



FIVE FLAGS CIVIC CENTER STUDIES REVIEW & PRIOR ACTIONS

February 9, 2022

OVERVIEW FOR WORK SESSION

A. Phase 1 Study

- Assessment and Study Regarding the Future of the FFCC
- 2017/2018

B. Phase 2 Planning

- Deeper analysis of Scenario 4 (New Arena)
- Late 2018

C. Phase 2A Planning

- Analysis of lower cost options
- Late 2019

D. Council Actions Related to Studies

CIVIC CENTER COMMISSION INVOLVEMENT

Very active in every step and phase of the study and assessment process

Citizen input sessions

Planning meetings and Council meetings

Previewing and overviewing the studies first

Providing recommendations to the Council

Answering citizen questions

ASM GLOBAL INVOLVEMENT

Provided operational data, facility tours, building specifications, financials and more

HISTORY

Bond Referendum – August 17, 1976

- Construction of Five Flags Civic Center
- \$3.7 million
- Opened 1979

Renovation - 2005

- Over \$2 million

City Council Goals and Priorities -- Five Flags Center Study
High Priority 2016-2018

HISTORY



Imagine Dubuque 2037 Call to Action – 2017

Community Facilities Section

“Implement future plans for Five Flags based on Assessment and study to better showcase this downtown venue”

WORK OUTLINED

CONSULTANT SELECTION

RFP issued for study and assessment

- Current status assessment
- Review of local market conditions
- Visitor industry assessment
- Industry trends review
- Competitive/comparable facility analysis
- Expansion study and assessment
- Conceptual renderings of four scenarios
- Preliminary costs
- Economic impact
- Naming rights and/or sponsorships

CONSULTANT SELECTED

Council Action



PHASE 1 STUDY

Community Engagement and Analysis

- Market Surveys, Interviews and Outreach
 1. Site visit and tours
 2. In-person interviews of local groups and individuals
 - a) Kickoff and public meetings
 - b) Civic Center Commission input session
 - c) Presentations to Chamber, Main Street and other groups
 3. Follow-up telephone interviews
 4. Community survey (1,087 responses)
 5. Surveys with potential event planners (40+ interviews):
 - a) Touring entertainment event promoters
 - b) Local performing arts organizations
 - c) Flat floor event planners
 - d) Spectator & participatory event/activity planners
 6. Study Steering Committee
- Market Supportable Program Analysis
- Preliminary Cost/Benefit Analysis
- Sponsorship and Funding Analysis

PHASE 1 STUDY

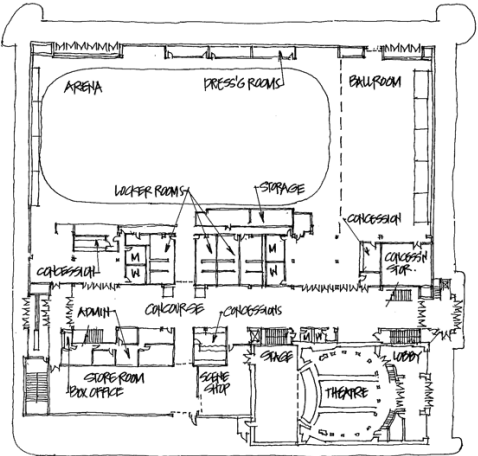
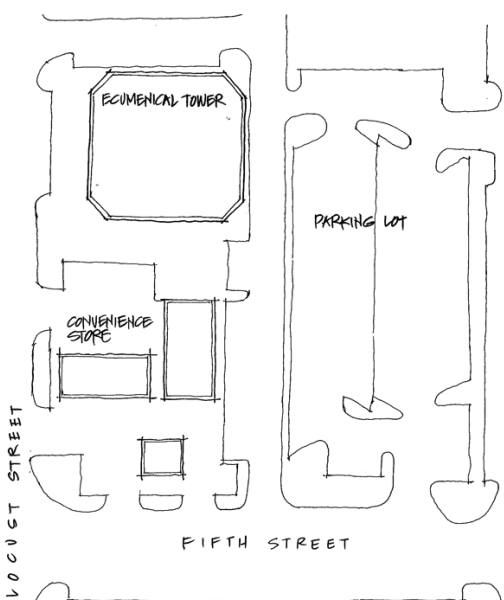
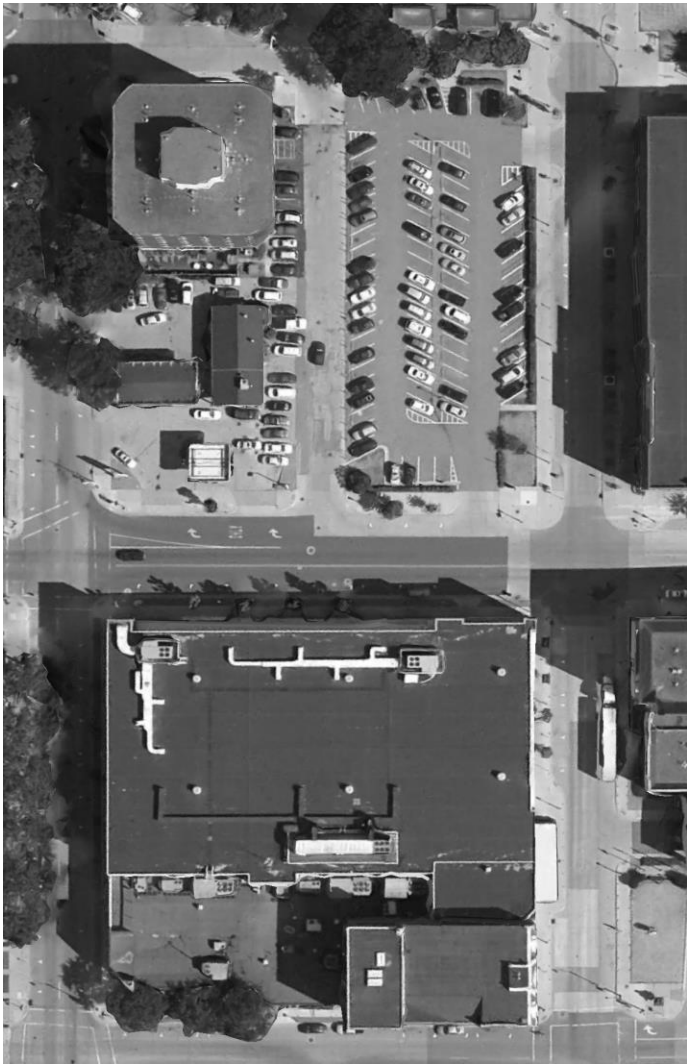
Findings

KEY FINDINGS

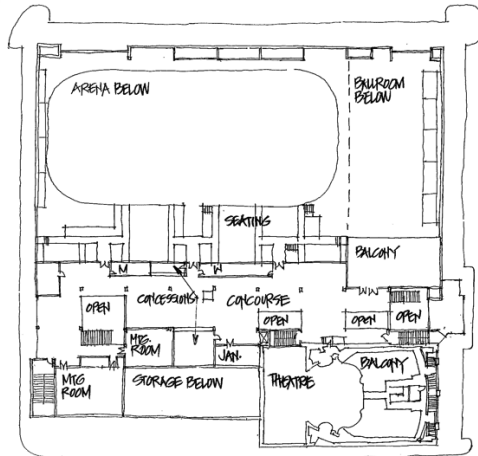
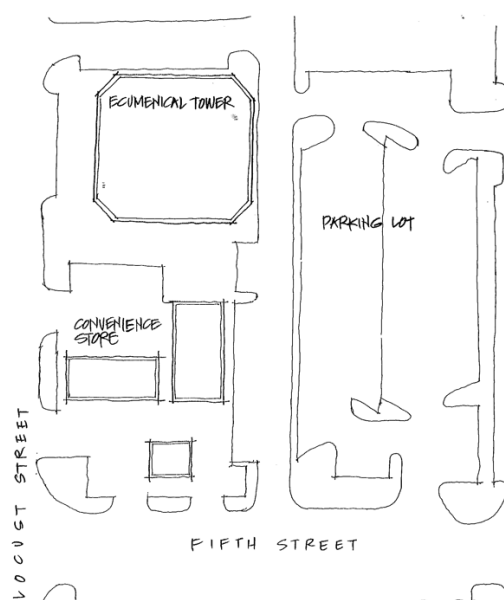
1. FFCC long-served as an important community asset
2. Quality of life would be negatively-impacted without facilities serving these roles
3. FFCC Theater should be protected
4. FFCC location is ideal
5. FFCC Arena has exceeded its practical life, functionality/marketability substandard
6. Demand exists 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

PHASE 1 STUDY

Scenarios 1 & 2

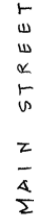


EXISTING PLAN
STREET LEVEL PL
BETSCHE ASSOCIATES
FEH DESIGN 9.12

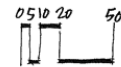


EXISTING PLAN
CONCOURSE LEVEL PLAN
BETSCHE ASSOCIATES
FEH DESIGN 9.12.17

Scenario 3

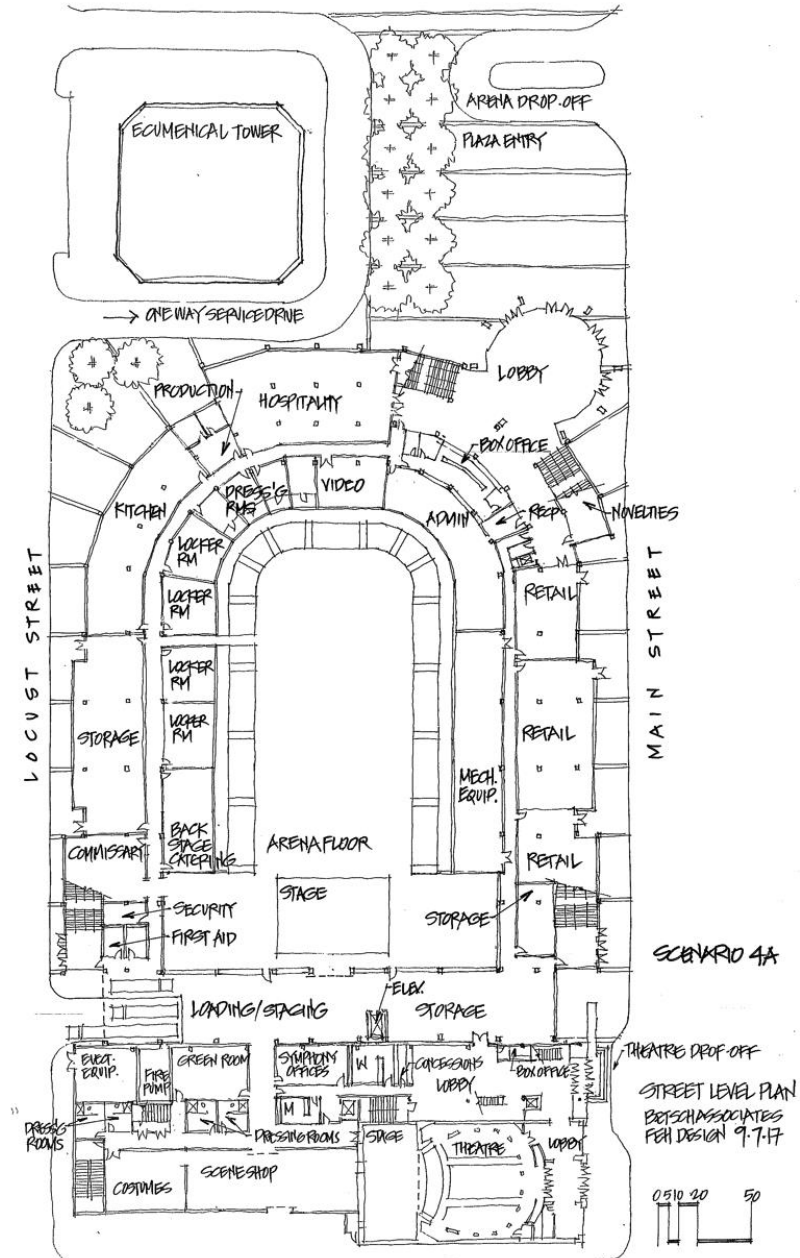


STREET LEVEL PLAN
BETSCH ASSOCIATES/
FEH DESIGN 9.8.17



PHASE 1 STUDY

Scenario 4



PHASE 1
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COUNCIL
ACTION

Council Work Session – May 14, 2018

Civic Center Commission – June 25, 2018 Recommended
Scenario 4

July 2, 2018 City Council meeting –

Receive and file Five Flags Civic Center Assessment and Study

August 2018 Council Goal Setting Session –

Adopted Five Flags Civic Center: Direction and Funding as top
priority

Discussion focused on Scenario 4 with others discussed

November 5, 2018 City Council meeting –

CSL Intl. contracted for Phase 2 diving deeper into Scenario 4
with other scenarios to be discussed

PHASE 2 PLANNING

Scope of Work

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

PHASE 2 PLANNING

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 balconies.
- Refurbish seating and restoration of functionality of 2nd Balcony seating.
- Enhanced patron amenities including increased toilet facilities, family toilets, and improved concession offerings.
- Enhanced ADA accessibility to main entrance.
- Exterior/interior repairs & 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.

PHASE 2 PLANNING

Project Site



PHASE 2 PLANNING

Arena
Exterior
Aerial



PHASE 2 PLANNING

Arena Entrance



PHASE 2 PLANNING

Arena Lobby



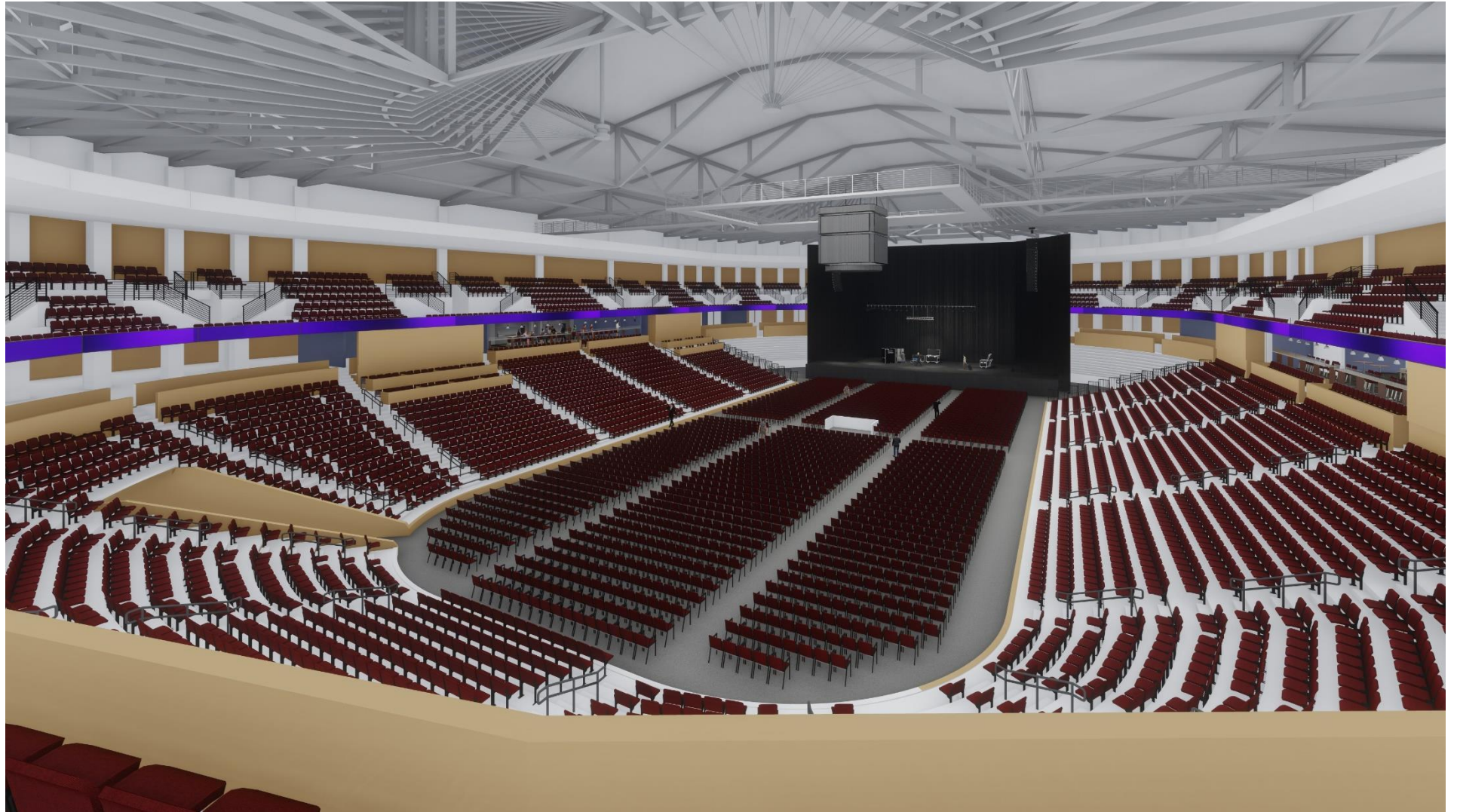
PHASE 2 PLANNING

Arena Concourse



PHASE 2 PLANNING

Arena Seating Bowl



PHASE 2 PLANNING

Arena Club Lounge

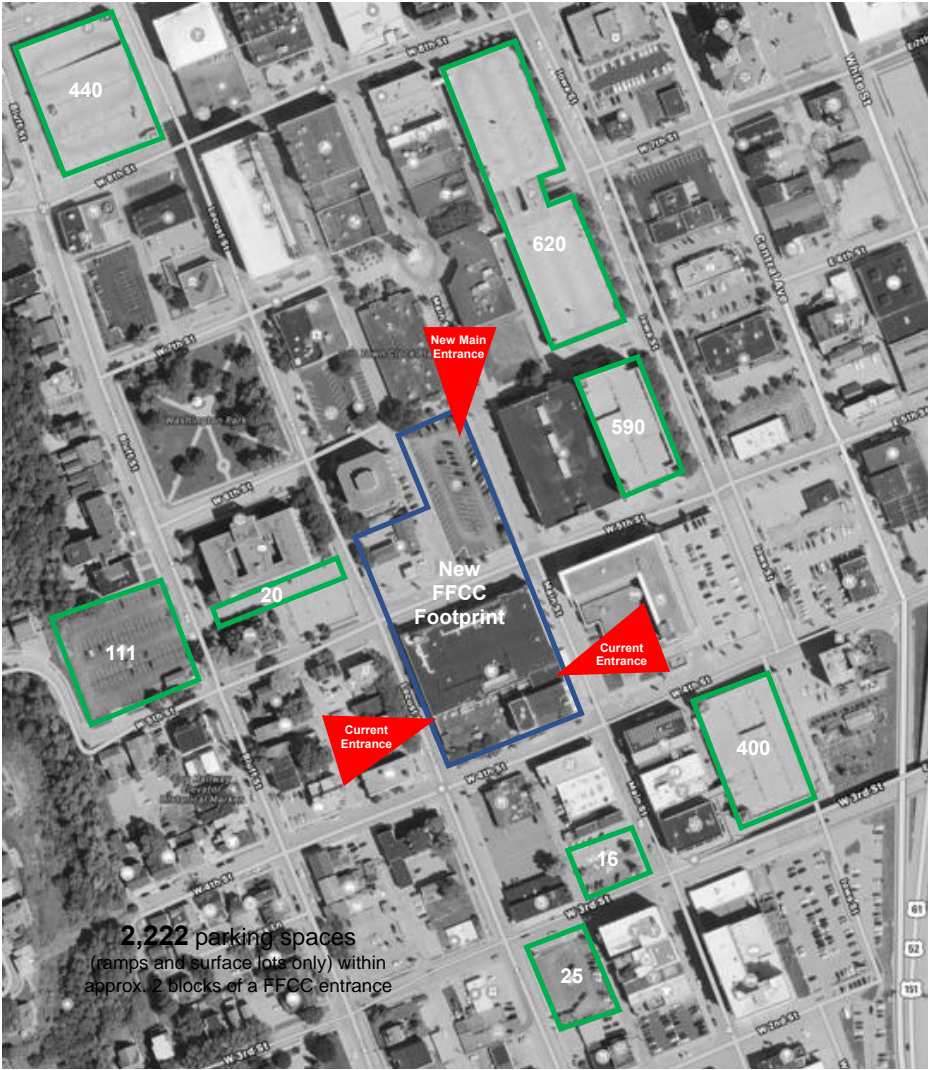


PHASE 2 PLANNING

Theater Lobby



PHASE 2 PLANNING: Parking



PHASE 2 PLANNING: 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% |
| Average | | 9,423 | 3,141 | 3,371 | 107% |
| Median | | 9,073 | 3,024 | 3,500 | 116% |

| 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.

PHASE 2 STUDY

Traffic Study

**SCENARIO INCLUDED CLOSING ONE BLOCK OF FIFTH
STREET**

MSA Professional Services, Inc.

Traffic Impact Assessment completed

November 29, 2018

PHASE 2

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COUNCIL ACTION

December 17, 2018 City Council meeting –

Receive and file Summary of Phase 2 Planning for an Expanded/Improved Five Flags Civic Center

May 20, 2019 City Council meeting –

Approved commencement of Phase 2A Study deep dive into 2 additional scenarios

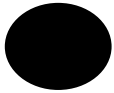



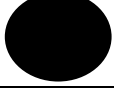

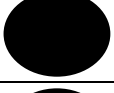

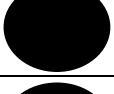



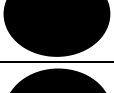



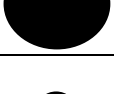



PHASE 2A PLANNING

Scope of Work

- Scenario focus:
 - Scenario 3 (renovated/expanded Arena)
 - Scenario 4 Hybrid (reduced cost New Arena)
- Purpose of further concept investigation, evaluation and definition:
 1. Programmatic and architectural detail
 2. Refinements and more detailed estimates of likely construction costs, including soil analysis
 3. Updated cost/benefit analysis
 4. Fatal flaw analysis and scenario comparison

PHASE 2A PLANNING

Comparison of Scenario 4 vs. 3

| ISSUES | | SCENARIO 4 | | SCENARIO 3 |
|-----------------------------|---|--|---|---|
| SEATING CAPACITY |  | Capacity for concerts - 6534, capacity for full floor events - 6150. |  | 4788 capacity for concerts, 3516 capacity for full floor events. These are considerably below the proposed perform. These capacities are only slightly greater than the current 4100 for concerts and 3200 for full floor events. |
| TOILET/CONCESSIONS |  | Even distribution relative to seating to maximize revenue generation. |  | Uneven distribution relative to seating. Will cause congestion in the concourse and reduce revenue potential from concessions similar to the current building layout. |
| SUITES |  | 6 12-man suites, 1 24-man party suite, and 1 12-man party suite. Good access from concourse. |  | 4 8-man suites at the top of the arena bowl. Poor location and access to the suites through the seating bowl will reduce the revenue potential of this amenity. |
| CLUB LOUNGE |  | Good location and amenities |  | No club lounge. Limited space to provide this amenity due to the limited east/ west dimension. |
| ARENA FLOOR SIZE |  | No limit for all floor events. |  | Site dimension limits the arena floor area for certain events or seating must be eliminated. This is an issue with the current building. |
| BACK STAGE ACCESS |  | Access to both sides of stage/generous depth for service/storage. Good truck access to the stage. |  | Very limited area for set-up behind stage and access to one side of stage only. This will restrict load in / load out time for events. Truck access to the floor is limited, like the current building. |
| LOCKER/DRESSING ROOM ACCESS |  | Good separation of performers and dressing room suite from other support areas and activities. |  | Poor separation of dressing rooms and performers from other support areas and activities. This is undesirable for attracting shows to the building and only marginally better than the current building. |
| REVENUE POTENTIAL |  | Increase seating capacity will drive event revenue and provide the best opportunity to attract shows. Suites and lounge provide new revenue streams. |  | Lower concert capacity reduces opportunity to attract shows and lowers revenue potential. Without the club lounge and good suite location/access, these revenue streams are eliminated or reduced. |
| OPERATING COST |  | Good access to stage, staging, and storage areas reduce labor cost for shows, reduce turn-around time between shows, and increase booking flexibility. |  | Limited backstage areas and access to staging makes load in / load out for shows inefficient and increases labors costs. This is only a modest improvement over the current building. |
| PROJECT COST |  | Highest project cost. |  | Savings in the range of \$15.27 million. |

KEY



Excellent
Performance























Adequate
Performance



Poor
Performance

PHASE 2A PLANNING

Comparison of Scenario 4 vs. 4 Hybrid

| ISSUES | | SCENARIO 4 | | SCENARIO 4 HYBRID |
|-----------------------------|--|--|---|--|
| SEATING CAPACITY |  | Capacity for concerts - 6534, capacity for full floor events - 6150. |  | Capacity for concerts - 6468, capacity for full floor events - 5001. The priority is on maintaining capacity for concerts. |
| TOILET/CONCESSIONS |  | Even distribution relative to seating to maximize revenue generation. |  | Even distribution relative to seating to maximize revenue generation. |
| SUITES |  | 6 12-man suites, 1 24-man party suite, and 1 12-man party suite. Good access from concourse. |  | 6 12-man suites and 2 12-man party suites. Good access from concourse. |
| CLUB LOUNGE |  | Good location and amenities |  | Good location and amenities |
| ARENA FLOOR SIZE |  | No limit for all floor events. |  | No limit for all floor events. |
| BACK STAGE ACCESS |  | Access to both sides of stage/generous depth for service/storage. Good truck access to the stage. |  | Access to both sides of stage/generous depth for service/storage. Good truck access to the stage. |
| LOCKER/DRESSING ROOM ACCESS |  | Good separation of performers and dressing room suite from other support areas and activities. |  | Good separation of performers and dressing room suite from other support areas and activities. |
| REVENUE POTENTIAL |  | Increase seating capacity will drive event revenue and provide the best opportunity to attract shows. Suites and lounge provide new revenue streams. |  | Concert capacity is the key driver for event revenue. Maintaining this seating capacity provides the best opportunity to attract shows. Suites and lounge provide new revenue streams. |
| OPERATING COST |  | Good access to stage, staging, and storage areas reduce labor cost for shows, reduce turn-around time between shows, and increase booking flexibility. |  | Good access to stage, staging, and storage areas reduce labor cost for shows, reduce turn-around time between shows, and increase booking flexibility. |
| PROJECT COST |  | Highest project cost. |  | Savings in the range of \$7.75 million. |

KEY



Excellent
Performance



Adequate
Performance



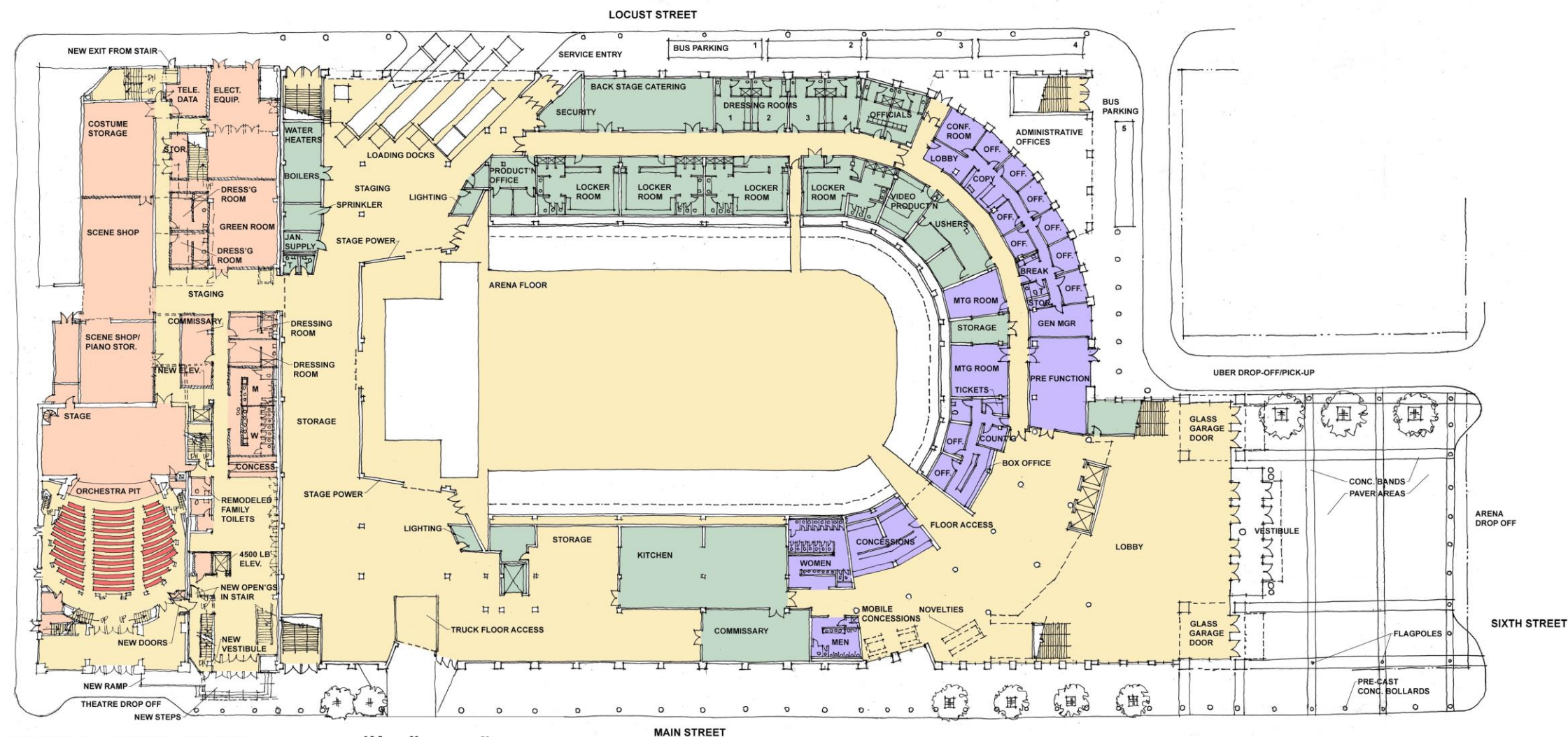
Poor
Performance

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

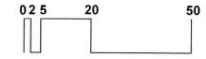
November 12, 2019



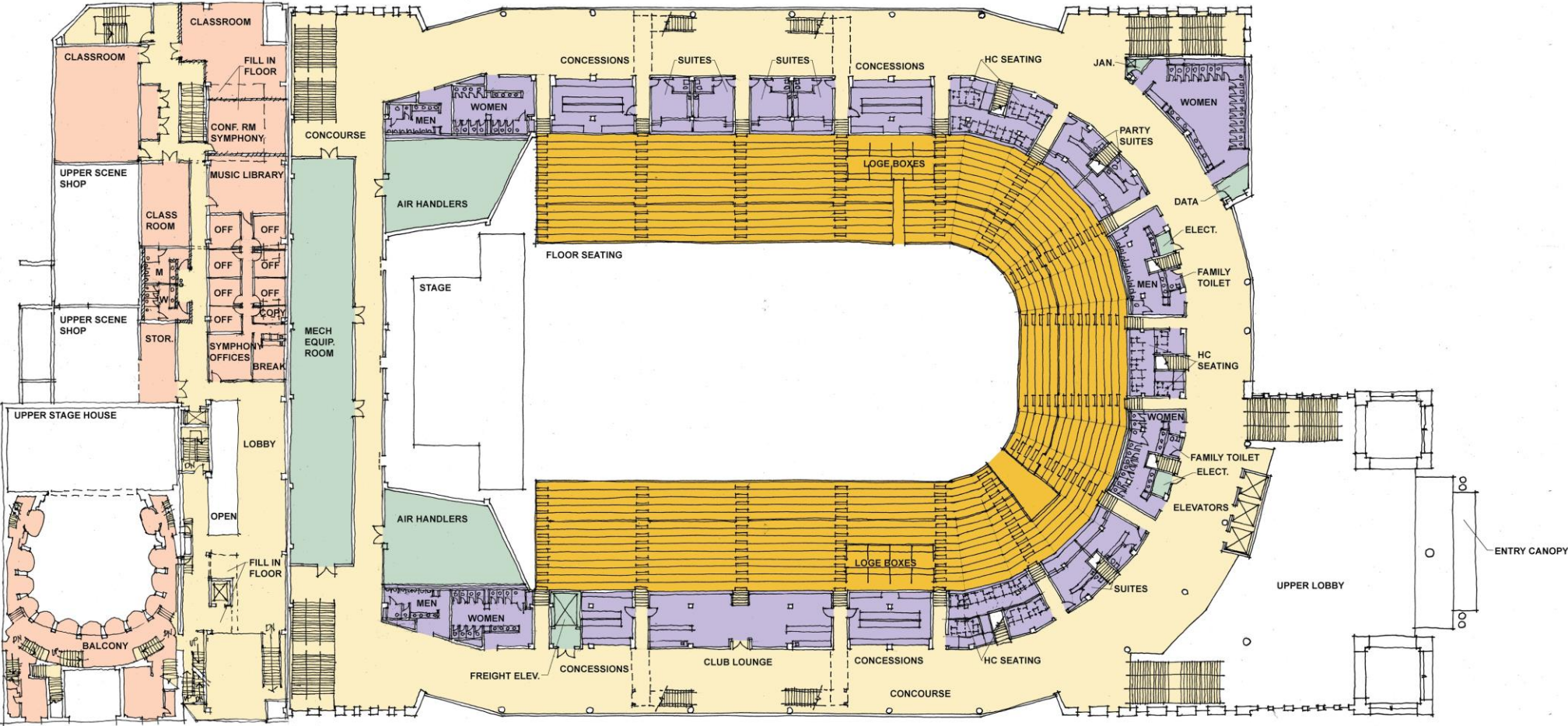
PHASE 2A PLANNING: Scenario 4 Hybrid



ARENA LEVEL PLAN 1"=20' 8-9-19
SCENARIO 4 HYBRID BETSCHASSOCIATES

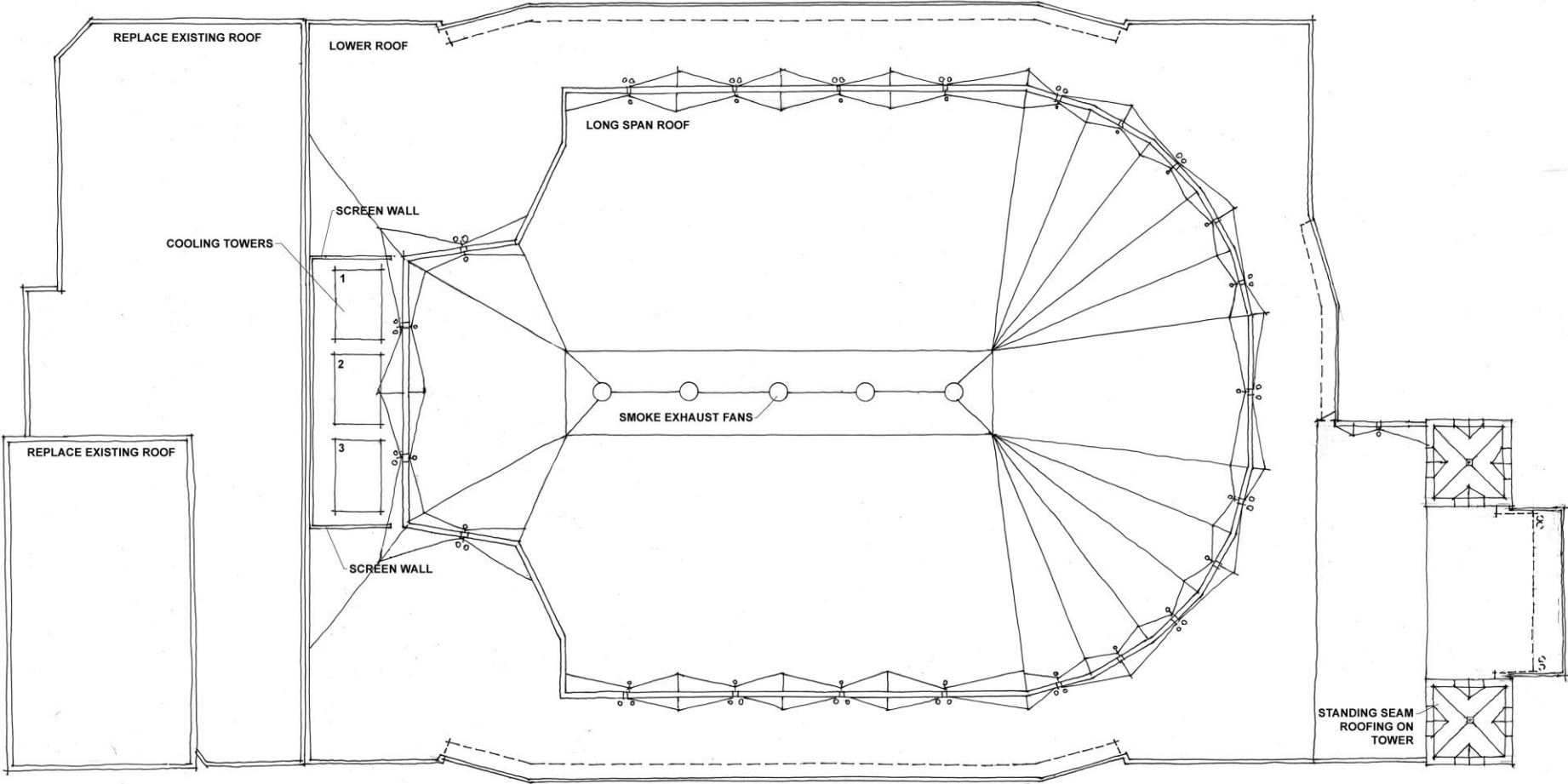


PHASE 2A PLANNING: Scenario 4 Hybrid



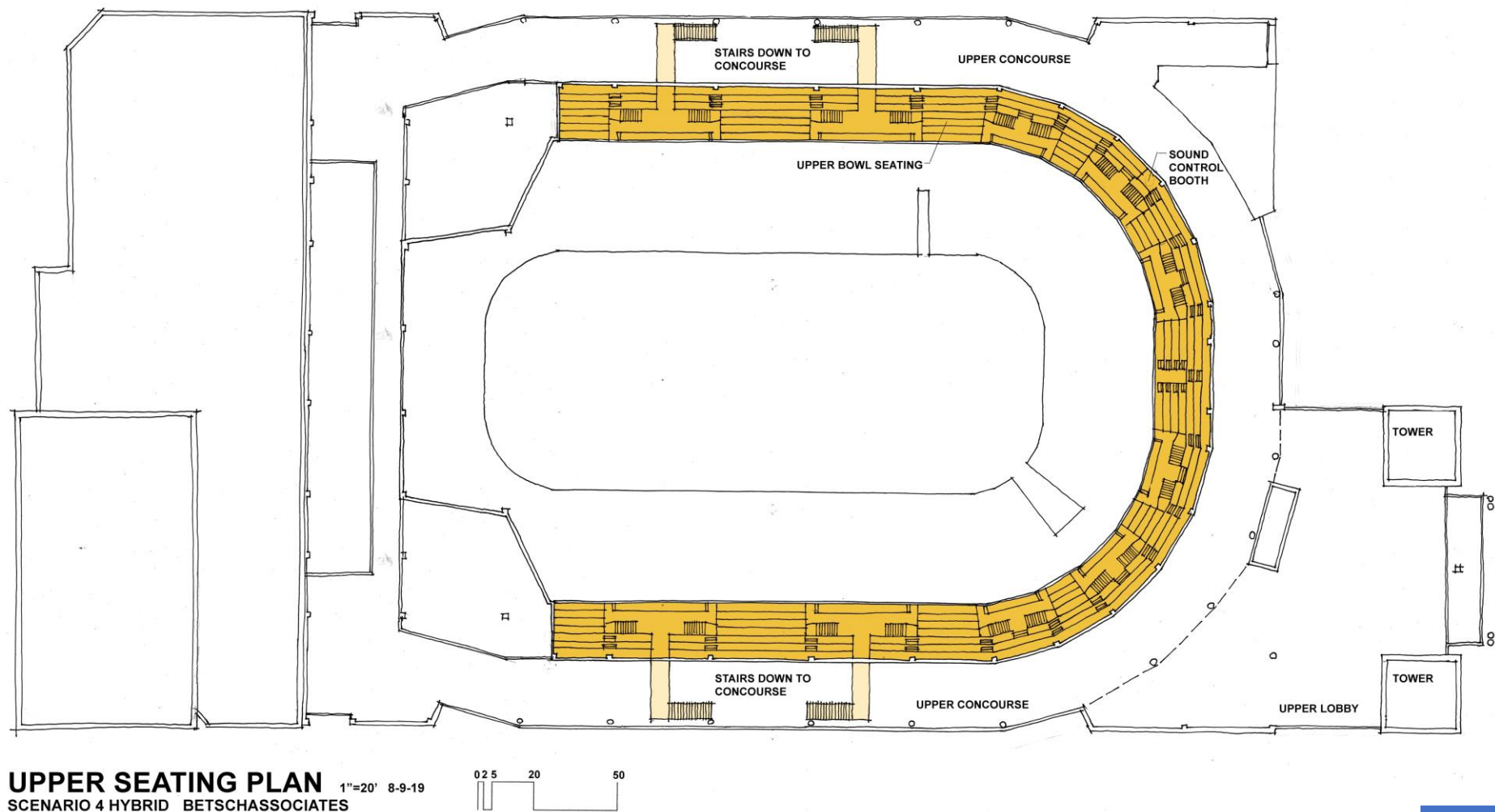
CONCOURSE PLAN 1"=20' 8-9-19
SCENARIO 4 HYBRID BETSCHASSOCIATES

PHASE 2A PLANNING: Scenario 4 Hybrid

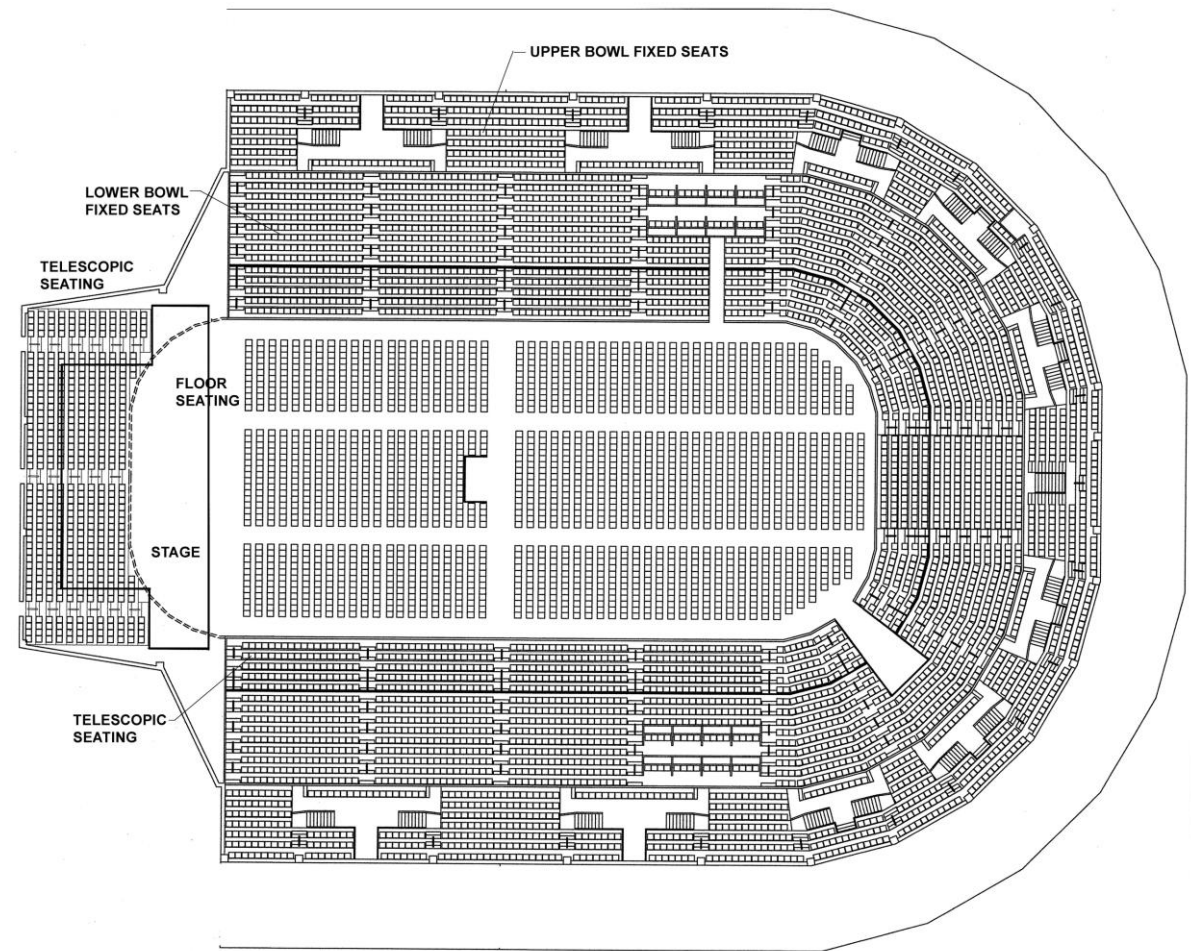


ROOF PLAN 1"=20' 8-9-19
SCENARIO 4 HYBRID BETSCHASSOCIATES

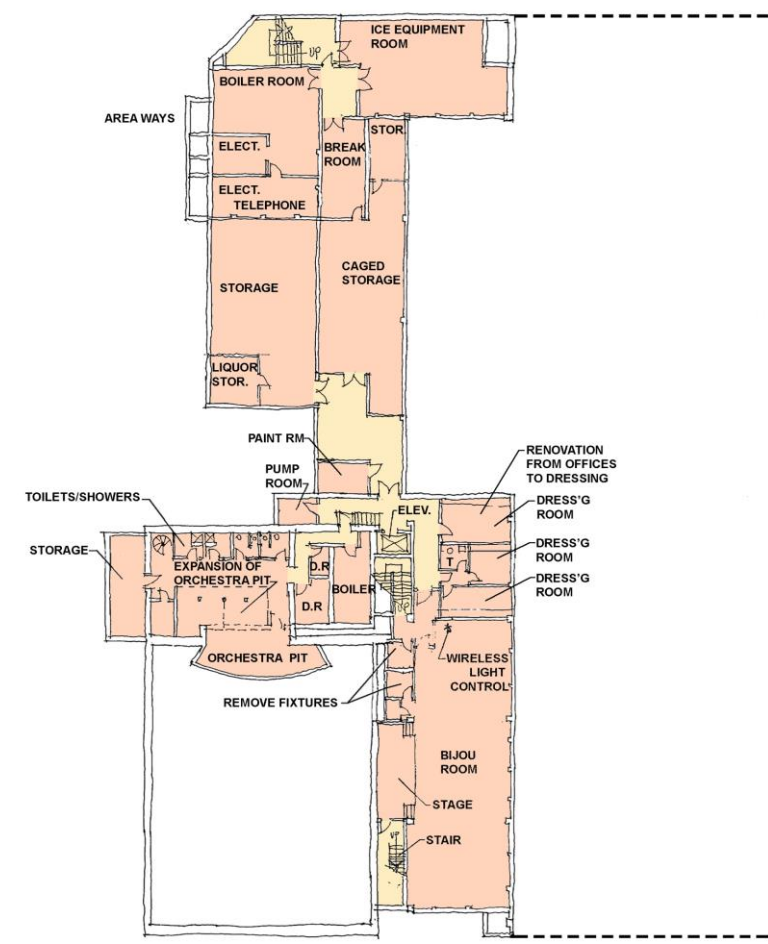
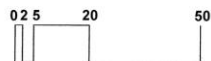
PHASE 2A PLANNING: Scenario 4 Hybrid



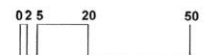
PHASE 2A PLANNING: Scenario 4 Hybrid



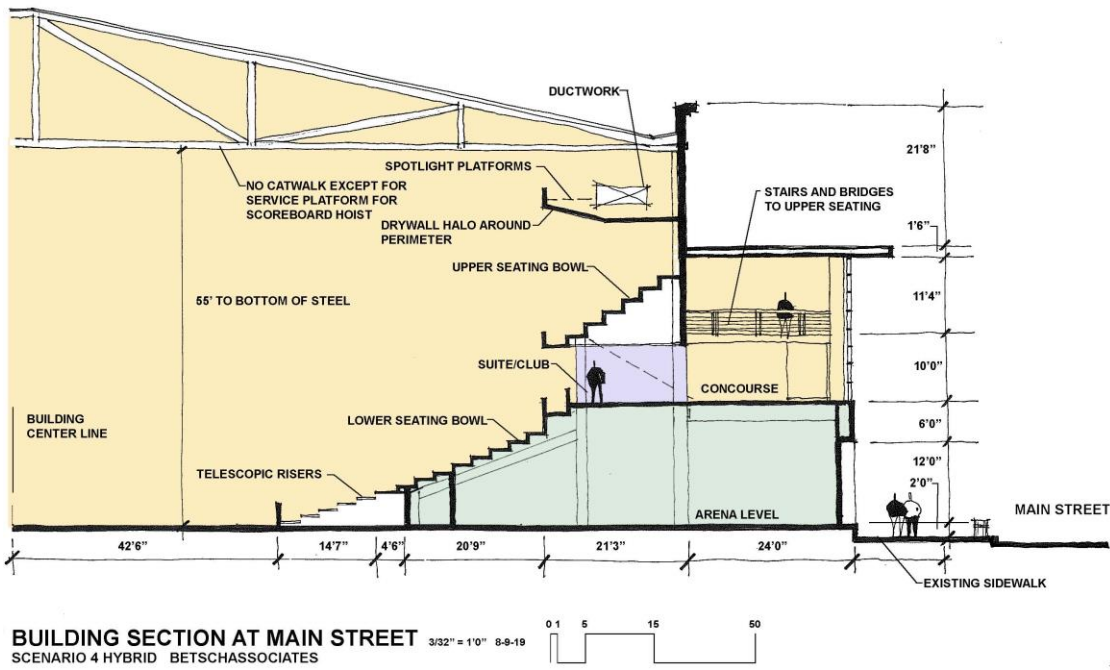
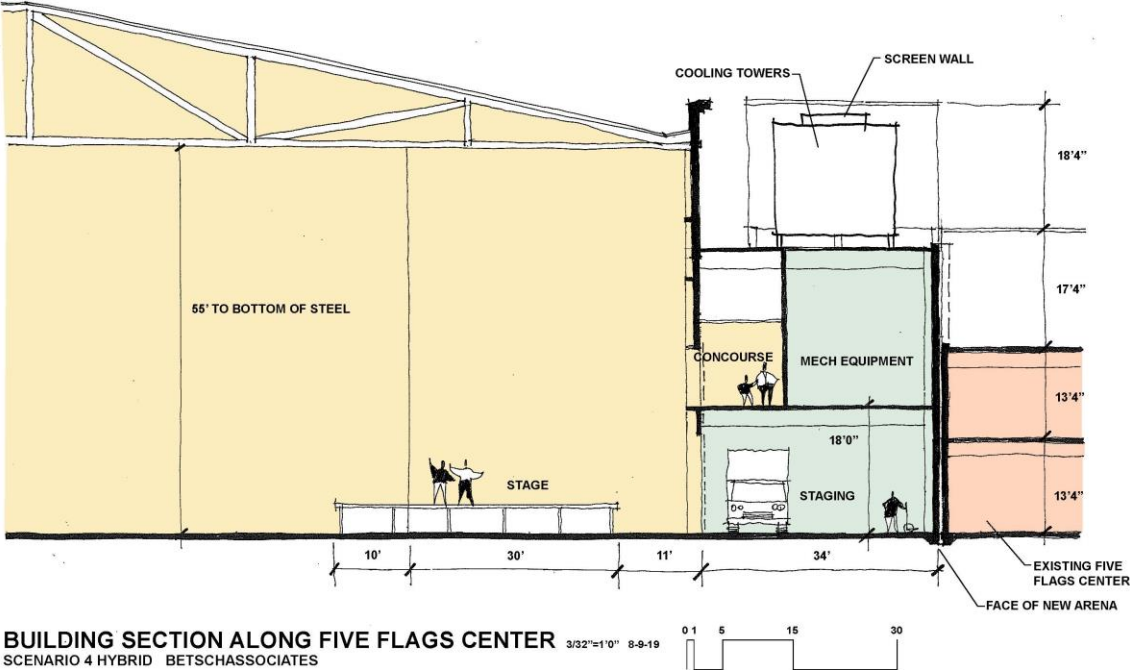
SEATING PLAN 1"=20' 8-9-19
SCENARIO 4 HYBRID BETSCHASSOCIATES



BASEMENT PLAN 1"=20' 8-9-19
SCENARIO 4 HYBRID BETSCHASSOCIATES



PHASE 2A PLANNING: Scenario 4 Hybrid



PHASE 2A PLANNING

Seating Levels and Capacity

| Seating Counts by Type | SCENARIO 4 | | SCENARIO 3 | | SCENARIO 4 HYBRID | |
|------------------------------------|----------------------|----------------|----------------------|----------------|----------------------|----------------|
| | End-stage Concert | Floor Event | End-stage Concert | Floor Event | End-stage Concert | Floor Event |
| Loge Boxes (32) | 64 | 64 | 0 | 0 | 64 | 64 |
| Club Seats (1 section) | 360 | 360 | 242 | 242 | 324 | 324 |
| Suites (6) | 72 | 72 | 32 | 32 | 72 | 72 |
| Party Suites (2) | 36 | 36 | 0 | 0 | 24 | 24 |
| Telescopic Seating Behind Stage | 0 | 1,182 | 0 | 90 | 0 | 464 |
| Fixed Seats Behind Stage (Upper) | 0 | 530 | 0 | 0 | 0 | 0 |
| Telescopic Front of Stage (Lower) | 982 | 944 | 783 | 270 | 952 | 982 |
| Fixed Seats Front of Stage (Lower) | 1,652 | 1,652 | 2,297 | 2,830 | 1,618 | 1,618 |
| Fixed Seats Front of Stage (Upper) | 1,072 | 1,072 | 0 | 0 | 1,393 | 1,393 |
| Floor Seats | 2,072 | 0 | 1,382 | 0 | 1,961 | 0 |
| ADA Seating with Companions | <u>88</u> | <u>88</u> | <u>52</u> | <u>52</u> | <u>60</u> | <u>60</u> |
| Totals | 6,398 | 6,000 | 4,788 | 3,516 | 6,468 | 5,001 |

Fixed Seating Count:

| | | | |
|------------------------|--------------|--------------|--------------|
| Fixed Seats (general) | 3,254 | 2,830 | 3,011 |
| Fixed Seats (premium) | 532 | 274 | 484 |
| Telescopic Seats (max) | <u>2,126</u> | <u>783</u> | <u>1,446</u> |
| Total | 5,912 | 3,887 | 4,941 |

Square Footage By Level:

| | | | |
|------------------|----------------|----------------|----------------|
| Arena Level | 99,583 | 73,256 | 94,213 |
| Concourse | 61,194 | 40,966 | 58,541 |
| Upper Level | <u>21,395</u> | <u>13,146</u> | <u>13,158</u> |
| Total GSF | 182,172 | 127,368 | 165,912 |

PHASE 2A PLANNING

Square Footage

| | SCENARIO 4 | | | | SCENARIO 3 | | | | SCENARIO 4 HYBRID | | |
|--|---------------------|--------------------|-----------|--|---------------------|--------------------|-----------|--|---------------------|--------------------|-----------|
| | New Construction | Renovated Areas | | | New Construction | Renovated Areas | | | New Construction | Renovated Areas | |
| Arena | 182,172 | 0 | SF | | 114,318 | 13,050 | SF | | 165,912 | 0 | SF |
| Arena Level | 99,583 | 0 | SF | | 66,456 | 6,800 | SF | | 94,213 | 0 | SF |
| Concourse Level | 61,194 | 0 | SF | | 34,716 | 6,250 | SF | | 58,541 | 0 | SF |
| Upper Seating Level | 21,395 | 0 | SF | | 13,146 | 0 | SF | | 13,158 | 0 | SF |
| % of Scenario 4 | 100.0% | | | | 62.8% | | | | 91.1% | | |
| Theatre | 0 | 3,393 | SF | | 0 | 3,393 | SF | | 0 | 3,393 | SF |
| Basement | 0 | 993 | SF | | 0 | 993 | SF | | 0 | 993 | SF |
| Street Level | 0 | 0 | SF | | 0 | 0 | SF | | 0 | 0 | SF |
| First Balcony | 0 | 0 | SF | | 0 | 0 | SF | | 0 | 0 | SF |
| Second Balcony | 0 | 0 | SF | | 0 | 0 | SF | | 0 | 0 | SF |
| Third Balcony | 0 | 2,400 | SF | | 0 | 2,400 | SF | | 0 | 2,400 | SF |
| Theatre Support Areas | 0 | 25,844 | SF | | 0 | 19,836 | SF | | 0 | 25,844 | SF |
| Basement | 0 | 3,503 | SF | | 0 | 3,503 | SF | | 0 | 3,503 | SF |
| Street Level | 0 | 10,767 | SF | | 0 | 10,767 | SF | | 0 | 10,767 | SF |
| Concourse Level | 0 | 11,574 | SF | | 0 | 5,566 | SF | | 0 | 11,574 | SF |
| Total Conditioned Building Area | 182,172 | 29,237 | SF | | 114,318 | 36,279 | SF | | 165,912 | 29,237 | SF |
| Non-Conditioned Areas | 3,858 | 150 | SF | | 4,184 | 150 | SF | | 4,029 | 150 | SF |
| Canopies (at 50%) | 360 | 0 | SF | | 360 | 0 | SF | | 360 | 0 | SF |
| Catwalks (at 50%) | 2,704 | 150 | SF | | 2,704 | 150 | SF | | 2,704 | 150 | SF |
| Exterior Ramps (at 50%) | 0 | 0 | SF | | 0 | 0 | SF | | 0 | 0 | SF |
| Overhangs / Arcades (at 50%) | 794 | 0 | SF | | 1,120 | 0 | SF | | 965 | 0 | SF |
| Total Gross Building Area | 186,030 | 29,387 | SF | | 118,502 | 36,429 | SF | | 169,941 | 29,387 | SF |
| % of Scenario 4 | 100.0% | | | | 63.7% | | | | 91.4% | | |

PHASE 2A PLANNING

Soils Analysis

SOILS ANALYSIS (Geotechnical Exploration)

Allender Butzke Engineers, Inc.

Original cost estimate included auger cast piles

After soils analysis determined could use

Pressure routed cast piles or

Aggregate piers with spread footings

Result:

Lower construction costs that were implemented into Phase 2A cost estimates

PHASE 2A PLANNING

Construction Costs

| | SCENARIO 4 (updated) | | | | SCENARIO 3 | SCENARIO 4 HYBRID |
|--|-------------------------|---------------------|--------------------|--------------------|---------------------|----------------------|
| | Totals | Arena | Theatre | Support | Totals | Totals |
| I. CONSTRUCTION COST | \$63,589,364 | \$59,429,678 | \$1,706,449 | \$2,453,238 | \$46,790,293 | \$52,975,235 |
| A. Sitework | \$3,535,727 | \$3,497,725 | \$0 | \$38,003 | \$3,140,194 | \$2,968,423 |
| B. New Construction | \$50,543,756 | \$50,406,745 | \$0 | \$137,012 | \$39,299,981 | \$45,046,416 |
| C. Renovation | \$3,597,944 | \$0 | \$1,547,800 | \$2,050,145 | \$0 | \$35,261 |
| D. Design/Bid Contingency (5%) | \$2,883,871 | \$2,695,223 | \$77,390 | \$111,258 | \$2,122,009 | \$2,402,505 |
| E. Subtotal of Items A.-D. | \$60,561,300 | \$56,599,693 | \$1,625,190 | \$2,336,417 | \$44,562,183 | \$50,452,605 |
| F. Construction Contingency (5%) | \$3,028,065 | \$2,829,985 | \$81,259 | \$116,821 | \$2,228,109 | \$2,522,630 |
| III. CONSTRUCT'N RELATED COST | \$5,244,054 | \$4,796,754 | \$444,675 | \$2,625 | \$4,712,765 | \$4,796,754 |
| A. 1% for Art | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 |
| B. Furniture, Fixtures & Equipment | \$4,507,337 | \$4,081,337 | \$423,500 | \$2,500 | \$4,001,348 | \$4,081,337 |
| C. SAC, WAC, Storm Water Fees | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 |
| D. Site Survey, Soil Bor'gs, Haz Mat'l | \$157,000 | \$157,000 | \$0 | \$0 | \$157,000 | \$157,000 |
| E. Construction Testing | \$125,000 | \$125,000 | \$0 | \$0 | \$125,000 | \$125,000 |
| F. Theatre Structural Study | \$5,000 | \$5,000 | \$0 | \$0 | \$5,000 | \$5,000 |
| G. IT Consulting | \$65,000 | \$65,000 | \$0 | \$0 | \$65,000 | \$65,000 |
| H. Commissioning/Test Balance | \$75,000 | \$75,000 | \$0 | \$0 | \$75,000 | \$75,000 |
| I. Special Inspections and Other | \$60,000 | \$60,000 | \$0 | \$0 | \$60,000 | \$60,000 |
| J. Contingency (5%) | \$249,717 | \$228,417 | \$21,175 | \$125 | \$224,417 | \$228,417 |
| IV. ADMINISTRATIVE COSTS | \$7,115,562 | \$6,654,968 | \$195,645 | \$264,950 | \$5,391,029 | \$6,009,523 |
| A. Acquisition/Administration | \$440,000 | \$440,000 | \$0 | \$0 | \$440,000 | \$440,000 |
| B. Design Fees | \$3,815,362 | \$3,565,781 | \$102,387 | \$147,194 | \$2,807,418 | \$3,178,514 |
| C. Project Management | \$275,000 | \$250,000 | \$25,000 | \$0 | \$250,000 | \$250,000 |
| D. Expenses | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 |
| E. Financing (4%) | \$2,543,575 | \$2,377,187 | \$68,258 | \$98,130 | \$1,871,612 | \$2,119,009 |
| F. Contingency (5%) for Acquisition/Admin, Expenses | \$41,626 | \$22,000 | \$0 | \$19,626 | \$22,000 | \$22,000 |
| V. ESCALATION | \$6,888,400 | \$6,424,681 | \$215,108 | \$248,611 | \$5,137,095 | \$5,771,246 |
| A. Design Escalation to May 2020 | | \$0 | \$0 | \$0 | \$0 | \$0 |
| B. Construction Escalation (1) | | \$6,424,681 | \$215,108 | \$248,611 | \$5,137,095 | \$5,771,246 |
| THEATRE | | | | | \$2,561,877 | \$2,561,877 |
| THEATRE SUPPORT | | | | | \$2,969,424 | \$2,969,424 |
| VI. TOTAL PROJECT COST | \$82,837,381 | \$77,306,080 | \$2,561,877 | \$2,969,424 | \$67,562,482 | \$75,084,058 |
| <i>% of Scenario 4 Costs</i> | <i>100.0%</i> | | | | <i>81.6%</i> | <i>90.6%</i> |

(1) Escalation is based upon voter referendum in Spring 2020, completion of design in Spring 2021, bidding in early Summer 2021, and the mid- point of construction in June 2022. Assumed 3.4% per annum.

PHASE 2A PLANNING

Estimates of Annual Events & Utilization

| | CURRENT FFCC ¹ | SCENARIO 4 | SCENARIO 3 | SCENARIO 4 HYBRID |
|-------------------------|------------------------------|---------------|---------------|----------------------|
| Number of Events | | | | |
| Community/Religious | 4 | 8 | 8 | 8 |
| Concerts | 13 | 21 | 16 | 20 |
| Convention/Tradeshow | 2 | 6 | 6 | 6 |
| Family/Ice Shows | 5 | 12 | 10 | 12 |
| Meetings/Banquets | 8 | 50 | 50 | 50 |
| Non-Tenant Performance | 6 | 20 | 20 | 20 |
| Public/Consumer Show | 2 | 5 | 5 | 5 |
| Sporting Events | 31 | 60 | 50 | 55 |
| Tenant Performance | 16 | 26 | 26 | 26 |
| Other | 16 | 25 | 23 | 25 |
| Total | 103 | 233 | 214 | 227 |
| Event Days | | | | |
| Community/Religious | 4 | 8 | 8 | 8 |
| Concerts | 14 | 23 | 17 | 22 |
| Convention/Tradeshow | 3 | 9 | 9 | 9 |
| Family/Ice Shows | 6 | 14 | 12 | 14 |
| Meetings/Banquets | 8 | 50 | 50 | 50 |
| Non-Tenant Performance | 14 | 47 | 47 | 47 |
| Public/Consumer Show | 3 | 8 | 8 | 8 |
| Sporting Events | 38 | 74 | 61 | 67 |
| Tenant Performance | 59 | 96 | 96 | 96 |
| Other | 3 | 8 | 8 | 8 |
| Total | 152 | 335 | 315 | 328 |
| Utilization Days | | | | |
| Community/Religious | 6 | 12 | 12 | 12 |
| Concerts | 15 | 24 | 18 | 23 |
| Convention/Tradeshow | 6 | 18 | 18 | 18 |
| Family/Ice Shows | 7 | 17 | 14 | 17 |
| Meetings/Banquets | 12 | 75 | 75 | 75 |
| Non-Tenant Performance | 16 | 53 | 53 | 53 |
| Public/Consumer Show | 5 | 13 | 13 | 13 |
| Sporting Events | 47 | 91 | 76 | 83 |
| Tenant Performance | 124 | 202 | 202 | 202 |
| Other | 23 | 36 | 33 | 36 |
| Total | 261 | 540 | 514 | 532 |

(1) Represents Scenario 1 (Status Quo) from Phase 1 Study.

PHASE 2A PLANNING

Estimates of Annual Attendance & Room Nights

| | CURRENT FFCC ¹ | SCENARIO 4 | SCENARIO 3 | SCENARIO 4 HYBRID |
|--------------------------------|------------------------------|---------------|---------------|----------------------|
| Total Attendee Days | | | | |
| Community/Religious | 7,126 | 18,400 | 18,400 | 18,400 |
| Concerts | 11,006 | 61,062 | 37,908 | 56,000 |
| Convention/Tradeshow | 3,225 | 13,500 | 11,700 | 13,500 |
| Family/Ice Shows | 7,608 | 25,200 | 16,200 | 24,480 |
| Meetings/Banquets | 1,699 | 12,500 | 12,500 | 12,500 |
| Non-Tenant Performance | 8,463 | 31,500 | 31,500 | 31,500 |
| Public/Consumer Show | 5,081 | 13,500 | 12,000 | 13,500 |
| Sporting Events | 48,387 | 95,613 | 67,419 | 84,274 |
| Tenant Performance | 58,469 | 122,241 | 110,256 | 119,844 |
| Other | 4,548 | 16,406 | 15,094 | 16,406 |
| Total | 155,612 | 409,921 | 332,977 | 390,404 |
| Non-Local Attendee Days | | | | |
| Community/Religious | 713 | 1,840 | 1,840 | 1,840 |
| Concerts | 3,302 | 18,318 | 11,372 | 16,800 |
| Convention/Tradeshow | 1,613 | 6,750 | 5,850 | 6,750 |
| Family/Ice Shows | 2,282 | 7,560 | 4,860 | 7,344 |
| Meetings/Banquets | 425 | 3,125 | 3,125 | 3,125 |
| Non-Tenant Performance | 1,269 | 4,725 | 4,725 | 4,725 |
| Public/Consumer Show | 1,524 | 4,050 | 3,600 | 4,050 |
| Sporting Events | 9,677 | 19,123 | 13,484 | 16,855 |
| Tenant Performance | 11,694 | 24,448 | 22,051 | 23,969 |
| Other | 1,364 | 4,922 | 4,528 | 4,922 |
| Total | 33,863 | 94,861 | 75,436 | 90,379 |
| Hotel Room Nights | | | | |
| Community/Religious | 143 | 368 | 368 | 368 |
| Concerts | 495 | 2,748 | 1,706 | 2,520 |
| Convention/Tradeshow | 538 | 2,250 | 1,950 | 2,250 |
| Family/Ice Shows | 152 | 504 | 324 | 490 |
| Meetings/Banquets | 85 | 625 | 625 | 625 |
| Non-Tenant Performance | 190 | 709 | 709 | 709 |
| Public/Consumer Show | 61 | 162 | 144 | 162 |
| Sporting Events | 645 | 1,275 | 899 | 1,124 |
| Tenant Performance | 1,754 | 3,667 | 3,308 | 3,595 |
| Other | 364 | 1,313 | 1,208 | 1,313 |
| Total | 4,427 | 13,620 | 11,240 | 13,155 |

(1) Represents Scenario 1 (Status Quo) from Phase 1 Study.

PHASE 2A PLANNING

Estimates of Annual Financial Operations

| | CURRENT FFCC ¹ | SCENARIO 4 | SCENARIO 3 | SCENARIO 4 HYBRID |
|---------------------------------------|------------------------------|-----------------|-----------------|----------------------|
| Operating Revenues | | | | |
| Facility Rent | \$245,000 | \$890,147 | \$783,329 | \$818,935 |
| Food & Beverage | 130,000 | 495,894 | 376,879 | 456,222 |
| Advertising/Sponsorships ² | 20,000 | 245,140 | 147,084 | 220,626 |
| Premium Seating | 0 | 189,572 | 85,307 | 166,823 |
| Contract Service & Other | 15,000 | 97,850 | 63,603 | 90,022 |
| Total Operating Revenue | \$410,000 | \$1,918,602 | \$1,456,202 | \$1,752,628 |
| Operating Expenses | | | | |
| Salaries & Benefits | \$780,000 | \$1,267,765 | \$1,204,377 | \$1,204,377 |
| Contract Labor | 35,000 | 78,486 | 72,207 | 69,068 |
| Utilities | 180,000 | 290,893 | 325,800 | 261,803 |
| Repair & Maintenance | 30,000 | 75,018 | 101,274 | 71,267 |
| General & Administrative | 75,000 | 147,166 | 147,166 | 142,751 |
| Supplies | 20,000 | 70,836 | 70,836 | 67,294 |
| Insurance | 46,000 | 72,112 | 72,112 | 72,112 |
| Other | 100,000 | 230,720 | 219,184 | 209,955 |
| Total Operating Expenses | \$1,266,000 | \$2,232,997 | \$2,212,957 | \$2,098,628 |
| Net Operating Profit/Deficit | (\$856,000) | (\$314,395) | (\$756,755) | (\$346,001) |

¹ Represents Scenario 1 (Status Quo) from Phase 1 Study. The current FY2020 operating deficit is budgeted at \$936,962.

² Does not include naming rights revenue.

PHASE 2A PLANNING

Comparable Arena Construction Costs

| | Arena | Market | Original Const. Cost (in \$millions) | | | | | Year | | Inflation Adj. Const. Cost (in \$millions) | Const. Cost Per Seat Capacity |
|---------|------------------------------|---------------------|--|-----------|------------|----------|-----------|--------|----------|--|-------------------------------------|
| | | | | Public \$ | Private \$ | Public % | Private % | Opened | 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.

PHASE 2A PLANNING

Modern Sponsorship Opportunities

- Facility Entrance
- Façade Landmark
- Arena Roof
- On-Court/Ice Logos
- Static Scoreboard
- Backlit Tunnel Signage
- Scoreboard Underbelly
- Arena Seats
- Concourse Signs
- Exterior Door Decal
- Display Area
- Digital Fascia Signage
- Center-hung Video Boards
- Arena Floor Maps
- Trash Receptacles
- Staff Uniform
- ATM Machines



PHASE 2A PLANNING

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:
 - \$55 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 City-funded operating subsidy estimated to be substantially lower (more than \$600,000 per year savings).
 - Subsequent full design/engineering phase could identify cost savings.
 - Industry expectation of continued 5% annual inflation in constr. costs.

PHASE 2A

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COUNCIL ACTION

November 12, 2019 City Council work session –
Presentation of Phase 2A Planning For An
Expanded/Improved Five Flags Civic Center

CIVIC CENTER COMMISSION

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COUNCIL ACTION

December 17, 2019 Five Flags Civic Center Commission

- Endorsed scenario 4 hybrid
- Recommended City Council draft ballot language for vote on next available vote date

January 6, 2020 City Council meeting

- Received and filed the Commission recommendation
- Referred to City Attorney for ballot language to include bond amount in anticipation of September 8, 2020 referendum date

COUNCIL ACTION

February 17, 2020 City Council meeting

Approval of special election date September 8, 2020 and language

"SHALL THE CITY OF DUBUQUE, IOWA, ISSUE ITS BONDS IN AN AMOUNT NOT EXCEEDING THE AMOUNT OF \$74,340,000 FOR THE PURPOSES OF DECONSTRUCTION, CONSTRUCTION, ACQUISITION, IMPROVING, AND EQUIPPING AN EXPANDED FIVE FLAGS CIVIC CENTER AND THE RENOVATION AND PRESERVATION OF THE HISTORIC FIVE FLAGS THEATER, INCLUDING ACCESSIBILITY ENHANCEMENTS TO BOTH?"

CIVIC CENTER COMMISSION

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COUNCIL ACTION

April 1, 2020 Five Flags Civic Center Commission

- Requested the City Council delay the referendum

April 6, 2020 City Council meeting

- Voted to postpone the referendum

June 23, 2020 Civic Center Commission

- Recommended delay referendum to September 14, 2021

July 6, 2020 City Council meeting

- Postponed referendum date to date not certain
- Table until January 18, 2022

COUNCIL ACTION

CAPITAL IMPROVEMENTS BUDGET FY 22-26

LEISURE SERVICES
CIVIC CENTER DIVISION
Culture and Recreation

| | | | | | | | | | | | | | | |
|-----------------------------------|----------------------|----|---------|----|---|----|---|----|---|----|---|----|---------|----|
| Arena Air Conditioner Replacement | Greater Downtown TIF | \$ | 100,000 | \$ | — | \$ | — | \$ | — | \$ | — | \$ | 100,000 | 55 |
|-----------------------------------|----------------------|----|---------|----|---|----|---|----|---|----|---|----|---------|----|

| City of Dubuque Recommended Capital Improvement Summary FY 2022 - FY 2026 | | | | | | | | | | | | | | |
|---|------------------------------------|--|---------|---------|---------|---------|--------------|-------|------|----|------------|--------------|-----------|----|
| PROGRAM/ DEPT | PROJECT DESCRIPTION | SOURCE OF FUNDS | FY 2022 | FY 2023 | FY 2024 | FY 2025 | FY 2026 | TOTAL | PAGE | | | | | |
| LEISURE SERVICES | | | | | | | | | | | | | | |
| CIVIC CENTER DIVISION | | | | | | | | | | | | | | |
| Culture and Recreation | | | | | | | | | | | | | | |
| | Five Flags Building Improvements | GDTIF G.O. Debt, Greater Downtown TIF | \$ | — | \$ | — | \$ 6,000,000 | \$ | — | \$ | — | \$ 6,000,000 | | 56 |
| | Arena-Reseal Ballroom Floor | DRA Gaming | \$ | — | \$ | — | \$ | — | \$ | — | \$ 26,500 | \$ | 26,500 | 57 |
| | Arena-Paint Exterior Steel Siding | DRA Gaming | \$ | — | \$ | — | \$ | — | \$ | — | \$ 103,000 | \$ | 103,000 | 58 |
| | Theater - Dressing Rooms Remodel | DRA Gaming | \$ | — | \$ | — | \$ | — | \$ | — | \$ 54,050 | \$ | 54,050 | 59 |
| | Concessions - Gates A & C Remodel | Sales Tax Fund (20%) | \$ | — | \$ | — | \$ | — | \$ | — | \$ 114,100 | \$ | 114,100 | 60 |
| | Arena-Masking Equipment | DRA Distribution | \$ | — | \$ | — | \$ | — | \$ | — | \$ 41,000 | \$ | 41,000 | 61 |
| | Theater Install Orchestra Pit Lift | DRA Distribution | \$ | — | \$ | — | \$ | — | \$ | — | \$ 256,000 | \$ | 256,000 | 62 |
| | Arena - Stage Replacement | DRA Distribution | \$ | — | \$ | — | \$ | — | \$ | — | \$ 255,000 | \$ | 255,000 | 63 |
| | Theater - Carpet | DRA Distribution | \$ | 70,000 | \$ | — | \$ | — | \$ | — | \$ | — | \$ 70,000 | 64 |
| | Arena - Locker/Shower Facilities | DRA Distribution | \$ | — | \$ | — | \$ | — | \$ | — | \$ 16,300 | \$ | 16,300 | 65 |

FY 2022-26 CIVIC CENTER PROJECTS NOT FUNDED

* DENOTES DEFERRED MAINTENANCE

| | | |
|--------------|---|-------------|
| Civic Center | Arena - Backlight Five Flags on NE Corner of Arena | \$16,000 |
| Civic Center | Arena - Dressing Rooms Remodel | \$33,600 * |
| Civic Center | Arena - Paint Ceiling | \$83,500 * |
| Civic Center | Arena - Pipe, Drape, & Barricades | \$35,600 * |
| Civic Center | Arena - Scoreboard | \$70,000 * |
| Civic Center | Promenade - Satellite Ticket Booth at Main St Entry | \$57,200 |
| Civic Center | Table Replacement | \$51,000 * |
| Civic Center | Theater - Chair Restoration | \$175,000 * |
| Civic Center | Theater - Scene Shop Ramp Removal | \$35,000 * |
| Civic Center | Theater - Stage Curtain Replacement | \$31,500 * |
| Civic Center | Theater - Stage Lighting Replacement | \$125,000 * |

COUNCIL ACTION



2021 – 2023 Top Priorities

(in alphabetical order):

- Five Flags Center Direction

