

# Phase 2 Planning for an Expanded / Improved Five Flags Civic Center

December 17, 2018



# 1. PREVIOUS WORK

- 2017/2018 Five Flags Civic Center (FFCC) Study:
  1. FFCC long-served as an important community asset
  2. Quality of life would be negatively-impacted without facilities serving these roles
  3. FFCC Theater should be protected
  4. FFCC location is ideal
  5. FFCC Arena has exceeded its practical life, functionality/marketability substandard
  6. Demand exists to protect/grow FFCC business with investment
  7. Highest-and-best-use for FFCC is multipurpose event complex
  8. Identified and analyzed scenarios:
    - Scenario 1 – Status Quo
    - Scenario 2 – Limited Renovation
    - Scenario 3 – Theater Renovation + Arena Expansion
    - Scenario 4 – Theater Renovation + New Arena Construction

## 2. SCOPE OF CURRENT PLANNING EFFORT

- 2018 Phase 2 Planning:
  - 1 month timeframe
  - Scenario 4 focus:
    - New 6,000-seat Arena
    - Renovated Theater
  - Purpose of further concept investigation, evaluation and definition:
    1. Enhanced programmatic and architectural detail
    2. Refinements and more detailed estimates of likely construction costs
    3. Further analysis of parking issues
    4. Updated cost/benefit analysis
    5. Evaluation of funding issues and options
  - Collaboration with a large number of local and national stakeholders and industry professionals
  - Core objective was to advance the concept and narrow the understanding of costs

### 3.

# REFINED PROGRAM ELEMENTS

## FFCC ARENA

- Designed to fit the historic context.
- 6,000 seat capacity (full floor event).
- 6,398 seat capacity (end-stage concert).
- Enhanced ADA accessibility and elevator service.
- Premium seating, including club seats, loge boxes, private suites, and club lounge.
- Enhanced patron amenities, including increased toilet facilities, family toilets, and improved concession offerings.
- Improved sponsorship opportunities.
- Enhanced Wi-Fi and technology capabilities.
- Improved backstage and support facilities.
- Enhanced rigging height and capability.

## FFCC THEATER

- Renovated lobby in the existing FFCC.
- New elevator access to the theater balconies.
- Enhanced patron amenities including increased toilet facilities, family toilets, and improved concession offerings.
- Enhanced ADA accessibility to main entrance.
- Exterior brick and stone repairs.
- Interior wall repair and painting.
- Theater flyrail replacement and rigging enhancements.
- Exterior window and door replacement.
- Black box improvements.
- Renovation of existing building into theater support spaces.
- Improved stage and lobby lighting.

# 4. PROJECT SITE



# 5. PROPOSED FFCC ARENA



## 6. ARENA ENTRANCE



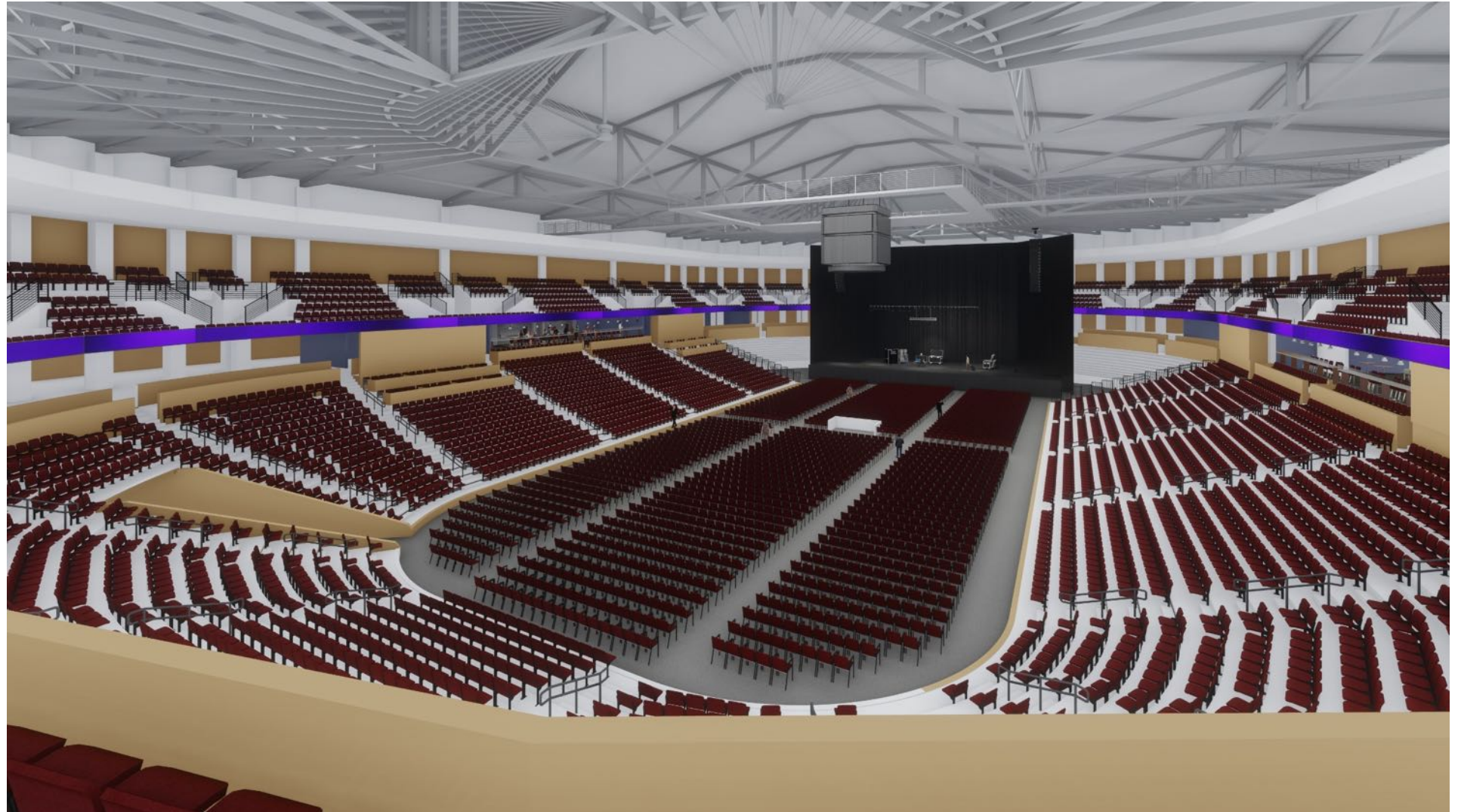
# 7. ARENA LOBBY



## 8. ARENA CONCOURSE



# 9. ARENA SEATING BOWL



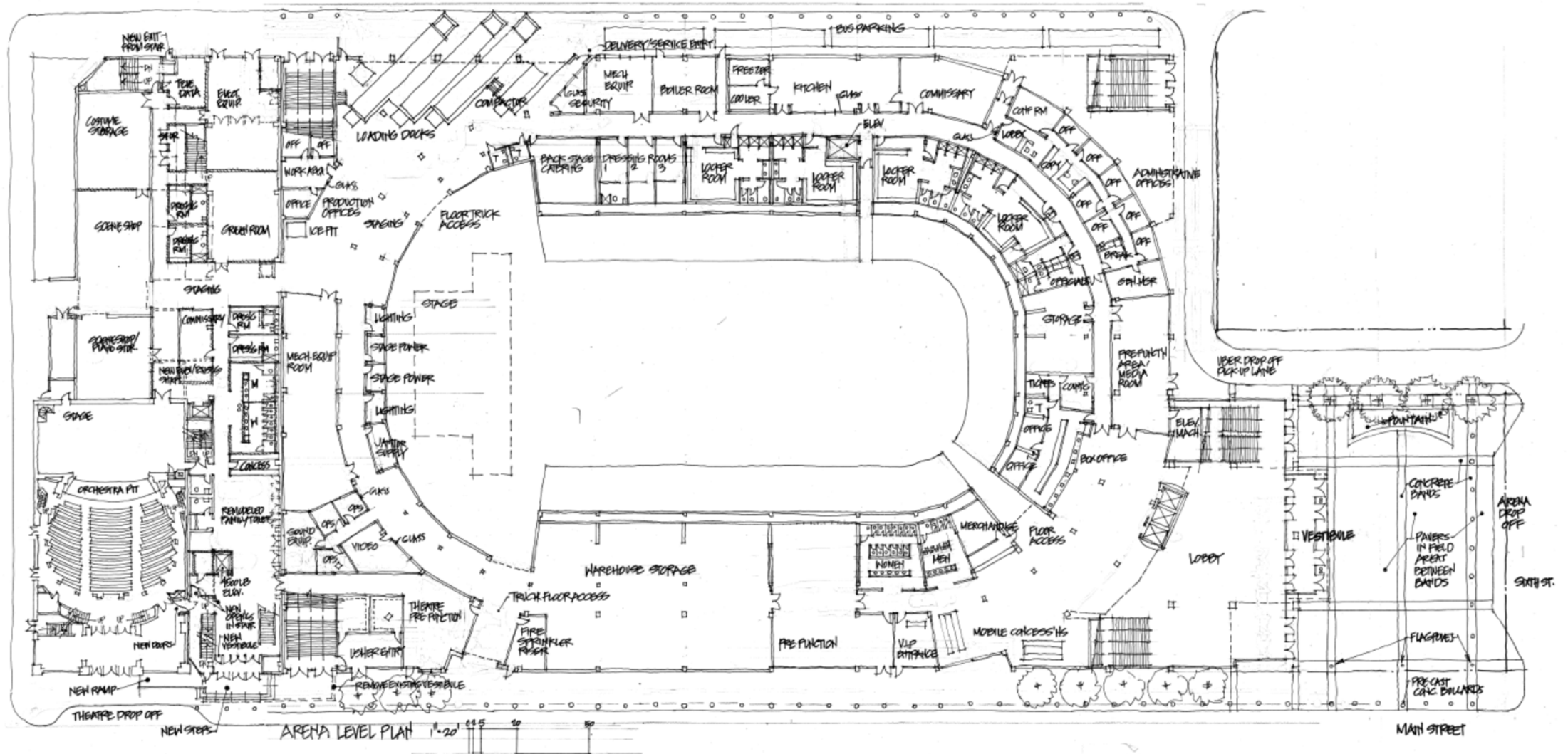
# 10. CLUB LOUNGE



# 11. THEATER LOBBY

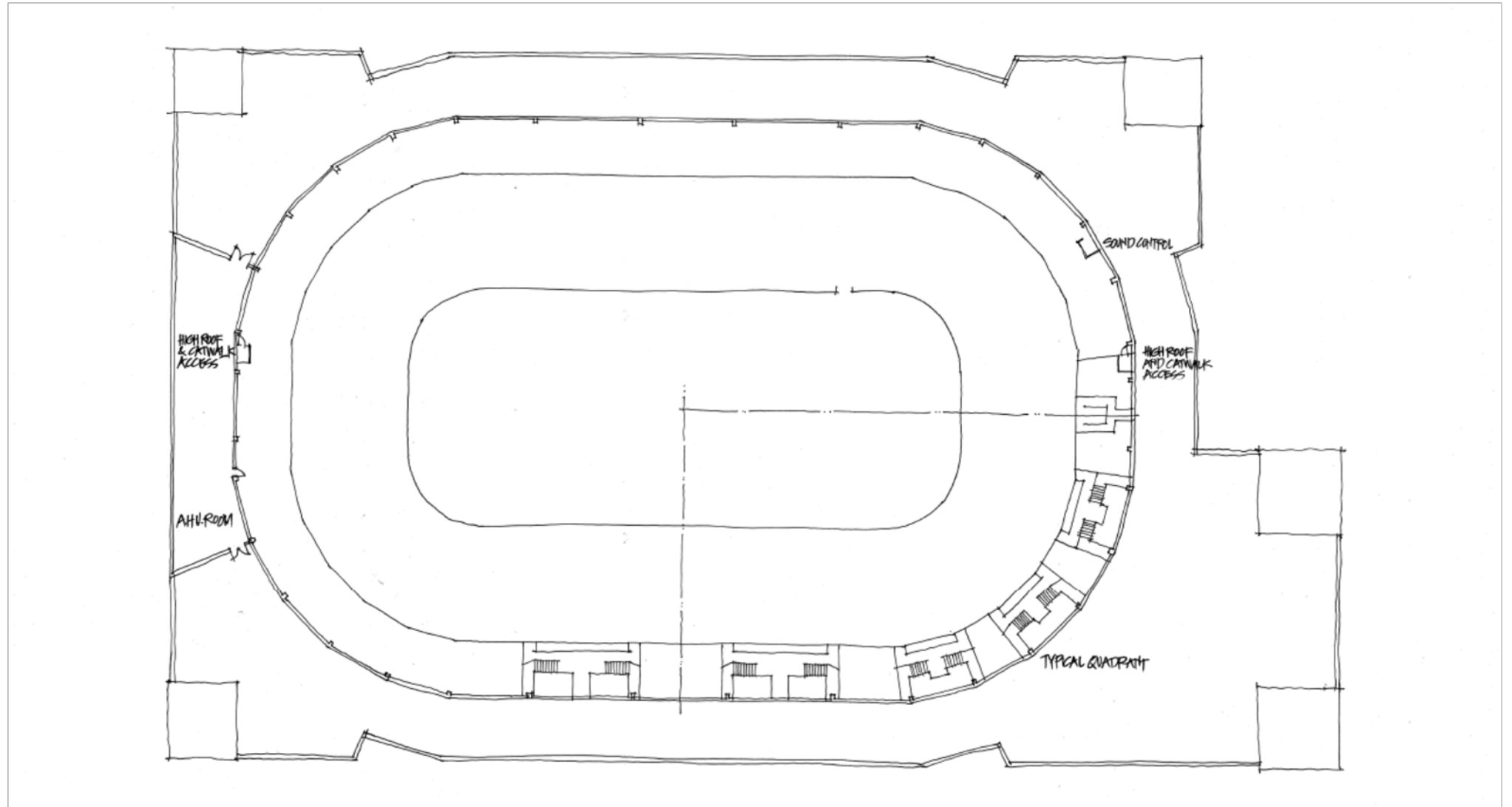


# 12. STREET LEVEL PLAN

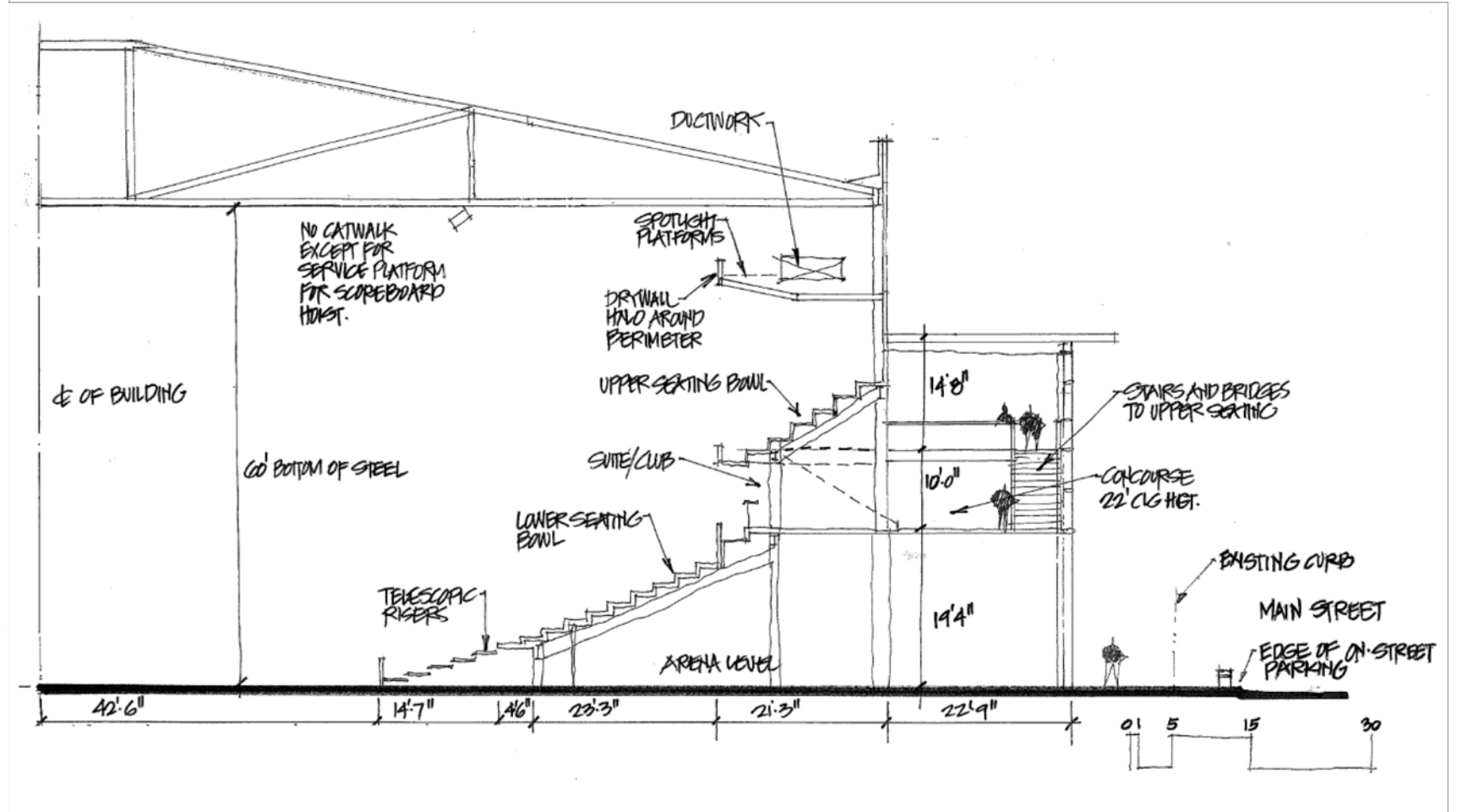
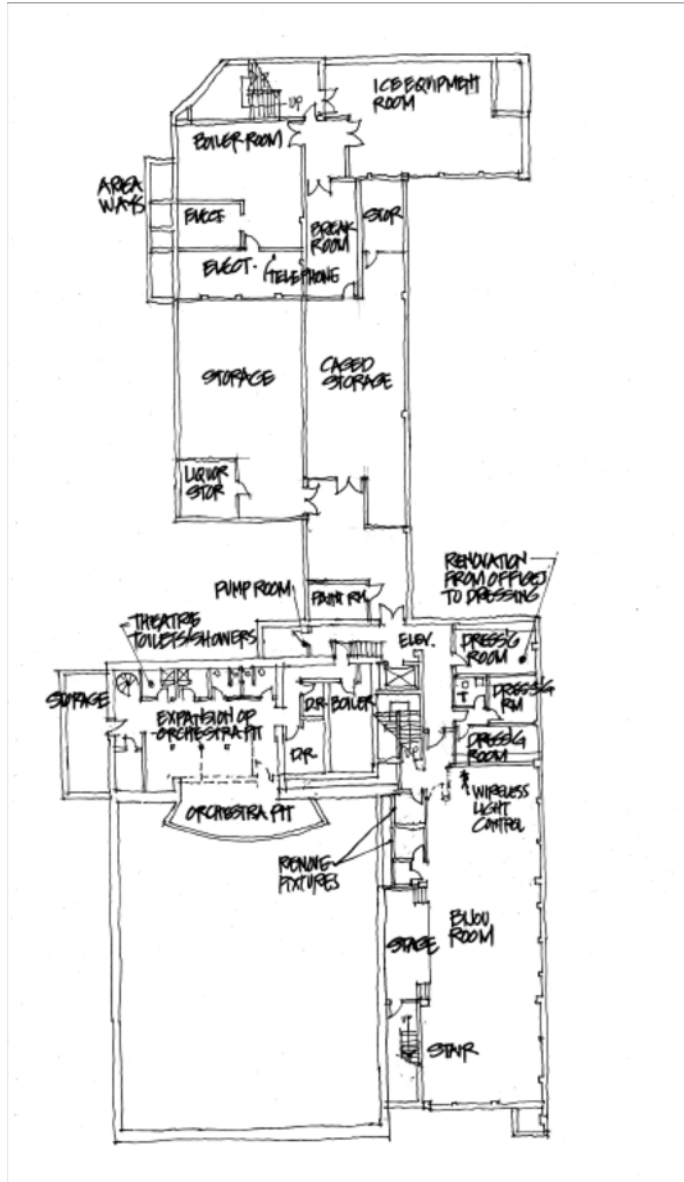


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# 14. UPPER LEVEL PLAN



# 15. BASEMENT LEVEL & ARENA SECTION



# 16. ARENA SEATING COUNTS

| Seating Counts by Type             | End-stage<br>Concert | Floor<br>Event |
|------------------------------------|----------------------|----------------|
| Loge Boxes (32)                    | 64                   | 64             |
| Club Seats (2 sections)            | 360                  | 360            |
| Suites (6)                         | 72                   | 72             |
| Party Suites (2)                   | 36                   | 36             |
| Telescopic Seating Behind Stage    | --                   | 1,182          |
| Fixed Seats Behind Stage (Upper)   | --                   | 530            |
| Telescopic Front of Stage (Lower)  | 982                  | 944            |
| Fixed Seats Front of Stage (Lower) | 1,652                | 1,652          |
| Fixed Seats Front of Stage (Upper) | 1,072                | 1,072          |
| Floor Seats                        | 2,072                | --             |
| ADA Seating with Companions        | <u>88</u>            | <u>88</u>      |
| <b>Totals</b>                      | <b>6,398</b>         | <b>6,000</b>   |

| Fixed Seating Count:   |              |
|------------------------|--------------|
| Fixed Seats (general)  | 3,254        |
| Fixed Seats (premium)  | 532          |
| Telescopic Seats (max) | <u>2,126</u> |
| <b>Total</b>           | <b>5,912</b> |

| Square Footage By Level: |                |
|--------------------------|----------------|
| Arena Level              | 99,326         |
| Concourse                | 61,194         |
| Upper Level              | 20,960         |
| <b>Total GSF</b>         | <b>181,480</b> |

# 17.

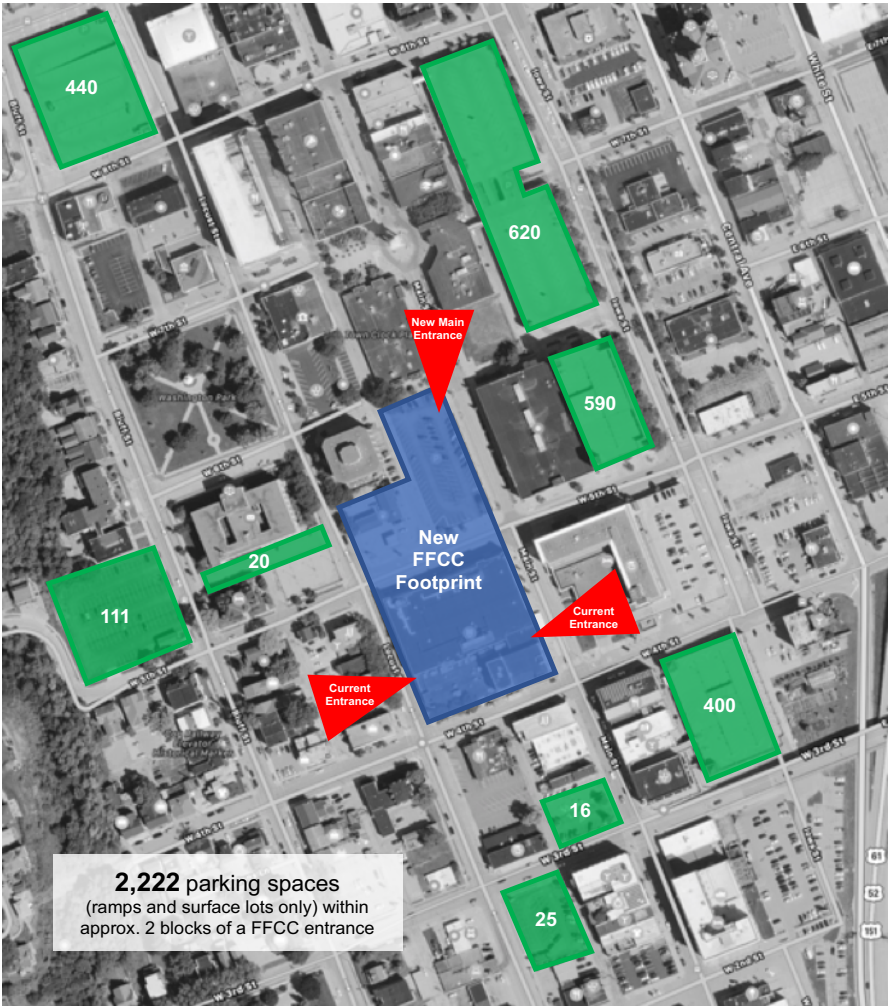
## SUMMARY OF ESTIMATED CONSTRUCTION COSTS

| PROJECT BUDGET SUMMARY                              |                     |                     |                    |                    |
|---|---------------------|---------------------|--------------------|--------------------|
|   | TOTALS              | ARENA               | THEATRE            | THEATRE SUPPORT    |
| <b>I. CONSTRUCTION COST</b>                         | <b>\$68,089,346</b> | <b>\$63,934,268</b> | <b>\$1,706,449</b> | <b>\$2,448,629</b> |
| A. Sitework   | \$6,355,820         | \$6,317,817         | \$0                | \$38,003           |
| B. New Construction                                 | \$51,809,460        | \$51,672,448        | \$0                | \$137,012          |
| C. Renovation                                       | \$3,593,764         | \$0                 | \$1,547,800        | \$2,045,965        |
| D. Design/ Bid Contingency (5%)                     | \$3,087,952         | \$2,899,513         | \$77,390           | \$111,049          |
| E. Subtotal of Items A.- D.                         | \$64,846,996        | \$60,889,779        | \$1,625,190        | \$2,332,028        |
| F. Construction Contingency (5%)                    | \$3,242,350         | \$3,044,489         | \$81,259           | \$116,601          |
| <b>III. CONSTRUCT'N RELATED COST</b>                | <b>\$5,165,304</b>  | <b>\$4,718,004</b>  | <b>\$444,675</b>   | <b>\$2,625</b>     |
| A. 1% for Art                                       | \$0                 | \$0                 | \$0                | \$0                |
| B. Furniture, Fixtures, & Equipment                 | \$4,432,337         | \$4,006,337         | \$423,500          | \$2,500            |
| C. SAC, WAC, Storm Water Fees                       | \$0                 | \$0                 | \$0                | \$0                |
| D. Site Survey, Soil Bor'gs, Haz Mat'l              | \$157,000           | \$157,000           | \$0                | \$0                |
| E. Construction Testing                             | \$125,000           | \$125,000           | \$0                | \$0                |
| F. Theatre Structural Study                         | \$5,000             | \$5,000             | \$0                | \$0                |
| G. IT Consult'g                                     | \$65,000            | \$65,000            | \$0                | \$0                |
| H. Commissioning/ Test Balance                      | \$75,000            | \$75,000            | \$0                | \$0                |
| I. Special Inspections and Other                    | \$60,000            | \$60,000            | \$0                | \$0                |
| J. Contingency (5%)                                 | \$245,967           | \$224,667           | \$21,175           | \$125              |
| <b>IV. ADMINISTRATIVE COSTS</b>                     | <b>\$7,565,524</b>  | <b>\$7,105,427</b>  | <b>\$195,645</b>   | <b>\$264,452</b>   |
| A. Acquisition/ Administration                      | \$440,000           | \$440,000           | \$0                | \$0                |
| B. Design Fees                                      | \$4,085,361         | \$3,836,056         | \$102,387          | \$146,918          |
| C. Project Management                               | \$275,000           | \$250,000           | \$25,000           | \$0                |
| D. Expenses   | \$0                 | \$0                 | \$0                | \$0                |
| E. Financing (4%)                                   | \$2,723,574         | \$2,557,371         | \$68,258           | \$97,945           |
| F. Contingency (5%) for Acquisition/Admin, Expenses | \$41,589            | \$22,000            | \$0                | \$19,589           |
| <b>V. ESCALATION</b>                                | <b>\$3,971,483</b>  | <b>\$3,719,796</b>  | <b>\$118,278</b>   | <b>\$133,409</b>   |
| A. Design Escalation to May 2020                    |                     | \$0                 | \$0                | \$0                |
| B. Construct'n Escalat'n to May 2021                |                     | \$3,719,796         | \$118,278          | \$133,409          |
| <b>VI. TOTAL PROJECT COST</b>                       | <b>\$84,791,656</b> | <b>\$79,477,494</b> | <b>\$2,465,047</b> | <b>\$2,849,115</b> |

# 18. SUMMARY OF ANNUAL PERFORMANCE ESTIMATES

| KEY PERFORMANCE ESTIMATES          | FFCC<br>Status Quo | FFCC<br>Project    |
|------------------------------------|--------------------|--------------------|
| Events                             | 103                | <b>233</b>         |
| Event Days                         | 152                | <b>335</b>         |
| Utilization Days                   | 261                | <b>540</b>         |
| Total Attendee Days (annual)       | 155,612            | <b>409,921</b>     |
| Non-Local Attendee Days            | 33,863             | <b>94,861</b>      |
| Hotel Room Nights (annual)         | 4,427              | <b>13,620</b>      |
| Operating Revenues                 | \$410,000          | <b>\$1,862,720</b> |
| Operating Expenses                 | \$1,266,000        | <b>\$2,167,958</b> |
| Operating Deficit                  | (\$856,000)        | <b>(\$305,238)</b> |
| Direct Spending                    | \$2,389,169        | <b>\$6,099,909</b> |
| Indirect/Induced Spending          | \$910,680          | <b>\$2,321,528</b> |
| Total Output                       | \$3,299,850        | <b>\$8,421,437</b> |
| Personal Income (earnings)         | \$1,062,529        | <b>\$2,719,479</b> |
| Employment (full & part-time jobs) | 49                 | <b>125</b>         |

# 19. NEARBY PARKING ISSUES



# 20. OVERALL PARKING CAPACITY



| City, State         | Facility                     | Seating Capacity | Parking Spaces Needed (1) | Estimated Proximate Supply (2) | Coverage Percentage |
|---------------------|------------------------------|------------------|---------------------------|--------------------------------|---------------------|
| La Crosse, WI       | La Crosse Center             | 19,100           | 6,367                     | 5,369                          | 84%                 |
| Evansville, IN      | Ford Center                  | 11,000           | 3,667                     | 4,000                          | 109%                |
| Corpus Christi, TX  | American Bank Center         | 10,000           | 3,333                     | 4,200                          | 126%                |
| Bloomington, IL     | Grossinger Motors Arena      | 9,146            | 3,049                     | 2,597                          | 85%                 |
| Beaumont, TX        | Ford Arena                   | 9,000            | 3,000                     | 5,000                          | 167%                |
| Bemidji, MN         | Sanford Center               | 6,000            | 2,000                     | 1,200                          | 60%                 |
| Prescott Valley, AZ | Prescott Valley Event Center | 6,200            | 2,067                     | 3,000                          | 145%                |
| Dodge City, KS      | United Wireless Arena        | 4,935            | 1,645                     | 1,600                          | 97%                 |
| <b>Average</b>      |                              | <b>9,423</b>     | <b>3,141</b>              | <b>3,371</b>                   | <b>107%</b>         |
| <b>Median</b>       |                              | <b>9,073</b>     | <b>3,024</b>              | <b>3,500</b>                   | <b>116%</b>         |

| Dubuque Estimated Supply Within Practical Walking Distance |                                |       |       |            |
|--|--------------------------------|-------|-------|------------|
| Dubuque, IA (2)  | FFCC (Existing)                | 4,000 | 1,333 | 6,500 488% |
| Dubuque, IA (2)  | New FFCC (max Arena)           | 6,398 | 2,133 | 6,500 305% |
| Dubuque, IA (2)  | New FFCC (max Arena + Theater) | 7,098 | 2,366 | 6,500 275% |

| Dubuque Estimated Supply Ramp/Lot Supply Within 2 Blocks |                                |       |       |            |
|--|--------------------------------|-------|-------|------------|
| Dubuque, IA (3)  | FFCC (Existing)                | 4,000 | 1,333 | 2,222 167% |
| Dubuque, IA (3)  | New FFCC (max Arena)           | 6,398 | 2,133 | 2,222 104% |
| Dubuque, IA (3)  | New FFCC (max Arena + Theater) | 7,098 | 2,366 | 2,222 94%  |

(1) Extrapolation based on industry typical recommendation of 1 parking space per 3 seats  
(2) Estimated parking supply within reasonable walking distance, based on conversations with city officials and/or facility management.  
(3) Represents core public ramp and surface parking supply (NOT INCLUDING street parking or private lots) within approximately two blocks of the FFCC.

# 21. COMPARABLE ARENA CONSTRUCTION COSTS

|         | Arena                        | Market              | Original                       |           |            |          |           | Year   |          | Inflation Adj.                 | Const. Cost          |
|---------|------------------------------|---------------------|--------------------------------|-----------|------------|----------|-----------|--------|----------|--------------------------------|----------------------|
|         |                              |                     | Const. Cost<br>(in \$millions) | Public \$ | Private \$ | Public % | Private % | Opened | Capacity | Const. Cost<br>(in \$millions) | Per Seat<br>Capacity |
| 1       | Allen Event Center           | Allen, TX           | \$52.6                         | \$47.3    | \$5.3      | 90%      | 10%       | 2009   | 8,600    | \$74.9                         | \$8,705              |
| 2       | American Bank Center         | Corpus Christi, TX  | \$49.6                         | \$49.6    | \$0.0      | 100%     | 0%        | 2004   | 10,323   | \$85.9                         | \$8,320              |
| 3       | Arena at Gwinnett Center     | Duluth, GA          | \$91.0                         | \$91.0    | \$0.0      | 100%     | 0%        | 2003   | 13,000   | \$163.9                        | \$12,607             |
| 4       | BOK Center                   | Tulsa, OK           | \$178.0                        | \$146.0   | \$32.0     | 82%      | 18%       | 2008   | 18,041   | \$263.5                        | \$14,605             |
| 5       | Bon Secours Wellness Arena   | Greenville, SC      | \$63.0                         | \$30.0    | \$33.0     | 48%      | 52%       | 1998   | 15,951   | \$138.0                        | \$8,654              |
| 6       | CenturyLink Center Omaha     | Omaha, NE           | \$75.0                         | \$75.0    | \$0.0      | 100%     | 0%        | 2003   | 17,000   | \$135.1                        | \$7,945              |
| 7       | CenturyLink Center           | Bossier City, LA    | \$60.0                         | \$28.0    | \$32.0     | 47%      | 53%       | 2000   | 14,000   | \$121.5                        | \$8,682              |
| 8       | Chesapeake Energy Arena      | Oklahoma City, OK   | \$101.0                        | \$101.0   | \$0.0      | 100%     | 0%        | 2002   | 18,203   | \$189.2                        | \$10,392             |
| 9       | Citizens Business Bank Arena | Ontario, CA         | \$150.0                        | \$150.0   | \$0.0      | 100%     | 0%        | 2008   | 11,089   | \$222.0                        | \$20,023             |
| 10      | Covelli Center               | Youngstown, OH      | \$45.0                         | \$44.5    | \$0.5      | 99%      | 1%        | 2005   | 7,000    | \$74.9                         | \$10,704             |
| 11      | Denny Sanford Premier Center | Sioux Falls, SD     | \$117.0                        | \$117.0   | \$0.0      | 100%     | 0%        | 2014   | 12,000   | \$136.9                        | \$11,406             |
| 12      | Ford Center                  | Evansville, IN      | \$127.5                        | \$127.5   | \$0.0      | 100%     | 0%        | 2011   | 11,000   | \$167.8                        | \$15,253             |
| 13      | Giant Center                 | Hersey, PA          | \$85.0                         | \$50.0    | \$35.0     | 59%      | 41%       | 2002   | 12,000   | \$159.2                        | \$13,267             |
| 14      | Huntington Center            | Toledo, OH          | \$100.0                        | \$100.0   | \$0.0      | 100%     | 0%        | 2009   | 9,341    | \$142.3                        | \$15,237             |
| 15      | Intrust Bank Arena           | Wichita, KS         | \$206.5                        | \$206.5   | \$0.0      | 100%     | 0%        | 2010   | 15,004   | \$282.6                        | \$18,836             |
| 16      | Iowa River Landing Arena (1) | Coralville, IA      | \$92.1                         | \$82.1    | \$10.0     | 89%      | 11%       | 2020   | 5,100    | \$85.2                         | \$16,701             |
| 17      | Landers Center               | Southaven, MS       | \$27.5                         | \$27.5    | \$0.0      | 100%     | 0%        | 2000   | 10,000   | \$55.7                         | \$5,571              |
| 18      | Laredo Energy Arena          | Laredo, TX          | \$35.5                         | \$35.5    | \$0.0      | 100%     | 0%        | 2002   | 9,622    | \$66.5                         | \$6,910              |
| 19      | Mid-America Center           | Council Bluffs, IA  | \$75.0                         | \$38.3    | \$36.8     | 51%      | 49%       | 2002   | 9,000    | \$140.5                        | \$15,608             |
| 20      | Pinnacle Bank Arena          | Lincoln, NE         | \$173.0                        | \$100.3   | \$72.7     | 58%      | 42%       | 2013   | 15,900   | \$210.5                        | \$13,238             |
| 21      | Reno Events Center           | Reno, NV            | \$69.4                         | \$69.4    | \$0.0      | 100%     | 0%        | 2005   | 7,500    | \$115.6                        | \$15,407             |
| 22      | Resch Center                 | Green Bay, WI       | \$50.4                         | \$45.3    | \$5.1      | 90%      | 10%       | 2002   | 10,200   | \$94.4                         | \$9,255              |
| 23      | Sanford Center               | Bemidji, MN         | \$78.3                         | \$78.3    | \$0.0      | 100%     | 0%        | 2010   | 6,000    | \$107.2                        | \$17,860             |
| 24      | Sanford Coyote Sports Center | Vermillion, SD      | \$66.0                         | \$46.0    | \$20.0     | 70%      | 30%       | 2016   | 6,000    | \$71.4                         | \$11,898             |
| 25      | Santander Center             | Reading, PA         | \$36.5                         | \$34.6    | \$1.9      | 95%      | 5%        | 2001   | 9,146    | \$71.1                         | \$7,774              |
| 26      | Sears Centre                 | Hoffman Estates, IL | \$62.0                         | \$37.2    | \$24.8     | 60%      | 40%       | 2006   | 11,800   | \$99.3                         | \$8,412              |
| 27      | Stockton Arena               | Stockton, CA        | \$64.0                         | \$64.0    | \$0.0      | 100%     | 0%        | 2005   | 11,800   | \$106.6                        | \$9,031              |
| 28      | Tyson Event Center           | Sioux City, IA      | \$47.4                         | \$35.0    | \$12.4     | 74%      | 26%       | 2003   | 10,000   | \$85.4                         | \$8,536              |
| 29      | Verizon Wireless Arena       | Manchester, NH      | \$65.0                         | \$55.0    | \$10.0     | 85%      | 15%       | 2001   | 11,770   | \$126.6                        | \$10,757             |
| 30      | Webster Bank Arena           | Bridgeport, CT      | \$60.0                         | \$52.0    | \$8.0      | 87%      | 13%       | 2001   | 10,000   | \$116.9                        | \$11,687             |
| 31      | Wells Fargo Arena            | Des Moines, IA      | \$90.7                         | \$90.7    | \$0.0      | 100%     | 0%        | 2005   | 16,980   | \$151.0                        | \$8,894              |
| 32      | XFINITY Arena at Everett     | Everett, WA         | \$71.5                         | \$37.6    | \$33.9     | 53%      | 47%       | 2003   | 10,000   | \$128.8                        | \$12,877             |
| Average |                              |                     | \$83.3                         | \$71.6    | \$11.7     | 85%      | 15%       | 2006   | 11,400   | \$130.9                        | \$11,720             |

Note: Comparable arenas exclude university-owned arenas and arenas with professional NBA or NHL franchises.

(1) Construction costs represent estimates provided by the construction team of \$375 hard construction costs per gross square foot for a 188,974 gross square foot facility.

## 22. FUNDING ISSUES

- Public sector revenue sources are used to fund the large majority of municipally-owned comparable projects.
- Most likely path forward for a FFCC Project would City issued G.O. bonds.
- Private sector and non-City sources could assist in defraying City's cost.
- Hypothetical funding structure:
  - \$65 million from proceeds via City of Dubuque G.O. bonds.
  - \$5 million in contractually-obligated naming rights fees.
  - \$5 million in dedicated ticket surcharge revenue (\$1.50 per ticket).
  - \$5 million in ticketed event parking fees (in selected nearby ramps).
  - \$5 million in private fundraising (corporate donations, donations relating to arts elements, grants, etc.).
- Other issues to consider:
  - Annual operating subsidy funded by City is expected to be lower (approximately \$500,000 per year savings).
  - Subsequent full design/engineering phase could identify cost savings.
  - Industry expectation of continued 5% annual inflation in constr. costs.