

Green Branch Athletic Complex. The budget committees request that the Maryland-National Capital Park and Planning Commission (M-NCPPC) and the Maryland Economic Development Corporation (MEDCO) shall establish a workgroup to study the feasibility of building a multi-sport stadium at or near the Green Branch Athletic Complex. The workgroup should submit its report to the budget committees on or before January 1, 2015. The workgroup shall:

1. Review the plans to construct a multi-sport stadium located adjacent to or within the Green Branch Athletic Complex; and
2. Make recommendations on financing options for the multi-sport stadium and repurposing or joint use of the existing facility in the area.

The workgroup consisted of the following members (“Workgroup”):

- a. Senator Douglas Peters- appointed by the President of the Senate;
- b. Jay Walker- appointed by the Speaker of the House;
- c. John Genakos, Associate Director- appointed by MEDCO;
- d. Al Tyler, Senior Project Manager- appointed by the Maryland Stadium Authority (“MSA”);
- e. David Iannucci, Assistant Deputy CAO for Economic Development and Public Infrastructure- appointed by the Prince George’s County Executive;
- f. Ingrid Turner, Council Member- appointed by the Prince George’s County Council; and
- g. Ronnie Gathers, Director of Parks and Recreation- appointed by M-NCPPC.

The Workgroup reviewed the following plans in regards to a multi-sport stadium located adjacent to or within the Green Branch Athletic Complex and key finding from those studies are noted below:

1. Crossroads Consulting Services' report titled, "Marketing and Economic Analysis for a Proposed New Major League Lacrosse Stadium and Multi-Field Sports Complex at Green Branch Park Prince George's County, Maryland", issued December 2012 and prepared for MSA ("Plan A");
 - a. There are several attributes that represent strengths in terms of the market potential associated with the proposed multi-sport stadium including the area's tradition of lacrosse, demographics and geographic location/accessibility, there are several challenges associated with the proposed new Major League Lacrosse (MLL) stadium in particular.
 - b. One of the major challenges is that the proposed 22,000-seat MLL stadium, which represents a significant capital construction cost, will only be used a limited number of times throughout the year and capacity is driven by a finite number of games and tournaments.
 - c. The proposed stadium would face competition from other established professional sports teams and facilities in the Baltimore-Washington metro area. Further, many potential stadium events would represent a transfer of activity already occurring elsewhere in Maryland.
 - d. Interviews also suggest that a 22,000-seat capacity stadium is larger than most user groups would need and input from concert, family show and other special event promoters indicate there is limited demand for this type of activity at the proposed stadium.
 - e. Only about 25% of the estimated event activity at the multi-sport stadium would be incremental new to the State since many of these events, such as Bayhawks games and youth/amateur sports tournaments are occurring at other facilities in the State.
 - f. None of the eight stadiums that currently host MLL teams are lacrosse-specific. Capacities of existing MLL stadiums range from 6,000 to 76,100.
 - g. Most of the profiled MLL stadiums have undergone extensive improvements and upgrades to provide modern stadium amenities.
 - h. Seven of the eight MLL stadiums have an artificial field surface.
 - i. Qualitative benefits associated with the proposed new MLL stadium include enhancing the County's appeal as a sports destination; receiving increased State, regional and national media exposure; providing a first-class stadium for area residents and out-of-town attendees that complements other existing venues; enhancing the overall quality of life and livability of the area; capitalizing on existing and planned tourism efforts; serving

as a catalyst for other potential development initiatives; as well as providing venues to retain and expand existing sports programs as well as develop new ones.

- j. On-going activities at the proposed new MLL stadium are estimated to generate between \$7.4 million and \$8.1 million annually in incremental new direct spending to the County of which approximately \$2.0 million to \$2.2 million would be incremental new to the State.
- k. Annual tax revenues related to on-going operations of the proposed new MLL stadium are estimated to range from \$298,000 to \$321,000 at the County level and \$149,000 to \$167,000 at the State level.
- l. Market research suggests relatively limited demand for the proposed new 22,000-seat MLL stadium, which is further supported by the fact that no MLL team currently plays in a lacrosse-specific stadium. Although the Bayhawks are envisioned to serve as the primary tenant, the ability to consistently attract other sports and entertainment activity to this size venue appears challenging.
- m. Although a stadium with a seating capacity of between 12,000 and 14,000 could likely adequately accommodate the Bayhawks for the foreseeable future, the existing supply of facilities in the State and input from potential demand generators suggest that the marketability for other events would still be relatively limited and would not likely justify the construction cost from an economic perspective.
- n. From a long-term planning perspective, the County may want to consider the merits of constructing a smaller, first-class outdoor competitive stadium that would complement the multi-field sports complex. Offering a smaller championship stadium could enhance the complex's marketability and competitiveness for hosting certain competitions or tournaments. Such a facility could offer a relatively limited number of permanent seats that could be augmented by temporary seats on an as-needed basis or expanded in the future based on market demand.

2. Crossroads Consulting Services' report titled, "Business/Economic Analysis for the Proposed Green Branch Multi-Field Sports Complex in Prince George's County, Maryland", issued January 2014 and prepared for MSA ("Plan B");

- a. Development of the Green Branch site has several challenges such as topography, grade changes, waterways, wooded areas, potential archeological testing needs as well as the need to add public utilities and access roads.
- b. Potential traffic impacts associated with a proposed new lacrosse specific stadium on the Green Branch site were evaluated and research indicated that the industry standard parking requirements does not present a viable scenario, particularly when combined with the multi-field sports complex program.
- c. The option of sharing parking with existing Bowie Baysox parking lots was considered, but utilizing shared parking would prove to be difficult due to the overlapping schedules of the two teams.
- d. Even if shared parking schedules could be negotiated and managed, the cost of physically connecting the two sites via a vehicular or pedestrian bridge would be very high.
- e. Preliminary traffic analysis suggest that a combined event day involving both a Bowie Baysox and Chesapeake Bayhawks game could potentially result in intersection traffic failures which would negatively impact both teams.
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- f. Although Plan A indicated relatively limited demand and economic justification for a 22,000-seat MLL, cost estimates for the potential development cost of a 12,000 to 14,000 seat professional lacrosse-specific stadium and assess any traffic impacts the stadium may have if it was built on the same site as the proposed new multi-field sports complex as part of its due diligence and long-term planning efforts.
- g. Development of a 12,000 to 14,000-seat capacity stadium would still require a relatively large portion of the Green Branch site; given wetlands and archaeological concerns.
- h. Research indicates that approximately 43 of the Green Branch site's 90 developable acreage would be required to accommodate the proposed 12,000 to 14,000-seat stadium's footprint and supporting infrastructure; the site would not be able to house both the proposed new lacrosse-specific stadium and the proposed 12-field complex.
- i. Estimated the preliminary total project costs for a 12,000 to 14,000 seat professional lacrosse-specific stadium at the Green Branch site to be approximately \$108 million.
- j. The incremental new economic and fiscal impacts are not as significant for the lacrosse-specific stadium relative to the proposed new multi-field sports complex since a large portion of that activity is already occurring in the State where the Bayhawks currently play. This makes it difficult to justify constructing the stadium from a traditional cost-benefit perspective.

3. Hord Coplan Macht's report titled, "Conceptual Design Study Green Branch Multi-Field Sports Complex Prince George's County", issued late January 2014 and prepared for MSA ("Plan C).

- a. A multiple field sports facility is feasible. Market analysis indicates that the multi-field complex should have a minimum of 10 fields and that 12 fields would be ideal and the 254 acre site can accommodate a 12 field program along with required parking and desired amenities.
- b. A 12-14,000 seat professional lacrosse stadium is less feasible. While the stadium itself and associated parking can fit on the 254 acre site, there are costly traffic impact challenges related to site access and potential off-site traffic impacts.
- c. Based on the access and traffic challenges, this report also concludes that the Green Branch site will not accommodate both a 12- 14,000 seat stadium and a 10-12 sports field program combined.
- d. Evaluations summarize that a 12- 14,000 seat professional lacrosse stadium presents significant and costly traffic feasibility challenges related to site access.
- e. The traffic evaluation conclusions combined with economic feasibility information provided valuable input and direction to proceed with developing a final program and site concept design based on the 12 field multi-sport facility without a professional lacrosse stadium programmatic component.
- f. The traffic evaluation concludes that the sports complex can support (12) twelve tournament fields, a 4,000 person spectator event and supporting infrastructure without requiring additional off-site roadway or traffic control improvements.
- g. Environmental resources on the Green Branch site limit the amount of land available for level development and parking areas, as well as limit the site's available access points.
- h. Archaeology surveys resulted in the identification of eight archaeological sites within the Green Branch site. No additional archaeological investigation was recommended for four of these sites; as they were determined to lack the potential to provide additional information concerning life in the past.
- i. Four sites appear to possess the potential for intact subsurface archaeological deposits, are considered historically significant and each site would require a minimum of a Phase II archaeology study, and potentially a Phase III study if these sites are disturbed by the construction of the athletic complex.

Based upon the findings contained in the abovementioned reports, the Workgroup has the following recommends:

Building a new multi-field sports complex at the Green Branch Athletic Complex has sufficient supporting data to consider further planning and implementation of next steps and is recommended for further pursuit.

Building a new multi-sports stadium at the Green Brach Athletic Complex poses significant site, traffic and economic feasibility challenges and is not recommended for further pursuit.

Building a new multi-sports stadium near the Green Branch Athletic Complex also poses significant site, traffic and economic feasibility challenges and is not recommended for further pursuit.

Although findings from the reports reviewed indicate that building a new multi-sports stadium at or near the Green Branch Athletic Complex present significant challenges sufficient enough to recommend not pursuing those options, those findings are precluded and limited in scope to the costs of constructing a new stadium and to the physical and regulatory limitations of the Green Branch Athletic Complex site.

Furthermore, the findings from the reports provide data supporting the opportunities and benefits of having a multi-sports stadium (preferably close to the Green Branch Athletic Complex to compliment a future multi-field sports complex thereon) in Prince George's County; most notably, the tax benefits to the County and the State, and the enhancement of quality of life in the surrounding areas by way of attracting business and events¹.

However, repurposing of the existing facility in the area, Prince George's Stadium (located adjacent to the Green Branch Athletic Complex²), was not included in the scope of study for the reports reviewed in making these recommendations; leaving many critical questions unanswered in regards to the potential provided by this possible alternative to new construction of a multi-sports stadium at the Green Branch Athletic Complex.

Specifically, the reports reviewed to make these recommendations do not take into consideration or provide data on: the economic benefits of capitalizing on the existing infrastructure of Prince George's Stadium, the feasibility and conceptual design alternatives to repurposing Prince George's Stadium into a multi-sports stadium, the projected costs of repurposing Prince George's Stadium into a multi-sports stadium, the costs benefits analysis of repurposing Prince

¹ Qualitative benefits associated with the proposed new stadium include enhancing the County's appeal as a sports destination; receiving increased State, regional and national media exposure; providing a first-class stadium for area residents and out-of-town attendees that complements other existing venues; enhancing the overall quality of life and livability of the area; capitalizing on existing and planned tourism efforts; serving as a catalyst for other potential development initiatives; as well as providing venues to retain and expand existing sports programs as well as develop new ones.

²The 2002 Major League Lacrosse All-Star Game was held at the stadium. In 2004, the stadium served as the home of the D.C. Forward, the city's Pro Cricket team. In addition, Super Yard Sales, concerts, and Tulip Gulch Productions' Halloween Haunted House Events have taken place at the stadium.

George's Stadium as a multi-sports stadium, the cost benefits analysis of other facility improvements to Prince George's Stadium that would compliment a multi-sports stadium model, management/operational/marketing recommendations to maximize the usage of Prince George's Stadium as a multi-sports stadium, and estimated cash flow projections of Prince George's Stadium as a multi-sports stadium.

There are various financing options that could be considered for recommendation in regards to repurposing Prince George's Stadium into a multi-sports stadium: surplus revenues or designated facility revenues, sales and use tax, hotel/motel tax, food/beverage tax, special taxes such as admissions and amusement tax, vendor funding, ad valorem tax, tax increment financing, grants and private investment (e.g., naming rights, donations, advertising/sponsorships, etc.) as well as local and State appropriations. However, without critical information, such as the cost of repurposing the facility and projected cash flows for operations, recommendations at this time cannot be more specified until additional information is unveiled.

Therefore, in order for the Workgroup to make specific recommendations in regards to financing options for a joint use of the existing facility, the Workgroup recommends: that resources be allocated towards obtaining an additional report which specifically focuses on the costs and data required to analyze repurposing the Prince George's Stadium into a multi-sports stadium, that either MSA or MEDCO procure (on behalf of M-NCPPC) services for said report, that the Workgroup review and make recommendations to the draft report before finalizing, and the Workgroup present said reports findings- along with financing options related thereto.

The Workgroup collaborated in establishing the following scope of work to be covered in such an additional report and the cost estimates associated with each task, as well as a proposed schedule to perform the work:

Task 1 – Hold Kickoff Meeting and Conduct Preliminary Due Diligence - \$3,500.00

- Meet with the appropriate client representatives to develop an understanding of the background, history and key issues related to the study.
- Confirm the study scope and objectives.
- Review existing data related to the project.
- Tour the facility and surrounding area.
- Hold meetings with area stakeholders (e.g., area governments, Bowie Baysox representatives, convention and visitor industry, elite level area sports clubs, and other business/community leaders) to obtain their perspectives on the benefits, challenges, and opportunities associated with the proposed renovation/repurposing.

Task 2 – Assess Feasibility and Conceptual Development Options Associated with Renovating/Repurposing Prince George's Stadium into a Multi-Sports Stadium - \$30,000.00

- Analyze the footprint of the existing Stadium in order to determine alternative layout designs to accommodate a multi-sports program.
- Analyze alternative layouts to ascertain the most cost effective design which, for purposes of this analysis, is defined as that option which minimizes capital investment by requiring the least amount of renovation to structure and infrastructure, while maximizing usage of the Stadium for multi-sports events.
- Identify market-driven factors that may impact various options associated with renovating/repurposing of the Stadium. Market-driven factors will be based on research conducted for other recent studies – no primary market research will be conducted as part of this analysis.
- Analyze the potential development option for demolishing the existing Stadium and constructing a new facility and supporting infrastructure such as parking elsewhere on the property.
- Develop preliminary construction cost estimates associated with the most cost effective development alternative to renovating/repurposing the Stadium as well as the option for demolishing the existing Stadium and constructing a new facility elsewhere on the site.
- Outline major challenges associated with the implementation of the recommended development alternative.
- Comment on the potential impact that any new competitive stadium project in close proximity may potentially have on this proposed project from a market and economic perspective.
- Provide recommendations on additional capital improvements that would potentially increase marketability and usage of the renovated/repurposed Stadium.
- Provide preliminary construction cost estimates for each of the recommended additional capital improvements.

Task 3 – Conduct an Economic and Cost Benefit Analysis - \$11,000.00

- Estimate the potential economic impacts in terms of spending, employment and earnings as well as tax revenues associated with a renovated/repurposed and/or new Stadium during a stabilized year of operation based on the research and analysis described in the previous tasks.
- Estimate direct spending inputs generated from activities both inside and outside of the Stadium based on available primary and secondary research.

-Allocate estimated direct spending amounts into spending categories which will serve as the basis for a multiplier analysis.

-Apply the multipliers using a regional economic forecasting model in order to calculate total (direct, indirect and induced) spending, earnings and employment.

-Estimating the tax revenues to local and State governments from sources such as admissions and amusement tax, hotel/motel tax, sales and use tax, income tax, and others deemed appropriate.

-Providing a cost benefit analysis of renovating/repurposing the Stadium into a multi-sports stadium and/or constructing a new Stadium elsewhere on the property based on the preliminary construction cost estimates and economic and fiscal impact analysis previously developed for the recommended development alternative.

Task 4 – Summarize Findings and Recommendations -\$3,500.00

-We will issue a draft report that summarizes our findings and conclusions. Once MPEC and M-NCPPC representatives and other appropriate parties have reviewed the draft report, we will make any appropriate refinements and issue the final report. We can also participate in a work session/presentation via conference call or in person with the MEDCO and the M-NCPPC and other appropriate parties as required.

SCHEDULE

-Approximately two months is anticipated to complete this scope of work, with MEDCO and/or MSA (depending on which organization oversees/administers the study) and M-NCPPC representatives, as well as other people directly related with the project, to act and assist in the facilitation of interviews/surveys, obtaining necessary data and subsequent clarification, as well as providing work product review comments.

Total \$48,000