Project Feasibility and Implementation Plan
Prepared for: Augusta-Richmond County Coliseum Authority
James Brown Arena
September 17, 2020
September 17, 2020

Augusta-Richmond County Coliseum Authority (ARCCA)
601 7th St, Augusta, GA 30901 Attention: ARCCA Committee Chairman / Cedric Johnson Committee Chairman / Brad Usry Committee Member / Darren Smith

RE: James Brown Arena

Dear ARCCA Committee:

H.J. Russell & Company, d.b.a. Russell S.P.A.C.E. Venues, in association with the Project Team, has completed its market / economic impact analysis, conceptual design study and project feasibility analysis for the new James Brown Arena project. The four reports that comprises of the study effort are a culmination of a six-month process and represents the Project Team’s findings and recommendations as a result of our research and analysis.

The conclusions and recommendations are submitted herewith to assist the Coliseum Authority and the City of Augusta in determining the viability of a new James Brown Arena and its impact on the community.

The findings and conclusions represented in the these reports are based on our professional knowledge and experience with the project type, a data base of information, industry research and other information provided by local resources in Augusta, GA. Additionally, parochial information was obtained from user groups and stakeholders through interviews and through analysis of other comparable markets and facilities.

Given the global public health crisis impacting the world’s economy, the data and analysis is from, and applicable to, the pre-COVID-19 pandemic timeframe that began in March of 2020.

We are appreciative and honored to have the opportunity to work with the Coliseum Authority and the City of Augusta and we look forward to presenting our findings. Please notify us if there are any questions regarding the information contained in these reports.

Sincerely,

[Signature]

HB Brantley
Russell S.P.A.C.E. Venues
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Section 1
Introduction
1. Introduction

H.J. Russell & Company dba Russell S.P.A.C.E. Venues was retained by the Augusta-Richmond County Coliseum Authority (ARCCA) in January 2020 to perform a market analysis / economic impact analysis and to manage and coordinate a team effort with the development of a preliminary planning, conceptual architectural design, traffic and parking study and to advise on the feasibility, including cost, schedule and delivery strategy for implementation that could result in a new James Brown Arena (www.NewJamesBrownArena.com) in Augusta.
To facilitate the completion of a comprehensive study, Russell S.P.A.C.E. Venues assembled a team of professionals comprised of the following firms:

- Hunden Strategic Partners
- Perkins + Will Architects
- Kimley-Horn
- Infrastructure Systems Management (ISM)
- Contente Consulting

The study process consisted of detailed research and analysis, including a comprehensive set of market-specific information derived from the following:

- Interviews with stakeholders, current and prospective user groups and industry professionals;
- Comparable and competitive indoor arenas;
- Other sports, entertainment, and cultural facilities;
- The project team’s inherent knowledge and database of information from previous arena reports and studies; and
- Analysis of demographic and economic data from multiple sources.

This data was used to allow the Project Team to assess the viability and to analyze and objectively evaluate the prospects and feasibility of a new James Brown Arena and an enhanced Augusta Entertainment Complex that would meet or exceed the experience of comparable facilities in other markets.

The goal of the report is to answer the following questions so that an objective determination can be made about next steps based on empirical data:

- What is the market opportunity for concerts and entertainment, indoor sports events, consumer shows, and other kinds of events?
- How will the market demographics in the Augusta area and the region affect a new arena development?
- How will each recommended scenario perform and what will their impact be on the city?
- What capacity and premium seating breakdown best addresses the local market demographics and to be regionally competitive?
- What are the opportunities missed due to outdated facilities?
- How much will the new James Brown Arena project cost, how will the new arena perform and what is the projected economic impact on the city?
- How will the new James Brown Arena complement and work with the existing Bell Auditorium to create a cohesive Augusta Entertainment Complex?
- How can the Authority create a destination that is both iconic and unique to the City of Augusta?
- What is the proposed funding strategy?
- What is the schedule for delivering the project based on the proposed funding strategy?
- What is the projected economic impact of the new James Brown Arena?
- What is the traffic / parking strategy? and
What is the long-term development plan?
To provide answers to these questions, the Coliseum Authority Committee and the Project Team performed the following general tasks with sub-tasks too numerous to list:

- Assessed the local market and the condition of the existing arena;
- Analyzed the site for suitability and future development potential; and
- Researched the supply and demand during the pre-pandemic era and developed projections for market corrections; and
- Identified the regional competitors for a new arena.

The most critical task when determining a project's feasibility is to identify, determine the viability and obtain stakeholder’s agreement on the project site for the new James Brown Arena. Russell S.P.A.C.E. has researched and is well aware of the previous efforts to identify and garner support for the location of the arena including debate among the Coliseum Authority, a non-binding referendum vote held during the May 22, 2018 primaries that resulted in 61% of the voters preferring a downtown site location and culminating with Augusta Mayor Hardie Davis issuing a letter of support in July 2019 based on feedback received from a majority of voters who supported keeping the arena downtown at the current location. The Augusta Commission voted to support the construction a new arena downtown and to provide the financial support needed to proceed.

The Project Team endorses the site adjacent to the existing Bell Auditorium for the following reasons:

- The property and adjacent parking lot is already owned by the Augusta-Richmond County Coliseum Authority;
- The site is large enough to accommodate a 300,000 square foot plus arena;
- The site and project area are large enough to allow for future expansion and complementary development adjacent to the arena;
- The site is in close proximity to existing hotels, restaurants and other public assembly venues that allows for synergistic opportunities.
- The site has sufficient transportation and parking infrastructure capable of supporting large events; and
- The site strategically positions the City of Augusta for economic development, revitalization, and revenue enhancement.
To that end and with the decision for the new arena location finalized on the existing site adjacent to the Bell Auditorium, it was important for the Coliseum Authority, with the assistance of Russell S.P.A.C.E. Venues, to define a path forward, to take the proper steps and in the right order and to embark upon a collaborative process that could result in a new James Brown Arena. Also, the fact that a project feasibility / economic impact report, prepared initially, had to be refreshed to reflect market conditions for the past five years and to establish reasonable projections on operations and anticipated future use.

The Project Team’s charge, intent and purpose is to recommend the most feasible and cost-efficient manner for the Coliseum Authority to consider moving forward with the design and construction of the new James Brown Arena. The Project Team's recommendation is based on how empirical data and how the new arena best suits the project needs from architectural, operational, economic and pragmatic standpoints.

Project Approach:

For this report, and to determine the feasibility of a new James Brown Arena, the professionals that comprise the Project Team performed research, due diligence and analysis within the following primary focus areas:

- **Current Local Market Conditions Analysis** – The local market is growing, has a strong healthcare and military presence. The community is in need of state-of-the-art public assembly space and a continued rejuvenation of the growing downtown area. The Project Team performed an analysis of existing local meeting, event and hospitality
infrastructure, focusing on the proximity, availability and quality of event space, hotels, restaurants, entertainment and other factors.

- **Existing / New James Brown Arena** – The existing James Brown Arena is functionally obsolete and not competitive for many types of events. To that end, the Project Team explored if a new arena will allow the City of Augusta to compete for most events on a local and regional scale.

- **Supply and Demand Analysis** – The Project Team performed an analysis to determine if the existing James Brown Arena is able to compete effectively against its peers, which have /or will have newer and larger facilities more amenities. The purpose was to determine if there is a demand for larger arena events that cannot be currently accommodated. Also to determine if there is a gap for ballroom space which would further induce demand.

- **Regional Arena Competitors** – The Project Team performed a comparison of various physical characteristics and resources of comparable and competitive/regional arena facilities and their host cities to assess the potential demand from various touring and tenant events for a proposed new James Brown Arena.

- **Building Program Analysis** – The Project Team performed an analysis of the local market and what it could possibly support relative to a level of arena development, inclusive of seating capacities, suites, club seats and other premium seating amenities. We also identified the potential usage of a new James Brown Arena that could accommodate a demand for potential conference, convention, banquet, meeting, tradeshow, public/consumer show, touring, community events, tenant and other events.

- **Financial Operations Analysis** – The Project Team performed an analysis of the current and projected potential future financial operations that could be expected with the development of a new James Brown Arena.

- **Facility Funding Strategy** – The Project Team identified a potential funding strategy that is consistent with national trends of other publicly owned facilities without an anchor tenant. It should be noted that the intent of this study is to not make any final recommendations regarding public funding as that will come under the advisement of a Financial Advisor retained by the Coliseum Authority.

- **Traffic and Parking Study** – In support of the preliminary planning and conceptual architectural design process, the Project Team evaluated the ingress / egress of vehicular traffic to the site, defined the key components of a transportation plan for special events, proposed a parking management plan, assessed the parking situation of on-site versus off-site, surface versus parking deck, parking demand versus parking available, the impact of rideshare on parking demand and pedestrian accessibility.

- **Arena Site Justification** – The Project Team assessed and made a recommendation on the preferred physical location of the arena on the parking lot across 7th Avenue from the existing James Brown Arena versus demolishing the existing arena and constructing the new arena.
on that site that would be physically connected to the existing Bell Auditorium.

• Preliminary Planning and Conceptual Architectural Design Concept – Based on input from the Coliseum Authority, the City of Augusta, stakeholders and current / potential user groups, a building program and design goals were established which allowed the Project Team to establish the design parameters of the project from which an initial conceptual design was derived for the purpose of graphically communicated intent and from which project cost, schedule and delivery strategy could be ascertained.

• Preliminary Project Schedule and Conceptual Cost Summary - The Project Team developed a preliminary project schedule and conceptual cost summary based on a preliminary building program and conceptual design as noted above. The conceptual cost summary addresses all categories of costs based on market conditions known at the time of this report. The conceptual cost summary includes all project costs and components illustrated in the Design Study and typical for a facility of this magnitude and complexity such as soft costs, demolition of the existing arena, site work, construction of a new arena and connector and contingencies.
Section 2
Project Overview
2. Project Overview

The existing James Brown Arena and the William B. Bell Auditorium comprises the Augusta Entertainment Complex (AEC) in downtown Augusta. The arena opened in 1980, the exhibition hall opened in 1974 and the adjacent Bell Auditorium opened in 1940.

The existing James Brown Arena has the following characteristics:

- **Seating Capacities** - Depending on configuration and event type, the arena can seat approximately 4,800 for a half-house configuration to approximately 7,000 for an end-stage configuration. The arena's permanent seating capacity is approximately 6,500.
- **Square Footage** - The 14,600 square feet exhibit hall is accessible and adjacent to the arena floor which provides an additional 23,000 square feet. There are seven (7) meeting rooms ranging in size from approximately 500 to 1,300 square feet each for a meeting room total of 6,400 square feet.
- **Tenants** - The arena currently has no tenants. In the past, two minor-league hockey teams and two minor-league football teams have played at the facility.
- **Premium Seating and Amenities** - The Windsor Club is a private club premium seating option that provides its members the opportunity to purchase event tickets. There are also two group seating areas in the corners of the arena that are sold on an event basis.
- **Parking Lots** – The current asphalt parking lots, on-site and across 7th Street, are both in a state of disrepair and will require extensive rework.
Statement of the Problem:

Physical Characteristics - The Project Team deemed the existing James Brown Arena as functionally obsolete and operationally inefficient due to its age and condition. The arena’s architecture is discordant with the rich history of the City of Augusta and the bunker style design does not convey a sense of openness and inviting to the public nor does it reflect the progression for a better future. The arena lacks the amenities and qualities of a current modern-day arenas such as rigging capacity for larger events, the quality and quantity of restrooms and the quality of the locker rooms.

The Coliseum Authority has identified a total of nearly $9 million immediate capital improvement needs at the arena which include concessions and food service operations and other interior, exterior, MEP, roof and parking lot needs.

The sightlines from the permanent seating positions are poor for most events as compared to modern arenas and concert venues. Operational flexibility is limited for all event types, including concerts, family shows, rodeo and sporting events. This provides logistic challenges for event promotors. The arena plaza and adjacent parking lot to not create areas that would create public use during non-event days.

The City of Augusta is in need of a modern multi-purpose community arena, coupled with improvements to the Bell Auditorium, they would contribute greatly to the success of the Augusta Entertainment Complex as well as helping to establish Augusta as a major regional destination for business, hospitality, entertainment and sports.

Benefits of the new James Brown Arena:

- A point of civic pride, vibrant and flexible downtown gathering place for the community
- Significant return on public investment thru economic and fiscal impacts
- Increased diversity in the number and quality of arena events
- Increased overall visitation and activity for downtown
- Increase in hotel room nights
- Increased revenue for restaurants and bars
- Increased revenue for businesses providing support services
- Increased retail activity
- The creation of new jobs

Over a 30-year period, the new James Brown Arena project is expected to generate roughly $1.5 billion in net new direct, indirect and induced spending, $656 million in net new earnings and 621 new full-time equivalent jobs at stabilization. In addition, capturable fiscal impact is expected to total approximately $36 million from sales, hotel and beverage taxes.
Section 3
Preliminary Project
Cost Summary
3. Preliminary Project Cost Summary

The Project Team developed the conceptual cost summary based on a preliminary building program, a narrative of the design and building systems and a conceptual design included as part of this study. The conceptual cost summary addresses all categories of costs based on market conditions known at the time of this report. The conceptual cost summary includes all project costs and components illustrated in the Design Study and typical for a facility of this magnitude and complexity. The project cost is inclusive of soft costs, demolition of the existing arena, site work, construction of a new arena and connector, FF&E, contingencies, and an escalation factor.

Variables and other considerations that affect cost for an arena project type are as follows:

- Number of seats, building area footprint, building volume and massing/configuration
- Number of concourses and connection to the Bell Auditorium
- Quality and quantity of premium amenities
- Operational flexibility such as telescopic seating and multifunction spaces
- Operable wall/ window wall to support outdoor events in the Upper Level Terrace
- Orientation of the new arena. The existing arena is at 45 degrees versus 90 degrees
- Volatility of the construction market and unique market issues facing the industry.
### COST SUMMARY

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<thead>
<tr>
<th>Description</th>
<th>Cost</th>
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<tbody>
<tr>
<td>BUILDINGS CONSTRUCTION (Includes Demo, New Arena and Connector, Bell Auditorium Expansion / Improvements)</td>
<td>$170,471,728</td>
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<td>SITE WORK (Includes Site Utilities, Central Utility Plant Plaza, New Arena Site Parking, Existing Parking Lot Improvements, Public Art Program)</td>
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<td><strong>BUILDINGS AND SITE WORK CONSTRUCTION SUBTOTAL</strong></td>
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<td>SOFT COSTS</td>
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<td><strong>PROJECT COST TOTAL</strong></td>
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<tr>
<td><strong>TOTAL PROJECT AND CONSTRUCTION COST ESCALATED TO 2022</strong></td>
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**OPTIONAL ADD ALTERNATES**

<table>
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<tr>
<th>Description</th>
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<tbody>
<tr>
<td>BALL ROOM - ALTERNATE #1</td>
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<tr>
<td>ARENA FLOOR COOLING (ICE) SYSTEM – ALTERNATE #2</td>
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<tr>
<td>PARKING DECK - ALTERNATE #3</td>
<td>$18,500,000</td>
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Section 4
Overall Project Schedule / Phasing Plan
**Preliminary Project Schedule**  
*September 17, 2020*

### Phase 1
- **Retain Project Team**
- **Establish Project Goals**
- **Project Planning**
  - **Market Analysis**
  - **Project Feasibility / Research Analysis**
  - **Project Kick-Off & Stakeholder Meetings**
  - **Preliminary Building Program**
  - **Conceptual Design**
  - **Finalize Project Reports / Presentation**
- **Coliseum Authority / City of Augusta - Joint Meeting #1**
- **Coliseum Authority / City of Augusta - Joint Meeting #2**

### Phase 2
- **Project Funding Plan**
- **Project Delivery Strategy**
- **Capacity Building Program**
- **Community Outreach - Part 1**
- **Community Outreach - Part 2**
- **SPLOST 8 / Project Funding Public Vote**
- **Schematic Design / Design Development**
- **Project Management Plan**
- **Design Development / Construction Documents**
- **Construction Documents Complete**
- **Coliseum Authority / City of Augusta - Joint Meeting #3**

### Phase 3
- **Construction Procurement Phase**
  - **Issue Notice To Proceed**
  - **Demolition / Construction Phase**
  - **Arena Occupancy**
  - **Ribbon Cutting Ceremony**
  - **New Arena Opening Festivities**
- **Project Closeout**
- **Project Complete**

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**James Brown Arena**  
Augusta-Richmond County Coliseum Authority
4. **Overall Project Schedule/Phasing Plan**

**Phase 1: Project Planning and Project Feasibility Analysis**  
(February 2020 to September 2020)

This phase included the market analysis, economic impact analysis, operational cost planning, preliminary project schedule, conceptual project cost summary, project feasibility analysis, project financing models, project phasing to match funding source discussions, public arts program, conceptual architectural design, preliminary planning, traffic and parking study, initial capacity building program development, communications / community outreach strategy and establishing a preliminary project delivery strategy for design and construction procurement.

**Phase 2A: Schematic Design, Project Planning, Community Engagement and Public Relations (October 2020 to March 2021)**

During this phase, work will continue with community engagement, implementing the public relations strategy to support the SPLOST 8 and development of the market specific Capacity Building Program. The design phase will advance from conceptual design to schematic design with commensurate cost estimating.

**Phase 2B: Project Implementation – Design**  
(April 2021 to November 2021)

During this phase, the design team will be selected. The $25M funding will be utilized as “gap” financing to initiate project activities needed to advance the project until General Obligation Bonds are approved, and funding secured to allow for the construction of the new James Brown Arena.

**Phase 3 - Project Implementation – Construction**

(December 2021 to 3rd Quarter 2023)

The construction partners will be selected and mobilize after the completion of preliminary site utilities work for the physical development of the new arena.
The following is a tabular listing of major milestones and activities:

<table>
<thead>
<tr>
<th>PHASE 1</th>
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</thead>
<tbody>
<tr>
<td>RETAIN PROJECT TEAM</td>
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<tr>
<td>COLISEUM AUTHORITY / CITY OF AUGUSTA - JOINT MEETING #1</td>
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<td>ESTABLISH PROJECT GOALS</td>
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<tr>
<td>PROJECT PLANNING</td>
<td>1/21/20 - 2/18/20</td>
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<td>MARKET ANALYSIS</td>
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<tr>
<td>PROJECT FEASIBILITY / RESEARCH ANALYSIS</td>
<td>1/31/20 - 8/31/20</td>
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<tr>
<td>PROJECT KICK-OFF &amp; STAKEHOLDER MEETINGS</td>
<td>2/17/20 - 2/18/20</td>
</tr>
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<td>PRELIMINARY BUILDING PROGRAM</td>
<td>2/18/20 - 2/28/20</td>
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<tr>
<td>CONCEPTUAL DESIGN</td>
<td>3/1/20 - 8/31/20</td>
</tr>
<tr>
<td>FINALIZE PROJECT REPORTS / PRESENTATION</td>
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<td>COLISEUM AUTHORITY / CITY OF AUGUSTA - JOINT MEETING #2</td>
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<td>CAPACITY BUILDING PROGRAM</td>
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<td>COMMUNITY OUTREACH – PART 1</td>
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<td>COMMUNITY OUTREACH – PART 2</td>
<td>1/4/21 - 3/16/21</td>
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<td>SPLOST 8 / PROJECT FUNDING PUBLIC VOTE</td>
<td>3/16/21</td>
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<tr>
<td>SCHEMATIC DESIGN / DESIGN DEVELOPMENT</td>
<td>11/1/20 - 3/31/21</td>
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<tr>
<td>PROJECT MANAGEMENT PLAN</td>
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<tr>
<td>DESIGN DEVELOPMENT / CONSTRUCTION DOCUMENTS</td>
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<td>CONSTRUCTION DOCUMENTS COMPLETE</td>
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<table>
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<tr>
<th>PHASE 3</th>
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<tr>
<td>CONSTRUCTION PROCUREMENT PHASE</td>
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<td>ISSUE NOTICE TO PROCEED</td>
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<tr>
<td>DEMOLITION / CONSTRUCTION PHASE</td>
<td>4/1/22 - 8/31/24</td>
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<tr>
<td>ARENA OCCUPANCY</td>
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<tr>
<td>RIBBON CUTTING CEREMONY</td>
<td>9/1/24</td>
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<tr>
<td>NEW ARENA OPENING FESTIVITIES</td>
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<td>PROJECT CLOSEOUT</td>
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<tr>
<td>PROJECT COMPLETE</td>
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Section 5
Capacity Building Program
5. Capacity Building Program

H.J. Russell & Company / S.P.A.C.E. Venues understands and realizes the importance of local, small and minority-owned business enterprises involvement in the new James Brown Arena project. The company leadership has an inherent knowledge and vested interest in facilitating participation in the local community and understand the considerations that go into planning large-scale developments and ensuring a positive impact on the surrounding communities.

The company’s community-centric approach provided the genesis to formulate a unique concept of Capacity Building. This program is specially-designed to transform local communities by helping residents find employment and careers in construction and provides a great opportunity for owners and clients who are contemplating large projects to demonstrate a deeper, long-term commitment to their surrounding communities.

Through this program, the workforce is recruited from within local communities and technically trained. These community residents are then hired within the trades to fill immediate needs on local projects. Similar programs have noted a 72% retention rate for these workers to post-graduation, indicating that this is an opportunity for long-term, positive change.

The following are some of the benefits from implementing Capacity Building Program:

1. Connects unemployed and under-employed individuals with good career opportunities.
2. Becomes a launch pad for the positive transformation of local communities.
3. Demonstrates good faith and a long-term commitment to serving community needs.
4. Fulfills a need within the construction industry that allows for long-term opportunities for trained workers.
5. Promotes togetherness and civic pride that allows for economic empowerment and constructive change.

Working in partnership with the client of large-scale projects, Russell leverages our expertise in contracting with our mission to improve local communities by acting as an advocate for the program on behalf of the owner. As a partner, Russell team members are responsible for creating a plan for Capacity Building in conjunction with the City of Augusta and surrounding municipalities.

It is our intent to work closely with the City of Augusta’s Compliance Department in the development and implementation of a market-specific Capacity Building Program. Initial meetings have already begun with the City of Augusta to establish the framework for the program.

Russell will partner with the City of Augusta to promote the Capacity Building Program to the local community and interested trade partners with the goal of uniting local residents with skilled training. Russell then works diligently to ensure that these skilled workers are placed into full-time careers or are hired on local
projects. To ensure success, monthly progress updates will be necessary which will allow the stakeholders and community at-large an opportunity to monitor the program and participate in the success of the Capacity Building Program.

In 2017, a similar Capacity Building program initiated by Arthur Blank, the Owner of the Atlanta Falcons, during the early stages of the Mercedes-Benz Stadium construction in Atlanta, GA where H.J. Russell & Company a joint venture partner on the Construction Management team of the $1.6B project. From that perspective, Russell was able to observe Blank's program which has become the model for community-centric programs.

In two years, more than 412 metro-Atlantans were trained through the program and more than 384 were placed into full-time employment. This translated to a 93% placement rate one year after graduation and more than 72% of program participants remain in the industry with good careers and opportunities for the future. This type of community engagement is a testament to the positive change and the opportunities that exist when successful partnerships come together for the greater good.

To that end, the Capacity Building Program will be implemented via H.J. Russell & Company's internal proprietary process aptly named, the Russell Educational Academy for Diversity and Inclusion (R.E.A.D.I.) Program working in conjunction with the City of Augusta’s Compliance Department.

The R.E.A.D.I. Program is designed to provide the Russell Team and stakeholders with the tools necessary to implement diversity and inclusion strategies that are considered best practices in the construction industry. A major component of the R.E.A.D.I. Program is Capacity Building. This program was developed based on a demonstrated need for Capacity Building on projects and within the communities which we serve.

This process will allow minority firms to obtain, improve, and retain the skills, knowledge, expertise and other resources needed to be competitive not just for the current project, but for future opportunities. One of the benefits of the program is to align opportunities for the firms with minority trade organizations, public sector owners and the private sector, which will improve relationships and facilitate effective communications.

R.E.A.D.I. Program classes will be taught and facilitated, in conjunction with the City of Augusta, by project team members, trade organizations, and certifying agencies. Real world examples and scenarios from projects will be used as an instrument for education and training local small businesses and residents to prepare them for opportunities on the upcoming new James Brown Arena project. It is anticipated that the following material will be covered in the sessions:

- Project Scope and Opportunities
- Minority Certification
- Diversity Reporting
- Bid Preparation
- Prime / Subcontractor Relations
- Prime / Subcontractor Agreement
- Project Safety Plans
- Invoicing | Change Order Management | Prevailing Wages
- Construction Administration

As stated previously, it is our intent to partner with the City of Augusta’s Compliance Department. To that end, the following excerpt from the department’s Objective and Policy Statement dovetails perfectly with the project specific Capacity Building initiative to be jointly administered under the Russell R.E.A.D.I. Program:

“Augusta, Georgia is firmly committed to the principles of equal opportunity and in keeping with these principles, hereby sets forth a program and establishes a mechanism for developing, approving, and implementing procedures by which local small business enterprises shall be identified, informed and educated regarding opportunities for supplying goods, general services, and construction services required by Augusta, Georgia, and providing for objectives for bidders to incorporate the use of Local Small Businesses as commercially useful sub-contractors, thereby promoting balanced economic and community growth throughout Augusta, Georgia. The LSBOP is a race and gender-neutral program.

It is the policy of Augusta, Georgia that all necessary and reasonable steps shall be taken to ensure that LSB enterprises have the maximum opportunity to compete for and participate in all contracts and subcontracts funded by or through Augusta, Georgia governing authority. Further, the Augusta, Georgia Commission has determined, as a means to ensure full economic participation by small business, that a mechanism for developing, approving, and implementing a LSBOP is required.

Augusta, Georgia has established the LSBOP to promote opportunities for registered Local Small Businesses to participate in Augusta, Georgia’s contracting and procurement activities by requiring contractors to utilize registered Local Small Businesses to perform commercially useful functions to the maximum extent possible and as economically feasible, as partners or subcontractors for service delivery or as suppliers of various goods required in the performance of a contract. This LSBOP is in addition to and shall not supplant the Local Preference Ordinance of Code §1-10-6.”

We understand the importance of developing, nurturing and administering to Local Small Businesses (LSB) by establishing registration criteria and procedures, developing and maintaining a directory of registered LSBs capable of supplying the type and quality of equipment, supplies, general services, construction and professional services which will be required by the Augusta-Richmond County Coliseum Authority for work on the new arena project.

Russell will work with the City of Augusta’s Compliance Department to implement some of the components of their Inclusion Program and as identified in the latest
Disparity Study as being important for a successful program. Those service components are:

- Providing technical assistance, conducting seminars, visiting vendors, and performing other outreach services to encourage and increase participation in Augusta, Georgia's bidding process by LSBs
- Attending pre-bid, pre-qualification, and pre-proposal conferences to provide information on the Local Small Business Opportunity Program (LSBOP)
- Assisting prime contractors and other potential bidders in identifying and contracting LSBs
- Increase Vendor Communication and Outreach
- Increase Contract “Unbundling”
- Ensure Prompt Payments on ARC’s Contracts
- Increase LSB Certification Outreach
- Adopt a Local Small Business Target Market Component
- Adopt a Guaranteed Surety Bonding and Financing Component
- Adopt a Mentor-Protégé Program
- First-Tier Subcontractor, Subconsultant, and Supplier Activity
- Adopt a Disadvantaged Business Enterprise Program for Locally Funded Contracts
- Set Project / Contract Specific Goals

The establishment of specific goals is an important step as it has to consider local market conditions and local capacity to determine the level of Capacity Building that must be done to achieve certain targets. Through detailed industry research and trade group availability projections, an objective starting point for contract goal setting can be determined. Any project or contract specific goals should reflect the availability of firms to perform the anticipated scopes of work required by the contract and weighted by the extent those scopes represent the total contract price.

It is anticipated that the Capacity Building Program will be initiated as part of the Phase 2 scope of work in the delivery of the new James Brown Arena project.
Section 6
Community Outreach Plan
6. Community Outreach Plan

Purpose of Public Engagement / Stakeholder Input

The new James Brown Arena project is projected to be one of the most significant economic, cultural and entertainment generators in Augusta-Richmond County. The market analysis, feasibility and planning process of the arena project includes a public engagement process to keep the public informed, educated and engaged. The initial phase consisted of stakeholder input to assist with establishing the project parameters. The public engagement process will utilize effective and diverse methods to capture and disseminate project information throughout the entire process.

Stakeholder Outreach Strategy

Functioning as a major component of the public engagement plan, stakeholder outreach encompasses strategies to solicit input, inform and engage key stakeholder groups that are impacted and will directly benefit from the construction of the new James Brown Arena. These stakeholders are categorized based on their level of involvement and contribution to the overall projects through interviews, public meetings, potential community pop-up events and more.

Project Management and Leadership

The project leadership is instrumental to keep the project on schedule and budget, review findings and provide key insight and recommendations on how to move the various project components forward. The two leadership groups include the Project Team and the client team, Augusta-Richmond County Coliseum Authority.
Project Team

The Project Team (PT) is comprised of the prime consultant H.J. Russell & Company / S.P.A.C.E. Venues, Hunden Strategic Partners, Perkins + Will Architects, Infrastructure Systems Management (ISM), Kimley-Horn, Contente Consulting and Costing Services Group. The PT managed the planning process goals and objectives; oversee the project schedule and tasks; review project deliverables and provide general project oversight through day to day operations and management via email, conference calls and regularly scheduled virtual and/ or traditional meetings when possible.

The Augusta-Richmond County Coliseum Authority designated the James Brown Arena Committee to administer oversight. The Committee met monthly with the PT and provided final approvals on all project deliverables and key milestones.

The overarching outreach strategy will require the Authority’s review and approval before implementation or execution to be implemented during the Phase 2 scope of services for the delivery of the new area.

Stakeholder and Target Group Engagement

As a part of the public engagement process, the PT identified stakeholder and user groups to function as working groups providing input during the pre-development phase of the new James Brown Arena project. The stakeholders were interviewed and provided their feedback that was incorporated into the Marketing Analysis and Design Study. It is anticipated that the stakeholders will be engaged through the planning efforts all the way through implementation.

Whenever possible, the PT and stakeholders will discuss partnership and collaboration opportunities to further enhance project delivery and programming. The following stakeholder groups include representatives from a wide range of local organizations and agencies:

**Hospitality Group:**
- Visit Augusta
- Augusta Marriott
- Hyatt House Augusta/Downtown
- AEG Presents
- Greater Augusta Arts Council

**User Groups:**
- Augusta University Events
- Richmond County Board of Education
- Morris Communications

**Sports Group:**
- Augusta Sports Council
- Augusta University Athletics
- North Augusta Recreation Department
Civic Group:

- Columbia County Chamber of Commerce
- North Augusta Chamber of Commerce
- SPR Federal Credit Union
- DWT Properties
- Augusta Economic Development Authority
- Augusta Metro Chamber of Commerce
- Richmond County Recreation
- Georgia Department of Transportation
- Augusta-Richmond County Commissioners
- City of Augusta

Throughout the engagement process at key project milestones it is our intent to continue to identify and engage additional stakeholders and target groups for project information sharing and input. Those target groups include, but are not limited to the following:

- Non-Profits
- Churches
- Community Centers
- Recreation
- Hospitals/Urgent Cares
- Military Bases
- Neighborhood Groups/Organizations
- Social Groups/Organizations
- Professional Groups/Organizations & Volunteers
Outreach Activities and Public Input

The societal impacts of the COVID-19 pandemic have forced many agencies, businesses, and organizations nationwide to implement alternative outreach strategies when contacting and disseminating information to their audiences. To ensure that the new James Brown Arena project is ahead of the curve, the PT has outlined below, several alternative outreach strategies / opportunities to engage and solicit public input in a two-phase approach.

**Phase 1 – February to August 2020**

Small Group and Stakeholder Interviews - During Phase 1 of the new James Brown Arena project, the following small group meetings and stakeholder interviews were conducted:

- **Stakeholder Kick Off Interviews** – In February 2020, several stakeholder groups were interviewed during the kick-off stage of the James Brown Arena plan. The Coliseum Authority, City of Augusta Mayor and Commissioners, as well as hospitality, civic, sports and education organizations were among those interviewed.

- **Augusta Museum of History Interview and Tour** – In June 2020, PT and museum staff discussed the expansion plans for the existing museum James Brown exhibit and potential partnership for an exhibition at the arena along with considerations for design, operations, budget and maintenance.

- **Greater Augusta Arts Council Meeting** – In June 2020, the PT and the Greater Augusta Arts Council (GAAC) staff discussed current projects being contemplated and/or managed by the Council and the role the council can serve with stakeholder engagement and funding identification for public art at the arena.

The amount and frequency of community outreach efforts will increase during Phase 2. The following activities will be undertaken during that time:

- **Target Group Engagement and Additional Stakeholder Interview** – To ensure maximum input and participation, targeted stakeholder groups that are directly impacted by this project will be engaged by the PT. These stakeholders will include adjacent property owners, housing and community development organizations, clergy, arts/cultural organizations, schools, and cultural performance arts theatres. Stakeholder input and buy-in will be solicited through virtual interviews via phone and online.

- **Public Meetings** – These public forums will be utilized on an as-needed basis to communicate key milestones and plan updates and solicit
public input. While it is our preference to host in-person public meetings, it will be at the City of Augusta’s discretion and social distancing protocols that are in effect at the time. If in-person meetings are not able to take place, digital platforms such as Zoom, GoToMeeting, Project Teams or WebEx can be effective by allowing multiple presenters and participants at a time.

- **Community Pop-Up Events** – During Phase II of the James Brown Arena project, it is our recommendation to host community pop-up events in partnership with local community organizations such as arts/cultural, recreation/community centers, senior centers and living facilities, schools and other local organizations. The purpose of these pop-ups will be to promote the opening of the James Brown Arena, provide the community with project updates and insight and to build overall excitement and enthusiasm for the coming of the arena. The schedule for community pop-up events is to be determined.

- **County Commissioners Town Hall Meetings** - To display their support and buy-in and provide project updates on the development of the James Brown Arena, we propose participating in scheduled county commissioner town hall meetings.

- Depending on the social distancing protocols put in place by the City of Augusta, will determine if these meetings are held in person or virtually. For example, the Saturday breakfast meetings hosted by the Commissioners.

- **SPLOST Educational Sessions** – It is anticipated that some level of the $25M requested funding will be designated to the Augusta-Richmond County Coliseum Authority to continue to advance the James Brown Arena project. Currently, the date for a SPLOST public referendum is March 16, 2021. Once the County Commission finalizes the project list, the PT will implement a SPLOST outreach strategy to educate and engage the community on what SPLOST is, its benefits and how it vital funding is for the planning, design and construction of the new James Brown Arena. This outreach strategy could include informational meetings (virtual or in person), informational videos, social media content and digital content such as call outs in e-newsletters and/or e-blasts.

**Communication Strategy**

- A variety of traditional and non-traditional communication activities / tools will be utilized to inform the public of the planning process and engagement activities. The PT, in partnership with the Coliseum Authority and other stakeholder groups, will disseminate information to be inclusive and informative. These communication tools include, but are not limited to the following:

- **Communications Protocol** - There are several parties that will be responsible for disseminating information to the public and media throughout this process. It is essential that a communication protocol be established that outlines the communications methodology,
responsibilities, and processes to ensure key message points are consistent and to avoid a duplication of efforts. The PT will work with the Coliseum Authority with establishing the communications protocol.

- **James Brown Arena Project Website** – To help streamline the information disseminated throughout the duration of the new James Brown Arena project, we currently have under development, a project specific, user-friendly website where only elements of public involvement will live. Key stakeholders and the general public can utilize the microsite to receive project updates, review and download collateral or marketing material and provide input. The website [www.NewJamesBrownArena.com](http://www.NewJamesBrownArena.com) will go-live the latter part of September 2020.

- **Marketing Materials** – Develop key marketing materials such as large-scale signage, project site signage, banners on the existing JBA, flyers, post cards and door hangers communicating project updates, SPLOST education and information and generating overall excitement around the new James Brown Arena. These marketing materials will be disseminated to key stakeholders and the general public.

- **E-newsletters** – Develop e-newsletters to disseminate to stakeholder groups and the general public to provide project updates and milestones.

- **Notification Dissemination Plan** - The dissemination plan is used as a guide for the project team to ensure that all items identified in the Communication Strategy are distributed to the largest possible targeted audience to yield a high turnout for the public meetings.

- **Social Media** – The utilization of the new James Brown Arena social media handles for listing project updates and additional pertinent information is to be determined. Appropriately formatted graphics/ advertisements will tentatively be provided by the planning team for distribution using these mediums:
  - Facebook – [https://www.facebook.com/theJBA](http://https://www.facebook.com/theJBA)
  - Instagram - [@AugustaEntertainmentComplex](http://@AugustaEntertainmentComplex)
  - Twitter - [@BackstageJames](http://@BackstageJames)
  - YouTube Channel – AEC Insider

It is also our recommendation to develop a social media plan to garner support and enthusiasm for the coming of the arena:

- Create new project specific social media handles (Facebook, Twitter, Instagram and YouTube) specifically for the arena to include content such as:
  - Construction updates/milestones
  - Content that promotes the concert live streams and asks for feedback from followers/community members on who they want to see perform
  - Graphics and content around support for local community organizations and businesses will benefit from the arena
Q&A sessions with elected officials and other key stakeholders to provide updates or information on the arena.

**Local Media** – Utilizing the communication protocol established early in the process, press releases to local media outlets, local newspapers, and local access television will be distributed intended to reach a broader group of citizens and stakeholders.

- Local television stations
- Radio – There are 19 radio stations licensed in Augusta, GA
- Local News, newspaper or radio interviews are also encouraged and will be coordinated through the Marketing Department of the Augusta Entertainment Complex.

**Digital** - Used primarily to communicate details about the projects and to collect public input.

- Eblist announcements via the James Brown Arena and partner listservs
- E-newsletters content development – Develop content to be disseminated to partner stakeholder groups e-newsletters to provide project updates and milestones.
- SPLOST Informational Videos – Interactive videos featuring eye catching graphics and animation could be produced to educate and engage the public on SPLOST, how it benefits the James Brown Arena and ultimately benefits the entire community. The videos could also feature project updates that include photos or renderings of the James Brown Arena and the process for development. These videos could be shared via social media and on the new James Brown Arena website.

**Outreach and Communication Schedule:**

The following is a tentative recommended outreach schedule for Phases 1 and 2:

**Phase 1 Actual Schedule:**

- February – July 2020 Conducted stakeholder interviews as needed
- September 17, 2020 – Joint Meeting between the Coliseum authority and City of Augusta at Bell Auditorium to present the Market Analysis, Design Concept, Project Budget, Project Schedule and Project Implementation Plan
- September 2020 – Launch the new James Brown Arena Project website

**Phase 2 Tentative Schedule:**

- Roll out disseminate digital content plan for the coming of the new James Brown Arena. Content could include e-newsletters, social media content, news stories.
- Roll out SPLOST educational outreach strategy
- Commission Workshops presentations and discussions (on-going until March 15, 2021)
- Host community pop-up events
- Hold County Commissioners Town Hall

**Summary of Public Engagement:**

Public engagement is one of the most important elements of any urban development or construction plan; but what is even more important is the involvement of those directly impacted by the development from planning to implementation. The inclusion of public input creates a bigger, longer lasting impact and improves the likelihood of its success by incorporating the engagement strategies outlined above; Stakeholder Outreach, Project Management and Leadership, Stakeholder and Target Group Engagement, Outreach Activities and by incorporating a Public Engagement and a Communications Strategy into the new James Brown Arena delivery strategy, it will help ensure that the new arena meets the needs of all impacted by it by decision to publicly fund the project at the downtown site.
Section 7
Public Arts Program
7. Public Arts Program

As stated previously, members of the Program Management Team met with the Greater Augusta Arts Council (GAAC) staff to discuss current projects being contemplated and/or managed by the Council, to discuss the Public Arts Master completed in May 2017 and their interest in stakeholder engagement and funding identification for public art in the arena and the exterior plaza areas. The Project Team understands that the mission of the Greater Augusta Arts Council is to enrich the quality of life for citizens and visitors by advancing vibrant cultural arts.

The Greater Augusta Arts Council exists to support the arts and artists of the Augusta River Region of Georgia and in 2012, the GAAC was named the Public Art Agency for the City of Augusta. In that role the GAAC administers the Augusta Richmond County City Arts Grant program, which benefits local arts nonprofits, and also produces the annual Arts in the Heart of Augusta Festival. The Project Team will collaborate with the GAAC in the development of a project-specific Public Arts Program for the new James Brown Arena.

This collaboration is an acknowledgement that art is an important part of the community, and the GAAC has been at the forefront of leading the charge for more installations in the city. To that end, a Master Plan for Public Art in the Augusta River Region prepared by Convention, Sports and Leisure and completed in 2016 to guide their efforts. After a year of surveying the public to get input and meeting with city leaders, community stakeholders, artists and citizens the Public Art Master Plan defines the public art goals and include identifying districts, defining locations and types of public art, the identification of sculpture trails and more opportunities for engaging public art.

Public art can be a visual representation of what makes the City of Augusta unique and a source for civic pride and tourism. Through the creation of a Public Art Program, the city will provide cultural leadership, guide the evolution of a distinct and vibrant artistic character for the city’s emerging public places and ensure a visual legacy.

It is the Project Team’s vision that a monumental sculptural piece of art of scale in in the exterior plaza of the new arena could be a nationally recognized artwork and serve as one of the City’s central identifiers, much like the Cloud Gate sculpture at Millennium Park in Chicago or the “Love” sign in Philadelphia.

There are several signature installations in Augusta including the James Brown Statue and the Tower of Aspiration in Springfield Village Park, however, no monumental, large-scale pieces currently exist in the market. To commission such a highly identifiable sculpture, it will require first-rate artistic talent, coupled with the high-profile location at the new James Brown Arena Plaza and the appropriate budget. The Project Team agrees with the assertions made in the Public Art Master Plan Report that the impacts on destination brand, exposure and visitation would be significant.
In other communities, monumental installations are typically highly authentic, “one of a kind” projects that have the history and personality of their respective communities deeply integrated into their aesthetic and backstory and their design can be spectacular and thought provoking. Examples of this type of sculpture are located in Prague, Czech Republic; Casper, WY and Scottsdale, AZ.

The Project Team agrees that the creative place-making process should not be limited to outdoor public spaces. The new James Brown Arena will feature the most dynamic of any public facility in the City of Augusta. The new arena is projected to receive approximately 254,000 visitors annually. It is anticipated that the artwork will bring a vibrancy and uniqueness of character to Augusta at a deeper level of daily experience.

Public Art Programs are used by many U.S. cities with strong arts and culture reputations and the City of Augusta is strategically poised to be included on that list. As with those cities, the Coliseum Authority proposes to include in its overall project budget an allowance for public art on the campus of the Augusta Entertainment Complex.

It should be noted that likenesses public art of the arena’s namesake, James Brown, already exists but does not fully capture a sculpture of monumental scale. The Project team is in agreement that an opportunity exists to commission a work influenced by an abstract representation of his music and influences could be considered, symbolizing the soul, funk and gospel music that James Brown created. These musical genres and the imprint that James Brown left on them have the potential to comprise elements of an art piece that could be thought provoking, dynamic and extravagant. Perhaps the work could also feature a kinetic component, similar to that of The Head of Franz Kafka in Prague.

The Coliseum Authority and the Project Team will work with the GAAC to define the interface between public art and the entertainment experience. Opportunities should be explored to develop a marquee entertainment venue/attraction with key elements of public art. With its widespread appeal, this new venue would produce the type of visitor industry buzz that generates noticeable economic and quality of life benefits for the area’s population, arts scene and tourists / hospitality industry.

The Project Team recommends that the Public Arts Program for the new James Brown Arena be advanced utilizing the artists on design team to work collaboratively with other professionals such as planners, designers, architects and engineers. By having the artists involvement early in design process, it provides the opportunity to influence building spaces and components already in the design budget.

As a member of the design team, the artist could contribute to the overall design process, identify opportunities for artistic enhancements be immersed in the overall design process in consultation with the Project Team. The criteria for selecting artists should be an ability to collaborate with a multi-
disciplinary team of other design professionals and the client, strong communication skills, be a creative thinker who has a working knowledge and a larger view of urban planning, site design and innovative solutions to activate public spaces. Also having demonstrated experience in serving on design teams.

Public art, especially in public plazas, urban parks and greenspace does not necessarily have to be limited to a specific piece of artwork or sculpture, but could include land forms, lighting and the composition of pedestrian amenities or the sequencing of outdoor rooms and how the user interacts and experiences the space.

The following are examples of how public art can relate to sites in the plaza of the new James Brown Arena:

1. **Discrete** – Public art that is not integrated with the site either in physical or conceptual way. Usually this type of work relates to the site in terms of scale, character and size and can be created off site, installed and moved from site to site.

2. **Semi-integrated** – A project or a work of art which is generalized in its conception, but is physically integrated into the site through its location, placement, context or site construction.

3. **Integrated** – Public art which is conceived, designed and built specifically for a site and its conception from the local site narrative. Artwork such as this would not exist anywhere else and is a preferable option to create an iconic, monumental, destination piece of artwork.

4. **Temporary** – Public art created for a specific occasion, time frame or event and which is temporary in nature.

The Project Team is aware that there is a request for funding form SPLOST 8 at the time of this writing to enhance gateways into Augusta with monumental sculptures. The final project list has not been determined by the Augusta County Commission at the time of this writing.

Information Source: Greater Augusta Arts Council Public Art Master Plan for the Augusta River Region prepared by Convention, Sports & Leisure dated May 2017
Section 8
Executive Summary / Conclusions
8. Executive Summary / Conclusions

During the Project Team’s due diligence performed during the Phase 1 - Market Analysis, Economic Impact and Project Feasibility process, we assessed the input given from the Coliseum Authority, the City of Augusta, Spectra and other stakeholders and user groups to develop an overall strategy to recommend for implementation in the final report. Prior to developing the strategy any further, the PM Team sought input on the preliminary findings from the primary stakeholders and support of the strategic direction was 100% positive from all who we were able to communicate with directly which amounted to roughly 85% of the primary stakeholders.

The overarching aspects that came out of the stakeholder meetings were:

1.) The need to properly address traffic and parking issues relative to the new arena by developing an overall traffic and parking plan;
2.) Physical connectivity of the new arena to the existing Bell Auditorium;
3.) Centralize the box office, loading dock, load staging, administrative offices and food service components to create operational efficiencies that could service the entire complex;
4.) Create meeting space, community space and exterior plaza for public use; and
5.) Design a structure that is right-sized, that can accommodate a range of events and that is iconic and unique to Augusta.

To that end, it is the Project Team’s intent and purpose was to recommend the most feasible and cost-efficient manner for the Coliseum Authority to consider moving forward with the design and construction of the facility. The recommendations contained in this report is based on how the new facility best suit the project needs from architectural, operational, economic and pragmatic standpoints.

In consideration of the project goals established during the stakeholder’s input process, the PM Team has analyzed how the preliminary building program of a 10,000 seat new arena can be accommodated and oriented on the site, while also being physically connected to the Bell Auditorium and create synergy and operational efficiencies. After a preliminary planning exercise and analyzing the data, it was concluded that the Stadium Authority will be better served long-term by demolishing the existing James Brown Arena and locating the new arena on the existing site in lieu of the parking lot across 7th Avenue on property already owned by the Coliseum Authority.

Based on our observations and experience of the Project Team, it is our belief that that there is a need for a new arena capable of accommodating a wide-array of events that existing facilities cannot host. In addition, we believe that JBA will continue to become less competitive for events in the future and will likely continue to experience decreasing usage. $20 million in capital
improvements have been identified as needed over the next ten years, but these improvements, even if made, will not make JBA a modern facility.

The Project Team’s recommendation is based on the following primary reasons:

First, the pragmatic and opportunistic reason is based upon the current global public health crisis that began to affect the markets in March of 2020 and, at the date of this report, continues to impact the world’s economy, real estate development and the convention, exhibition, sports and entertainment industries. The public health crisis has severely dampened the industry and it is projected to have a recovery period of approximately two years.

During the crisis and recovery period, it will be challenging for any project to reasonably open into the current reality, but health treatments could change this at any time, thereby launching a recovery period. The new James Brown Arena, by undertaking planning and feasibility phase activities while the events around the public health crisis are still unfolding, is in prime position to capitalize on the current reality and market conditions when it stabilizes.

The Project Team’s market industry research projected that it will take two years for the convention, exhibition, sports and entertainment market segments to stabilize and return to some sense of normalcy. That being the case, we recommend that the decommissioning and demolition of the existing James Brown Arena be undertaken as soon as funding is solidified. The existing arena site is the primary site option for the new arena for the following reasons:

- Take advantage of the anticipated two year lapse in the convention, exhibition, sports and entertainment business during a dormant phase and demolish the existing JBA
- Booking of new shows for the year 2024 could begin when the financing is completed
- Design and build the new JBA on the existing arena site with a physical connection to the Bell Auditorium
- Creates a contiguous public assembly complex focused on one block with complementary architectural components
- Creates operational efficiencies by having shared load-in/load-out areas, docks, staging, food service and box office
- Creates a single exterior plaza / public space for both the JBA and Bell
- Fosters more opportunity to strengthen the connection between JBA and James Brown Boulevard and future development phases.
- Saves dollars in property acquisition, site development and utility infrastructure costs
- It is projected that the cost of labor and materials will be lower when the project buy-out occurs making the project more cost effective
- A physical connection between the new JBA and Bell is enhanced by the footprint of the physical bridge connection and allows an
opportunity for a flexible exterior terrace off the Main Concourse or a future 18,500 sf ballroom and commensurate break-out meeting rooms.

- Provides an opportunity for the Augusta-Richmond County community to have events at a publicly owned facility

The new James Brown Arena will meet the following building program requirements:

**Seating capacity** – Seating capacity will range between 8,000 to 10,000 seats, depending on the event with a maximum seating capacity of 11,000 for a maxed-out center stage type of event.

**Premium Seating** – A range of premium seating options to include 12 luxury suites, loge boxes, and 1,050 club seats.

**Exhibit/tradeshow and meeting room space** - The conceptual design for the new arena proposes to have the event floor at grade level where participants attending an exhibit or tradeshow could have access directly from the street / plaza. The exhibit / tradeshow floor area will be a least 30,000 square feet of flat-floor space to allow the Coliseum Authority to host larger events, exhibitions, tradeshows, consumer shows and conferences.

**Administrative Offices** – The new arena will incorporate approximately 2,000 square feet of administrative office space to provide Spectra with the space needed to manage the complex.

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<td>CONNECTION TO BELL AUDITORIUM AND OUTDOOR EVENT PLAZA SPACE</td>
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OFF-SITE PARKING EXHIBIT:
SIX BLOCK RADIUS
JAMES BROWN ARENA
SEPTEMBER 2020

APPROXIMATELY 5,000 PARKING SPACES WITHIN A SIX BLOCK RADIUS

OFF-SITE PARKING EXHIBIT:
OPTIMAL LOCATIONS
JAMES BROWN ARENA
SEPTEMBER 2020

APPROXIMATELY 3,800 OPTIMAL PARKING SPACES AVAILABLE

1. LUTHERAN CHURCH PARKING DECK (100 SPACES)
2. CHURCH/RETAIL PARKING (90 SPACES)
3. THE RICHMOND ON GREENE (30 SPACES)
4. SHARED OFFICE (16 SPACES)
5. DEPARTMENT OF LABOR (75 SPACES)
6. SHARED OFFICE (170 SPACES)
7. DEFENDANT'S OFFICE (50 SPACES)
8. LIBRARY (70 SPACES)
9. METHODIST CHURCH (164 SPACES)
10. CITY HALL (193 SPACES)
11. CITY SERVICES (20 SPACES)
12. JUDICIAL CENTER (264 SPACES)
13. POST OFFICE (13 SPACES)
14. TRINITY CATHOLIC CHURCH (40 SPACES)
15. PROBATE COURT (235 SPACES)
16. VACANT LOT (85 SPACES)
17. HUMAN RESOURCES DEPARTMENT (270 SPACES)
18. RE-PURPOSED LOT (140 SPACES)
19. RE-PURPOSED LOT (125 SPACES)

*ON-STREET (850 SPACES)
*ON-SITE (1,000 SPACES)
Parking – The existing parking lot located on 7th Street directly across from the existing and proposed new arena site will be reworked to accommodate approximately 800 vehicles. Through strategic property acquisitions, an additional 150 vehicles can be accommodated. On the arena site, the conceptual design indicates that approximately 350 premium parking spaces can be accommodated on-site. This gives a total of approximately 1,300 parking spaces that can be accommodated on-site.

The Traffic and Parking Study, included as part of this report, determined the projected parking demand for a maxed-out 10,000 attendee event would require between 2,000 and 3,000 parking spaces. The projected parking demand factors in a range of between 10% and 30% of the attendess will rideshare services.

The study also identified approximately 5,000 parking spaces within a six block radius or 15 minute walk, which is considered an acceptable national planning standard, of the arena project site. The research also identified approximately 3,500 optimal parking spaces on surface lots or in parking decks which are mostly underutilized after business hours when most events will be held. To facilitate the efficient movement and safety of attendees a dedicated shuttle system could be implemented for large scale events.

Costs – The conceptual cost summary includes all project costs and components illustrated in the Design Study and typical for a facility of this magnitude and complexity. The project cost is inclusive of soft costs, demolition of the existing arena, site work, construction of a new arena and connector, FF&E, contingencies, and an escalation factor. The total project costs are projected to be $228 million. The following optional add alternates were identified as potential options for consideration should the necessary funding become available:

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<tr>
<th>Alternate #1 - Ball Room</th>
<th>$16,731,940</th>
</tr>
</thead>
<tbody>
<tr>
<td>Alternate #2 - Arena Floor Cooling (Ice) System</td>
<td>$4,000,000</td>
</tr>
<tr>
<td>Alternate #3 – Parking Deck (500 spaces)</td>
<td>$18,500,000</td>
</tr>
</tbody>
</table>

Economic Impact from Construction – The economic impact from direct, indirect, and induced spending from the $228M project will be significant. It is projected that $138M in local labor and materials will circulate in the community during the almost 2 ½ years of construction phase activities supporting 1,990+ jobs. In addition, local taxes for construction spending are estimated at more than $4.6M.
Conclusions:

The Project Team recommends that the Coliseum Authority moves forward with the steps necessary for the design and construction of a new James Brown Arena based on the following:

- Expand the types and sizes of events that can be hosted in Augusta, including events beyond the typical arena event, such as larger conventions, consumer shows, tradeshows and tournaments that are too big to be held in existing local facilities.
- A connected multipurpose event complex that offers more types of spaces that, when combined, offer a menu of options for all manner of events that cannot be held.
- Enhance the pre- and post-event atmosphere and physical space so that going to event becomes an opportunity for attendees to “linger longer” before and after, spend more money and time, extend their stay and create more impact on Augusta. This will allow the project to enhance downtown Augusta and become a more impactful node of activity.
- A new public space curated with shade trees and structures, as well as other public amenities, will allow for the area to be a true public asset year-round, not just during events.
- Enlarge the new arena so it can host more and larger events.
- Incorporate in the new arena amenities, suites, club areas and other unique experiences currently not offered that will allow the community a choice of experiences and price points that add value to their ticket, as well as the community at large. These options will also generate

![Construction Impacts - Event Center](image)

Source: Hunden Strategic Partners
more potential income for acts and the facility, enhancing its popularity and sustainability.

- The primary recommendation for the development of the new James Brown Arena includes the development of rentable meeting space. This meeting space will provide a connection from the James Brown Arena to the Bell Auditorium.

These factors and considerations are based upon the current schedule which the project is tracking. The submittal and presentation of this report concludes the Phase 1 – Market Analysis, Planning and Project Feasibility Phase and next steps will be determined in the upcoming weeks. It is understood that voter approval is required of the SPLOST 8 Program scheduled for March 16, 2021; and the Coliseum Authority has requested $25M to allow the project to continue to move forward. It is also understood that additional funding will be needed for the $228M new Lames Brown Arena project and further discussions with the City of Augusta need to occur to develop a sustainable funding plan / strategy.
In Summation, we recommend the following next steps:

- Include $25M in the SPLOST 8 Program for the new James Brown Arena
- Develop a sustainable funding plan
- Address Gap Budget
- Community outreach efforts
- Define scope of public improvements needed to support the project