / drugstore / retail experience
- Walkable entertainment / shopping / retail district

International

- International focus
- From airport – to GWCC – back to airport
- Feel welcomed, make easy, look at designs for international people, touch screens, multi-lingual
- A need to take a broader approach to be international

Restaurants

- More choices, close by, easy, keep them at the center to keep the at the event
- More restaurants – healthy choices

- “Real” healthy food alternatives

Green

- Publicize what is already being done
- Toronto, Seattle examples all the way through
- Green

Interiors environment / aesthetics

- Warm
- Comfortable
- Open
- Light
- Convenient
- History – Bridge to the Atlanta flavor
- Knowledge center / business / collaboration
- Innovation – WOW – takes my breath away to lead me to higher / better / creative
- Distinctive interiors
- Distinctive interiors – A sense of urban place (not a suburban shopping mall)
- Color
- Flowing
- Water-nature-plants
- International

City Support

- City takes for granted the big shows
- Support and cooperating from City and ACVB
- The lack of interest by the Atlanta Convention and Visitor's Bureau (ACVB) in anything that does not benefit hotels
- Support from the hotel community
- Support from the City of Atlanta

Image

- Consider distinct, accessible “front door” – sense of arrival
- Today we look like a mall
- Artwork (Philadelphia & DC convention center)
- Not branding multicultural, open

Other

- Time compression for attendees / exhibitors
- Another adjacent hotel (2)
- Storage space adjacent to exhibit halls for AV, production, decorators, etc.

- Tape-able, tackable walls (Weed Alert)
- Westside development
- More exhibit space
- Where is it, connectivity
- Small conference room
- Column free
- Cyber display capability – Virtual display

Future vision

- A place to network
- A great place that is people focused
- A Technology center
- A Learning center
- A Setting to support learning
- Providing seamless Airport to GWCC and GWCC to plane experience
- Check in to airlines from hotel/GWCC for visitors

3. Recap and Next Steps.

GWCC and the HOK Master Planning Team thank all of the participating Stakeholders for their participation and willingness to be open and genuine in the discussions. The Idea Forum has confirmed conditions and issues and has also brought to light new considerations to be studied and evaluated in the development of the Master Plan. Dan and Khalil complemented the stakeholders and again stressed that they value the relationship that exists between them and the GWCC.

Susan Mitchell-Ketzes led the group in a quick summation of their “take away” idea, issue, observation, or comment about what they experienced during the Idea Forum.

- Valuable – Will inform our next convention
- Help to sell next event
- Learned a lot
- Focus on Hall A. Great to talk 10 – 20 year out.
- Atlanta has a lot going on for becoming more internationally recognized
- Will help attract people downtown
- Love downtown / facility

- I’m hopeful
- Overcome hurdles (political, etc)
- Opportunity to move ahead
- Have to find a way to do it
- Impressed with evolution of GWCC. This was a real shot in the arm for progress
- Valuable, take vision to the Baptist convention about keeping it here. People focused
- Atlanta great place, make it better for people to come here
- Make Atlanta distinctive destination and unique...oh, my spouse wants to come too – more than a meeting
- In South America the poultry show is called the Atlanta Show
- GWCC allows and reaches out to business
- More inclusive
- Listening to users
- Keep growing – adapt facility to the marketplace

Susan Mitchell-Ketzes reviewed the next steps in the Master Planning process. The Idea Forum is the beginning of work on the Master Planning for the GWCC. The Master Plan will take 6 to 9 months. At the end of the Master Planning process the stakeholders attending this meeting with be invited to a meeting to preview the Master Plan (may be one or several options).

- Reports from all three sessions will be developed and sent to all the participants for their review and comment by close of business on February 5.
- The team has created an email account to collect additional comments from all the stakeholders. The email account will be opened on February 5 and remain open until close of business on February 12. The email account name is GWCC@hok.com.
- Those who did not list an email address in the sign-up sheet will have a paper copy of the report sent to their US Post Office mailing address.

- Stakeholders may respond with comments by choosing “reply” to the email sent out by HOK with the report or they may choose to mail it to the HOK Atlanta office (the mailing address will be referenced in the report transmittal notice.)
- Be on the lookout for an invitation to the sneak preview of the Master Plan sometime in the mid to late summer of 2008 time frame.

Thank you for supporting the GWCC and helping us understand your needs so we may create a compelling environment for you to continue to host your events and increase the success of your events at GWCC into the future.

ADJOURN

Session 2: Dome Customer Group

1:30 pm – 4:30 pm

1. Introduction and Purpose:

a. Opening

i. Welcome and introduction

Khalil Johnson opened the Idea Forum and welcomed all the participants thanking them for committing their valuable time to help The Georgia World Congress Center prepare for envisioning the future of the complex. The GWCC is over 30 years old and the last building built is 5 years old. The campus has seen a heavy schedule of improvement projects over the years. Although there is still activity ongoing to improve the facilities and the campus, currently there is a relative lull in the activities and The Board decided that this was a perfect time to take the time to explore what the GWCC should evolve to be in the next 10 to 15 years. To do that effectively, Dan, Khalil and the staff of GWCC wanted to get the best ideas from their long-standing customers. They also selected HOK Sport Venue and Event to spearhead the master planning efforts. HOK is the leader in planning and designing sport, venue, and event facilities in the nation and has been responsible for many internationally acclaimed projects.

The Master Plan effort will explore alternative visions for the future of the GWCC campus as it relates and positions itself to the customer market place over the next 10 to 15 years. The Master Planning efforts will include studying:

- Possible Renovation or replacement of the football stadium.
- Possible Future renovation and/or expansion of the GWCC.
- Assess existing facilities regarding their age and needs.
- Assess transportation needs and opportunities.

ii. Team Members and Idea Forum Participants

Hosts:

Dan Graveline	GWCC
Khalil Johnson	GWCC
Mark Zimmerman	GWCC
Kevin Duval	GWCC

Joe Skopitz
Jeff Mellin

Centennial Olympic Park
GWCC

Master Planning and Idea Forum Team:

Dennis Wellner	HOK SVE
Todd Voth	HOK SVE
Jack Boyle	HOK SVE
Jon Knight	HOK SVE
John Shreve	HOK SVE
Kata Borszeki	HOK SVE
Herman Howard	HOK Planning (Atlanta)
Susan Mitchell-Ketzes	HOK Advance Strategies
Jim Rice	HOK Advance Strategies
Julian Tablada	HOK Advance Strategies

Dome Customer Group Stakeholders:

Gary Phillips	GHSA
Ernie Yarbrough	GHSA
Dennis Payne	GHSA
John T. Grant	100 BOA
Judy Burgess	New Birth Baptist Church
Jeri Greer	New Birth Baptist Church
Kirsten Soriano	Georgia State
Mark Whitworth	SEC
David Knight	SEC
Rich McKay	Atlanta Falcons
Dave Cohen	Atlanta Falcons
Jim Smith	Atlanta Falcons
Greg Beatles	Atlanta Falcons
Jeff Vetting	Live Nation

b. Purpose

i. Purpose

The purpose of the Idea Forum is to conduct meetings with the stakeholders of the GWCC to listen to their ideas on what should be considered to make their activities and events more enjoyable and successful as the GWCC plans for the future of the complex. The Idea Forum will host 3 sessions throughout the day on January 22, 2008. The sessions were:

- Session 1: GWCC Customer Group Morning

- Session 2: Georgia Dome Customer Group Afternoon
- Session 3: Community/Public/Downtown Stakeholders Evening

The discussions for the Idea Forum should relate to high level concepts, patterns, and issues at the urban scale. These are topics that can be categorized as ideas from 10,000 foot elevation. Issues relating to building details and operational details are appropriate for a much later time, once a Master Plan is developed and building design projects to fill in the Master Plan are being developed. Comments that are tactical in nature will be noted and recorded but are topics that cannot be addressed in the Master Planning stage.

ii. **The goals and expectations for the Idea Forum session**

GWCC and the Master Planning Team want to listen, clarify, and collect ideas from you that should be considered in developing the master plan for the campus. As a key stakeholder in our future, we need your help. We want you to share your ideas on how the master plan can shape the future evolution of the GWCC, the Georgia Dome, and Centennial Olympic Park. We want to understand your ideas on how to make the campus:

- a compelling place to visit
- a better venue in which to host your events
- How we can provide a more vibrant environment to make your experience on the campus and events more enjoyable and successful.

We want to understand your ideas and views on:

- What’s working?
- What’s not working?
- What’s missing?

The benefits to you are that you will become involved in providing the first input into the master planning process. Your ideas and concerns will be voiced in the Idea Forum, documented, and played back to all the participants of the three stakeholder sessions. You will also have an opportunity after this report is issued to make additional comments via the GWCC@hok.com email address. This email address will be open between February 5 to February 12 to accept your additional comments and observations. All comments expressed in the Idea Forum and through the email address will be taken into account during the master planning process. The GWCC and the Master Planning Team will study and consider all the input, but we may not be able to solve or comply with all the requests and suggestions made. But be assured that all the comments will be carefully considered.

Another benefit of giving us your valuable time and ideas during this Idea Forum is that you will be invited to a private pre-screening of the master plan before it is announced to the public at large. This will give you the opportunity to see how the plan has been developed.

c. Project Parameters

The need to initiate a Master Planning effort and evaluate the changes needed to keep the GWCC a viable element of the Atlanta environment is driven by many practical factors. Some of those factors include:

- GWCC exhibit halls are over 30 years old.
- The Georgia Dome has hosted 15 seasons of sports and entertainment.
- Olympic Park is a decade old.
- The newest GWCC building, Building C, is over 5 years old.
- Tremendous growth in the surrounding neighborhoods-all around GWCC.
- New tourist attractions, hotels, and restaurants – to the East.
- Residential lofts and mixed use developments – to the North and South.
- The Western neighborhoods are poised to be the next great rebirth and revival in the urban fabric of Atlanta.

The geographic boundaries for the GWCC Master Plan study were reviewed on a large scale aerial map of the Atlanta area. A copy of the aerial is attached as an additional PDF file accompanying this report.

2. Session Activities

a. Activity 1: “Ripped from the Headlines” Exercise

The Headline Exercise activity is a participatory activity that asks the stake holders to write a “headline” that they would hope to see in the AJC in response to the successful implementation of the concepts identified in the GWCC Master Plan 10 to 15 years from today.

Headline Exercise – “Wow”

These are the “Wow” headlines that were generated. The team is able to use these headlines as indicators for what is viewed as desirable achievements to be attained through the Master Planning Process. These headlines articulate outcome targets to shoot for.

- SEC hosts championship in world’s best sports facility

- Sorry Southeastern cities, SEC staying put in Atlanta
- Dome becomes Crown Jewel of Atlanta
- Falcons win super bowl in new dome – everyone is a champion!
- New stadium perfect mix of football tradition / technology
- New dome puts Atlanta on the map.
- 100 Black Men of Atlanta has overflow crowd at new Georgia Dome!
- Georgia State Commencement at the Dome – their best move yet!
- Championship games shine in new Dome
- 80,000 people & Media are encouraged to come Downtown!
- Historic Neighborhoods Thrive in Partnership with GWCC
- Downtown a Live, Work, Play community.
- Folks who live here Join with visitors to our City
- Historic Communities welcome the World
- New Dome – Fan-Tastic!

Headline Exercise – “Worst Fears”

The second Headline Exercise is to write a “headline” that represent the worst thing that could be written 10 to 15 years from now after the implementation of the concepts identified in the GWCC Master Plan.

These are the “worst fears headlines” that were generated. The team is able to use these headlines as indicators of potential pitfalls to be avoided and/or areas to carefully consider to avoid stumbling into the unintended consequences of the worst fears headlines.

- New Dome loses sight of the fans.
- Why go to Commencement when you cannot hear the ceremony?
- GHSA drops penalty flag on Dome
- GWCC complex future looks bleak!!
- Dome fails all
- Nothing New: Same Old Dome
- New Stadium – anti-fan friendly
- GWCC misses mark with Improvement Plan
- SEC looking outside of Atlanta
- Why did SEC leave Birmingham for Atlanta Dome?

b. Activity 2: Idea Storm Exercise

The Idea Storm Exercise asks the stakeholders to participate by writing down their ideas, concepts, and/or observations on how GWCC is doing in attracting, supporting, and enabling their events in GWCC. They were asked to provide ideas from the perspective as the

hosts/sponsors of the event as well as from the point of view of the customers that attend their events. The three topic categories are:

- What’s working?
- What’s not working?
- What’s missing?
- The following is a list of the topics that were presented for each category:

What’s Working:

Stadium Features / Layout

- Front row seating levels (good sight lines)
- Athlete’s access to the building – home and visitors alike
- Good locker room set up
- Ability to tie-in related large events (proximity to GWCC facilities)
- Capacity good for SEC Championship 70,000 to 72,000 seating
- Mix of GA/Premium seating for SEC
- Excellent on-field playing conditions (all turf sports stakeholders really like the field)
- Simple and easy fan access at A, B, C, and D entrances. Easily understood wayfinding.
- Media and Network access (especially TV)
- Good logistical setup (loading dock and equipment)
- Sight lines are good for football. “Not a bad seat in the house.”
- Club level access from garage (Red Deck)
- Field surface
- Venue is flexible

Location

- Easy access to convention space
- MARTA (heart of Atlanta)
- MARTA location has easy access
- Campus is close to downtown

Traffic / Circulation

- Bus traffic separated from public pedestrian traffic
- Overall location in the city with good MARTA access

Management

- Good Stadium management. Very good maintenance. Facility in excellent shape especially compared with newer stadiums.
- Cooperation with Dome Staff
- Ticketing (especially “Day of”)
- CSC / Day-of staff
- Communication – Staff and event planners (they start early)
- Listen well and respond

Signage

- New LED boards (especially for sponsorships)

Other

- Landscaping – Centennial Olympic Park
- Landscaping – Centennial Olympic park
- Great neighbors
- People are coming – A leisure destination
- Variety of activities around the campus
- Good food
- 12,000+ hotel rooms
- Parking

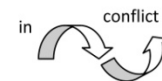
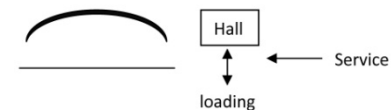
What’s not working?

Parking

- Parking is not working during multiple events
- Need more general spaces and premium spaces (currently 2 per suite, not enough)
- Parking areas and gathering areas not tailgate friendly. Should not be in parking decks. Look at Kansas City as good example.
- Some parking is far from stadium and hard to navigate. Can be intimidating to newcomers such as SEC and GHAS.
- Traffic access to stadium and wayfinding from major arteries leading into town.
- Inadequate RV parking.
- Parking – lack of capacity
- Vehicle access on the streets
- Gypsy lots
- RV parking lacking
- Traffic jams

Stadium Features

- Not enough flexible area for media space meetings, press conferences
- Make club suites more flexible and usable 365 days/year
- Make banquet space more flexible
- Current Dome space not easily scalable to accommodate varieties of venue needs
- Too many suites – 120
- Need more club suites – 10,000
- Club lounge is too small
- Bar site lines are not good
- Club sight lines are not good. (sight lines from Club Lounge to field)
- Seating capability not flexible at 64,000 – 72,000. Phoenix and Philadelphia stadiums good examples
- Limited Standing Room Only capacity (big revenue generator for last minute ticket sales for popular events)
- Fan interactive area for viewing, drink, party, experience (Good example is Chevy Drivers Club)
- Basketball sight lines are poor
- Enclosed stadium - No option for open air event in good Georgia weather
- Press on 50 yard line. Takes up valuable potential revenue creating real estate at events
- Press and coaches areas are not flexible to accommodate different events and association regulations
- Lacking auxiliary play by play booths
- Elevators to press box and to coach’s boxes
- Coach’s boxes (observation boxes) for GHAS are too few and too small (Currently located above the press box - Coaches from different schools have to occupy the same box during a game)
- Accessible seating does not have good sight lines to the field predominantly at the upper level and the end zone corners
- Dressing room space (10 teams each day x 2 days) – must use meeting room
- Dressing rooms closer to tunnels / floor
- Flexibility of removing turf for dirt activities
- Feedback from fans is that seats are too narrow at 18”
- Indy building ... dedicated halls for the stadium – takes conflict



- Load in / out for bands / games
- Acoustics for speakers needs easier tuning
- Rigging from roof is expensive - think about the overhead features in future – currently it is cost prohibitive – requires engineering analysis

- Wider & taller tunnels
- Expand the total EXPERIENCE
 - Types, variety, location, availability, of activities and café/restaurants/stands in addition to main event
 - Connected to venue – only thing is the concession stands
 - Owner’s club – private – provide similar to regular field
- Turner Field – dining, experience, games – Make it a day, The Experience

Retail

- Concessions and retail is not high quality
- Concourse width limits ability to set up quality retail
- Retail is accommodated at stands with table and merchandise out in circulation path (all stakeholders indicated they wanted a formalized store niches to create a shopping experience)
- Limited retail locations
- Inconsistent quality on General admission levels
- Sponsor hospitality options (see Carolinas Stadium – outdoor areas with green space, plazas, places for sponsorship exhibits and sites)
- Lack of merchandising locations
- Lack of storage and setup space
- Security of the[retail] goods
- Appearance of the event is diminished due to appearance of retail stands

Food

- Food pricing too high for high school / collage

Wayfinding

- Indoor / outdoor flexible signage. Missing opportunities for additional revenue
- Wayfinding / internal and external

Signage

- Directional signage needs upgrading
- Scoreboard and Video size and quality
- Ambient light overpowers video if sunny
- Screen locations require rigging screens for commencement
- Signage good
- Jumbo boards need upgrade

Other

- Technology and infrastructure for greater agility and service. Cell phone capacity and locations is limited
- Visitors from small towns
 - Pan handlers – scary
 - Way finding from car to Dome
 - Security on exterior
 - Scalpers
- Competition amongst the other activities in the GWCC when there are concurrent events
- Lodging
- Electrical rates

Image

- Building image is dated and lacks regional uniqueness. (good example cited is Seattle)
- Building is not a landmark
- Lacks an image

Urban Planning / Community

- Lack of development on West side
- Visiting Atlanta activities
- Great divide between campus and community
 - Events are very expensive for family outings
 - Scale
 - Goods and services / retail
 - Crossing the street
 - Sidewalks / walking
 - Northside vs. Marietta streets environs
 - Lighting
- Energy / being green

What's missing?

Traffic / Parking / Circulation

- Surrounding hospitality area to increase the experience and to generate additional revenue
- More non—deck parking
- Internal (campus) shuttle circulation
- Internal people movers / moving sidewalks
- Clarity of International Drive – the Loop – circulation
- Unrestricted movement within the campus regardless of the elements
-

Community

- Economic development along Northside Drive
- Mixed-income opportunities along Northside Drive – addressing current residents
- Northside vs. Marietta

Retail

- Dedicated merchandizing and stock storage adjacent to “real retail spaces”
- Only Starbucks advertising

Stadium Features

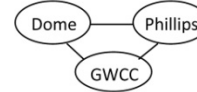
- Additional elevators to press box
- Removable turf field for dirt sports (Currently expensive and time consuming to protect turf to bring in dirt for events)
- Meeting spaces for press conferences and large groups
- Iconic feature - make the Dome a landmark on the horizon
- More general elevators and escalators
- Flexible and scalable capabilities to accommodate smaller venues
- Improved ease and lower the expense of rigging from overhead
- Basketball solution equal to Football solution
- Extra loading dock space
- Improving existing facility vs. expansion
- 24/7 use of the campus / buildings

Connectivity

- Covered connection to GWCC (create a dedicated and highly visible connector between the Dome and GWCC)
- Adjacency between GWCC and Dome important to all stakeholders except Falcons
- Improved connectivity between Dome, GWCC, and Phillips Arena
- Adjacency important to most venues but not Falcons



-
- Make gate more accessible at floor level especially for VIP's
- Improved connectivity



Security

- Increased security presence on the outside of the Dome and in the campus in general
- Make gate more accessible at floor level especially for VIPs
- Presence of security

Image

- Brand awareness
 - Understanding the name... The Dome / GWCC / Park
 - Connectivity of the elements
- GWCC – Downtown Disney World
 - To create Festival must use “orange lot” and reduce parking
 - Create Festival to get people here earlier and stay later – Make it memorable
- Make Dome stand out = good
- The name is “The Georgia Dome” not a company name

Key Attributes / Characteristics: Dome of Future

- Spacious and bright
- Dynamic Aesthetics
- Unique and identifiable
- Destination / sense of place
- Interactive (welcoming, entertaining – can interact with space)
- High tech
- Memorable
- Community Pride
- Comfortable
- State of the art
- Fundamentally sound – meets the test of time
- Does the basics well
- Flexible
- Buzz (talk about)
- Integrated / tied to community / history / sense of Atlanta

Dome of the Future

- Convenient
- Tasteful
- Interactive
 - Welcoming
 - Destination other stuff to do
 - Entertainment
- Comfortable
- Branding dynamic elements and visuals

3. Recap and Next Steps.

GWCC and the HOK Master Planning Team thank all of the participating Stakeholders for their participation and willingness to be open and genuine in the discussions. The Idea Forum has confirmed conditions and issues and has also brought to light new considerations to be studied and evaluated in the development of the Master Plan. Dan and Khalil complemented the stakeholders and again stressed that they value the relationship that exists between them and the GWCC.

Susan Mitchell-Ketzes led the group in a quick summation of their “take away” idea, issue, observation, or comment about what they experienced during the Idea Forum.

Feedback / Take Away

- Don't forget back of house
- Appreciate opportunity
- Good to hear other venue user goals / issues
- Informational (from other venues)
- Good Process – commend GWCC
- About the fan – create an experience
- Focus on flexibility and use of technology
- Commend Dan and his team
- Keep simple for fans (access/circulation/etc.)
- Inclusive process
- Challenge to make every event unique to venue
- Good start
- Think out of the box - think 20 – 30 years / not just 10

Susan Mitchell-Ketzes reviewed the next steps in the Master Planning process. The Idea Forum is the beginning of work on the Master Planning for the GWCC. The Master Plan will take 6 to 9

months. At the end of the Master Planning process the stakeholders attending this meeting will be invited to a meeting to preview the Master Plan (may be one or several options).

- Reports from all three sessions will be developed and sent to all the participants for their review and comment by close of business on February 5.
- The team has created an email account to collect additional comments from all the stakeholders. The email account will be opened on February 5 and remain open until close of business on February 12. The email account name is GWCC@hok.com.
- Those who did not list an email address in the sign-up sheet will have a paper copy of the report sent to their US Post Office mailing address.
- Stakeholders may respond with comments by choosing “reply” to the email sent out by HOK with the report or they may choose to mail it to the HOK Atlanta office (the mailing address will be referenced in the report transmittal notice.)
- Be on the lookout for an invitation to the sneak preview of the Master Plan sometime in the mid to late summer of 2008 time frame.

Thank you for supporting the GWCC and helping us understand your needs so we may create a compelling environment for you to continue to host your events and increase the success of your events at GWCC into the future.

ADJOURN

Session 3: Community/Public/Downtown Stakeholders

6:00 pm – 8:00 pm

1. Introduction and Purpose:

a. Opening

i. Welcome and introduction

Khalil Johnson opened the Idea Forum and welcomed all the participants thanking them for committing their valuable time to help The Georgia World Congress Center prepare for envisioning the future of the complex. The GWCC is over 30 years old and the last building built is 5 years old. The campus has seen a heavy schedule of improvement projects over the years. Although there is still activity ongoing to improve the facilities and the campus, currently there is a relative lull in the activities and The Board decided that this was a perfect time to take the time to explore what the GWCC should evolve to be in the next 10 to 15 years. To do that effectively, Dan, Khalil and the staff of GWCC wanted to get the best ideas from their long-standing friends and neighbors. They also selected HOK Sport Venue and Event to spearhead the master planning efforts. HOK is the leader in planning and designing sport, venue, and event facilities in the nation and has been responsible for many internationally acclaimed projects.

The Master Plan effort will explore alternative visions for the future of the GWCC campus as it relates and positions itself to the customer market place over the next 10 to 15 years. The Master Planning efforts will include studying:

- Possible Renovation or replacement of the football stadium.
- Possible Future renovation and/or expansion of the GWCC.
- Assess existing facilities regarding their age and needs.
- Assess transportation needs and opportunities.

ii. Team Members and Idea Forum Participants

Hosts:

Dan Graveline	GWCC
Khalil Johnson	GWCC
Mark Zimmerman	GWCC
Kevin Duval	GWCC

Joe Skopitz	Centennial Olympic Park
Jeff Mellin	GWCC

Master Planning and Idea Forum Team:

Dennis Wellner	HOK SVE
Todd Voth	HOK SVE
Jack Boyle	HOK SVE
Jon Knight	HOK SVE
John Shreve	HOK SVE
Kata Borszeki	HOK SVE
Herman Howard	HOK Planning (Atlanta)
Susan Mitchell-Ketzes	HOK Advance Strategies
Jim Rice	HOK Advance Strategies
Julian Tablada	HOK Advance Strategies

Community/Public/Downtown Stakeholders:

Darryl Connelly	MARTA
Mark Butler	State Representative
Nan Orrock	State Senator
Andre Kearns	Metro Atlanta Chamber of Commerce
Rose Mary Hamer	Atlanta Public Schools
Jennifer Ball	Central Atlanta Progress
John Carter	Vine City Association
Byron Amos	Capacity Builders Inc.
Curtis Evans	Friendship Church
Edward Bowen	Friendship Church
Harrison Anderson	MLK Merchant Association
Carrie Salvary	UCLA
Bob Jones	Bethursday Development Corporation
Greg Hawthorne	Vine City Health & Housing
Mark Bonta	GWCCA (park)
Trish O'Connell	Atlanta Housing Authority
Rodney Turner	Mt. Vernon Baptist Church
Joel Ricks	Mt. Vernon Baptist Church
Erica Pines	Castleberry Hill Neighborhood
Kathy Ashe	Georgia House
W. L. Cottrell	Vine City Housing
John O'Callaghan	Atlanta Neighborhood Development
Andy Shriver	Aide to Representative Pat Garner
Peggy McCormick	Atlanta Development
Whitney Rusert	Atlanta Downtown Neighborhood

Jeff Swanagan	Georgia Aquarium
Sam Young	Friendship Church
Jay Tribby	Office of Council Member Hall
Ivory Young	Atlanta City Council District #3
Lanett Stanley-Turner	State Representative

b. Purpose

i. Purpose

The purpose of the Idea Forum is to conduct meetings with the stakeholders of the GWCC to listen to their ideas on what should be considered to make their activities and events more enjoyable and successful as the GWCC plans for the future of the complex. The Idea Forum will host 3 sessions throughout the day on January 22, 2008. The sessions were:

- Session 1: GWCC Customer Group Morning
- Session 2: Georgia Dome Customer Group Afternoon
- Session 3: Community/Public/Downtown Stakeholders Evening

The discussions for the Idea Forum should relate to high level concepts, patterns, and issues at the urban scale. These are topics that can be categorized as ideas from 10,000 foot elevation. Issues relating to building details and operational details are appropriate for a much later time, once a Master Plan is developed and building design projects to fill in the Master Plan are being developed. Comments that are tactical in nature will be noted and recorded but are topics that cannot be addressed in the Master Planning stage.

ii. The goals and expectations for the Idea Forum session

GWCC and the Master Planning Team want to listen, clarify, and collect ideas from you that should be considered in developing the master plan for the campus. As a key stakeholder in our future, we need your help. We want you to share your ideas on how the master plan can shape the future evolution of the GWCC, the Georgia Dome, and Centennial Olympic Park. We want to understand your ideas on how to make the campus:

- a compelling place to visit
- a better venue in which to host your events

- How we can provide a more vibrant environment to make your experience on the campus and events more enjoyable and accommodating.

We want to understand your ideas and views on:

- What's working?
- What's not working?
- What's missing?

The benefits to you are that you will become involved in providing the first input into the master planning process. Your ideas and concerns will be voiced in the Idea Forum, documented, and played back to all the participants of the three stakeholder sessions. You will also have an opportunity after this report is issued to make additional comments via the GWCC@hok.com email address. This email address will be open between February 5 to February 12 to accept your additional comments and observations. All comments expressed in the Idea Forum and through the email address will be taken into account during the master planning process. The GWCC and the Master Planning Team will study and consider all the input, but we may not be able to solve or comply with all the requests and suggestions made. But be assured that all the comments will be carefully considered.

Another benefit of giving us your valuable time and ideas during this Idea Forum is that you will be invited to a private pre-screening of the master plan before it is announced to the public at large. This will give you the opportunity to see how the plan has been developed.

c. Project Parameters

The need to initiate a Master Planning effort and evaluate the changes needed to keep the GWCC a viable element of the Atlanta environment is driven by many practical factors. Some of those factors include:

- GWCC exhibit halls are over 30 years old.
- The Georgia Dome has hosted 15 seasons of sports and entertainment.
- Olympic Park is a decade old.
- The newest GWCC building, Building C, is over 5 years old.
- Tremendous growth in the surrounding neighborhoods-all around GWCC.
- New tourist attractions, hotels, and restaurants – to the East.
- Residential lofts and mixed use developments – to the North and South.
- The Western neighborhoods are poised to be the next great rebirth and revival in the urban fabric of Atlanta.

The geographic boundaries for the GWCC Master Plan study were reviewed on a large scale aerial map of the Atlanta area. A copy of the aerial is attached as an additional PDF file accompanying this report.

2. Session Activities

a. Activity 1: “Ripped from the Headlines” Exercise

The Headline Exercise activity is a participatory activity that asks the stake holders to write a “headline” that they would hope to see in the AJC in response to the successful implementation of the concepts identified in the GWCC Master Plan 10 to 15 years from today.

These are the “Wow” headlines that were generated. The team is able to use these headlines as indicators for what is viewed as desirable achievements to be attained through the Master Planning Process. These headlines articulate outcome targets to shoot for.

- Impact Of Dome, GWCC As Big Catalyst / for resurgence of Vine City Neighborhood
- Congress Center Marries Westside Community
- Georgia Dome / World Congress Center Marries Westside Community
- Georgia Dome/ World Congress Center Redevelopment Empowers Adjacent Community
- Building / Employment Generated Through Construction
- Pedestrian Crosses Northside At Leisurely Pace!
- New Green Space Brings Neighborhoods Together
- Environmentally Friendly Building! Green!
- New Housing, Retail, Jobs and Park Space for Community adjacent to GWCC
- The New Vine City
- GWCC, A Peach of a Design
- Buttermilk Bottom, Lighting Vine City – Who’s Next?
- Crown Jewel of the City
- Magnificent Greenspace With Below Grade Parking
- Vine City Achieves Economic Development With GWCC
- MAC Works Sees Highest Attendance Ever At GWCC
- GWCC Voted #1 Among Meeting And Convention Planners In The World
- Model Partnership Of The Beloved Community
- GWCC Solves Parking Impact On Adjacent Neighborhoods
- GWCC Master Plan Drives Increased Marta Ridership
- Big Conventions Queue Up For GWCC – Willing to Wait or Pay More
- Multi-Modal Funded as Part of Project
- Falcons Stay!

- Vine City / Eng. Ave Receive Benefits From Dome Jobs
- Attendance Rises And All Take Marta!
- Vine City Revitalized As Result Of Dome Investment! New Live/Work/Play Neighborhood
- Georgia Benefits From World Class Convention Center
- Georgia Overtakes Orlando As #1 Convention City

b. Activity 2: Idea Storm Exercise

The Idea Storm Exercise asks the stakeholders to participate by writing down their ideas, concepts, and/or observations on how GWCC is doing in attracting, supporting, and enabling their events in GWCC. They were asked to provide ideas from the perspective as the hosts/sponsors of the event as well as from the point of view of the customers that attend their events. The three topic categories are:

- What’s working?
- What’s not working?
- What’s missing?
- The following is a list of the topics that were presented for each category:

What’s Working:

Community

- Community partnership
- GWCC working with community
- Communication – Keeping neighborhoods in loop

GWCC Features / Layout

- Increased convention capacity
- Increased public spaces around GWCC
- Dome: Great design for Spectator – Interior
- GWCC: Adequate convention space
- Park is great!
- Dome and GWCC function like they are supposed to
- Flexible to accommodate multiple functions

GWCC Staff / Service Level

- Great staff
- Relationship of C.O.P. to residential and business community
- Flexibility of C.O.P. for variety of events
- Clean Campus
- Well-run

Parking / Circulation

- Moving people with (MARTA) public transportation
- Hotel shuttles
- MARTA works

Security

- Safe on campus

Retail / Entertainment

- Draws different people for different events (tractor pulls, flowers, sports)
- Flower Show

City

- Good communication with city
- Centennial Olympic Park spurring development around park
- GWCC promotes city, other tourist venues

Other

- GWCC economically viable / successful
- Popular destination
- Nationally recognized
- Makes \$\$; economic engine
- Independence
- Food is good

What's not working?

Community

- Physical disconnection from neighborhoods
- State owned and operated facility next to private neighborhood and City
- Relationship of GWCC and neighborhood, youth and other community outreach. A.B. has not reached out to surrounding community
- CC turned it back to Westside (road stops here)
- Lack of communication with surrounding community
- Relationships with community
- Lacks buffer (transition) between GWCC and west side
- Social infrastructure out of balance with physical infrastructure
- #1 or #2 economic generator of \$ does not make it across the street
- Largest building(s) in city directly adjacent to single family homes
- Northside Drive
 - Not welcoming, dangerous, ugly
 - No investment
- Not well connected – completely disconnected from Westside neighborhoods
 - Neighborhoods
 - Hotels
 - Expressways
 - No gateway / portal
 - Vine City / Marta Connection

GWCC Features / Layout

- Dome lacks complete experience
- No sense of place

Parking / Circulation

- Too much overflow parking in the Vine City and Castleberry neighborhoods (all adjacent communities)
- Traffic congestion
- Parking and pedestrian systems – more pedestrian connections from public transportation on street level – street level perceived safer
- Event day traffic
- Event day parking
- Overflow parking (on street) especially in Vine City
- Traffic congestion
- Accessibility / not pedestrian friendly – Long distances / traffic
- Too much surface parking
 - Inefficient wasteful use of land
 - Confusing
 - Difficult to navigate
- Marta underutilized

Restaurants / Retail / Entertainment

- Restaurants not accessible

City

- Lack of appreciation for impact of Dome / GWCC

Image / Wayfinding

- Décor (aesthetics) impersonal
- Lack of visibility from east side of campus
- Dome Image

Other

- Sustained employment opportunities for community
- Washington, DC business opportunities for minority businesses
- GWCC not visible. Can't see it from streets – sense of place
- Add Coordination with GWCC / state and other developments in neighborhoods
- Focus on tourists vs. locals
- D.C. Convention Center outreach and creation of minority business opportunities
- Revenue stream for the development of social capital of west side

What's missing?

Community

- Bravely reach out to community to create programs (youth...)
- 24-hour mixed use center
- Activity – grocery store, restaurant, movie theatre, internet café
- Restaurants, bars, retail west of Northside Drive
- Spaces that will be filled / likely regardless whether GWCC has events
- Include local colleges in “everything”
- More meetings like Idea Forum
- Neighborhoods + GWCC
- Town hall meetings
- Add youth to the board
- Economic investment & tech assistance
- Co-op – set aside for incubator for community business to sell on/in the facility
- Mix use / Mix income development (Westside of Northside Drive)

- (Marta station – Simpson)
- Make area pedestrian friendly along Northside Drive.
 - RR gulch + GWCC barrier to West Side...deliberate connection
 - GWCC needs strong community liaison
 - GWCC to be a downtown Disney World
 - Technical assistance to help guide / teach how to use the investment
 - Cooperate – Atlanta, Counties, GWCC, Communities to solve the crime problem
- Open door policy for community (discuss issues)
- Economic development opportunities with adjacent communities (more than just jobs)

GWCC Features / Layout

- Greenspace destination / venue (Chicago Millennium Park)
- Green space – not used by locals
- Green space – more cohesive and extensive
- Expandability of sports facilities / experience for the future (“Sports Capital Of The World)
- Technology infrastructure for the future
 - Wi-Fi
 - Virtual learning / communication
 - Connections to major entertainment venues

Parking / Circulation

- Sufficient parking
- Creative parking solutions
 - Minimize visual impact
 - Promote red lot – increase use / accessibility
 - Shift parking demand from green to red lot
 - Signage (improve visibility / user friendliness)
 - Coordination of parking with neighboring venues / Events
- Limit Central Business District vehicular traffic into west side
- Traffic light and street closure coordination
- Northside Drive direct connection to Dome – over or under street
- Incentives to take Marta
- Shuttle / escalator to transport people
- Northside Drive (where new entrance of GWCC)
 - Mitigate traffic with median / trees
 - Create retail on sides
- Parking decks east of Northside / Magnum Street

Security

- Add consistent, strong presence of security beyond the GWCC building and into community – OUTSIDE TIME OF EVENTS
- Visible community relationship personnel

Restaurants / Retail / Entertainment

- Events for surrounding neighborhoods
 - Neighborhood day / summer festival
 - Family reunions
 - Better communication of family fun days (targeting the right audience)
- Provide discount tickets on a regular basis to make events more accessible to all economic strata

Connectivity

- Enhanced linkages for pedestrians to destination
- Sense of place – “You know you are in Atlanta”
 - Music
 - Public art
 - Architecture
- Turner Field
- Underground

Hotel / Development

- Hotel on Westside
- Better connections to existing hotels, attractions
- More development west of Northside Drive – blur the edges and boundaries

Image

- Art that reflects community in the facility (show link & roots)
- Better communication / higher visibility for connecting to biggest events

Other

- Forward thinking concepts that don't get outdated before they are built
- Social capital development initiative
- Technical assistance to take advantage of economic investments
- Leverage international link for developers – improvements, new venues, etc.
- Green, sustainable design

3. Recap and Next Steps.

GWCC and the HOK Master Planning Team thank all of the participating Stakeholders for their participation and willingness to be open and genuine in the discussions. The Idea Forum has confirmed conditions and issues and has also brought to light new considerations to be studied and evaluated in the development of the Master Plan. Dan and Khalil complemented the stakeholders and again stressed that they value the relationship that exists between them and the GWCC.

Susan Mitchell-Ketzes led the group in a quick summation of their “take away” idea, issue, observation, or comment about what they experienced during the Idea Forum.

- Excellent process. Congratulate leaders of GWCC for doing this
- Enjoyed meeting. I hope when we see results we will recognize
- Encouraged, thank you
- Great forum
- Great meeting – looking forward to coming back
- Thank you for invite & HOK
- Appreciate process and awaiting the results
- Opened eyes about the West Side of city needs
- Thanks for allowing us to contribute
- Benefit from a great GWCC staff!! – Allies with the City
- Continue to think outside the box... collection of diversity and ideas
- Great forum – look forward to implementation
- Take all these ideas from Forum and use them in our own areas
- Everyone's contributions
- Good process - GWCC does great job
- Better understanding of need for Vine City / North
- Folks listened to each other – look forward to next steps
- Thanks for opportunity
- Thank HOK for facilitation – also Khalil and GWCC to participate, especially reaching out to west and north side
- Will use ideas for neighborhood planning session
- Look Forward to M.P – great job
- GWCC, et.al. have always been partners
- Respect churches / historic elements / institutions in surrounding neighborhoods
- Keep on doing what you are doing – help explore youth opportunities
- Appreciate opportunity to be involved – concern over future
- Renewed appreciation for GWCC to Atlanta / State – important opportunity for everyone!

Susan Mitchell-Ketzes reviewed the next steps in the Master Planning process. The Idea Forum is the beginning of work on the Master Planning for the GWCC. The Master Plan will take 6 to 9

months. At the end of the Master Planning process the stakeholders attending this meeting will be invited to a meeting to preview the Master Plan (may be one or several options).

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