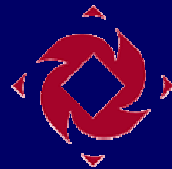


British Urban Regeneration Association
“If You Build It, Will They Come?”

*Lessons Learned from the
U.S. Stadium Boom of the '90s*

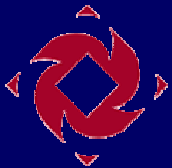
Presented by
Christopher S. Dunlavey, AIA
President



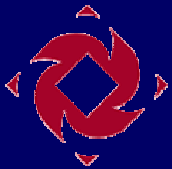
BRAILSFORD & DUNLAVEY

Presentation Outline

- **American Sports Facilities**
A Brief History
- **The State of the Art**
Planning Principles Today
- **Evidence of Economic Impact**
Case Studies in Minor League Baseball



American Spectator Facilities: A Brief History



Brief History

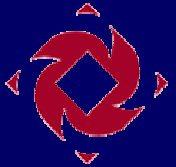
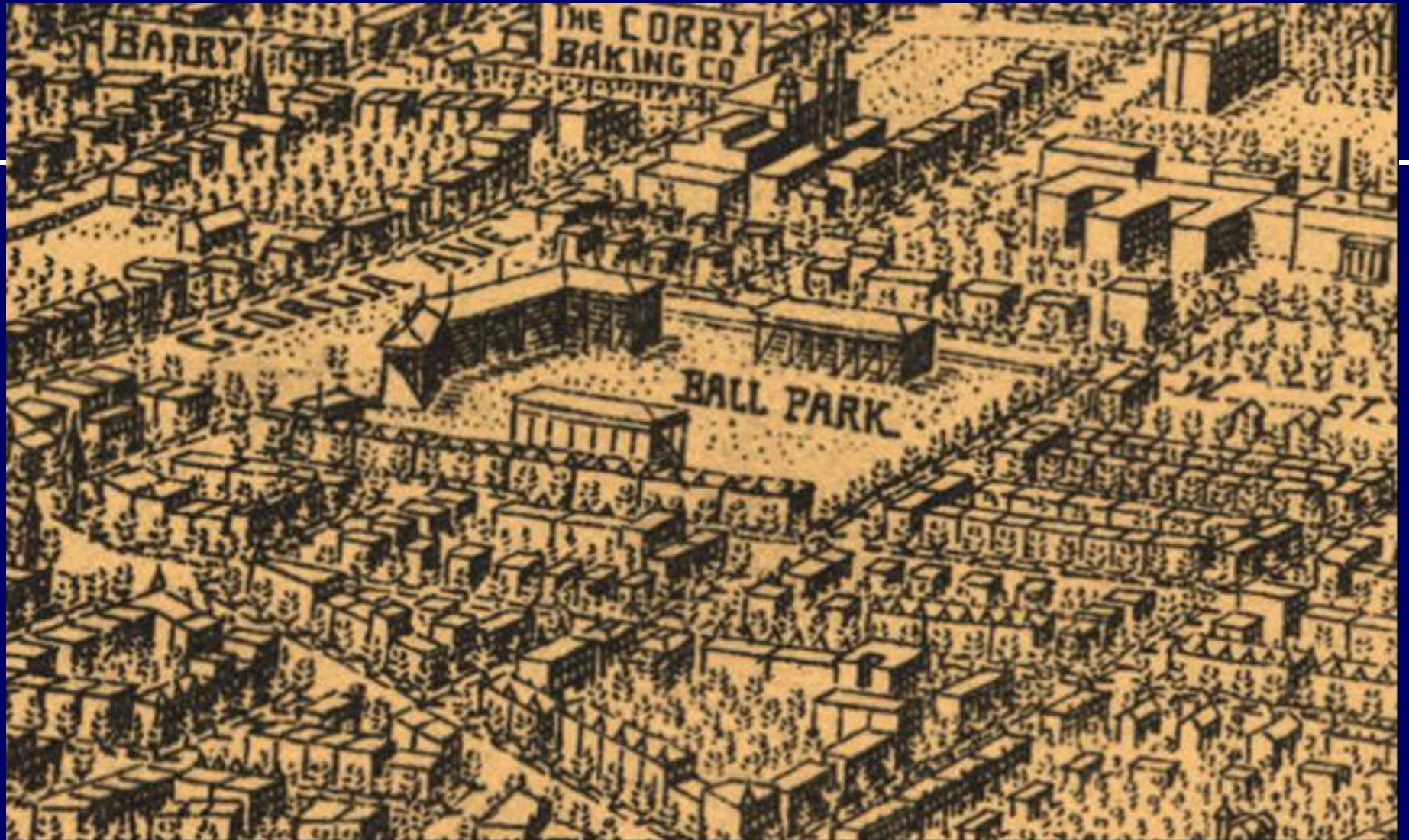
- Early 20th Century
 - Baseball only "big time" game
 - Facilities owned by team owners
 - Ballparks grew organically with cities
 - Facilities reflect character of owner & city



American League Park - 1901



Griffith Stadium – 1903

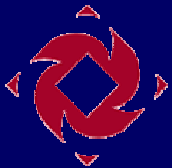


Griffith Stadium – 1912

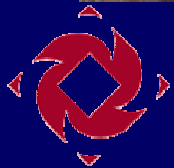


Brief History

- '50s, '60s and '70s
- NFL, NBA, NHL emerge
- Demographic shifts cause team movement
 - MLB Dodgers, Giants to California
- Cities begin to subsidize facilities
- Multi-use anonymous modernist structures
 - “Machines for holding events”



D.C. Stadium / RFK Stadium – 1962

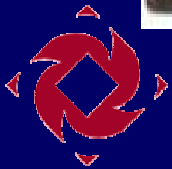
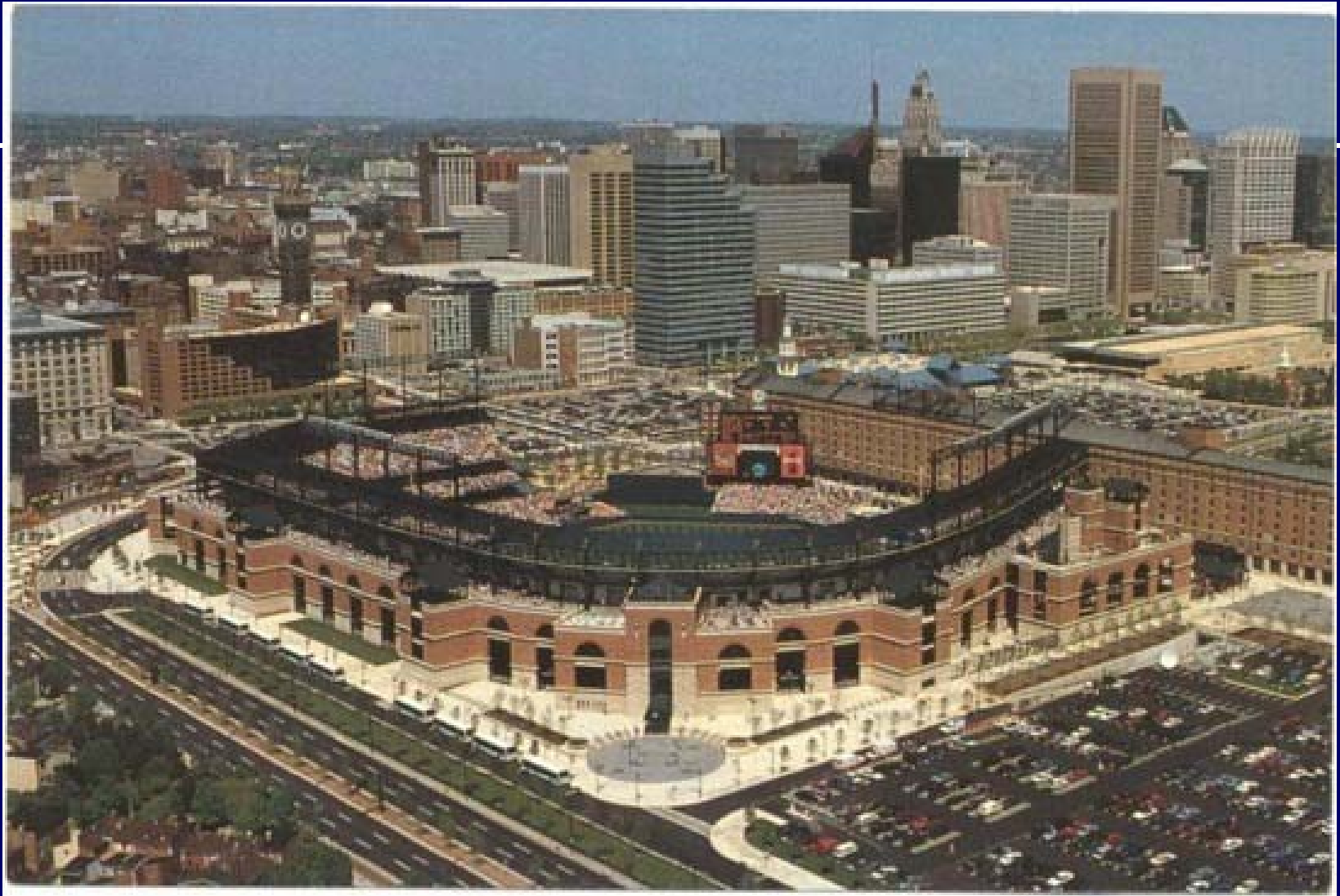


Brief History

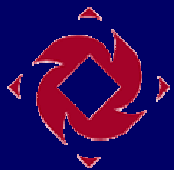
- '90s - The Quantum Leap: Oriole Park
 - Stadium as economic development engine
 - Return to single-sport facilities
 - Return to architectural character
 - Revenue generation machines
 - Premium seating
 - Enhanced food, retail



Oriole Park at Camden Yard – 1992









PNC Park, Pittsburgh



Comerica Park, Detroit



New Ballpark, Philadelphia



The State of the Art: Planning Principles



Planning Principles

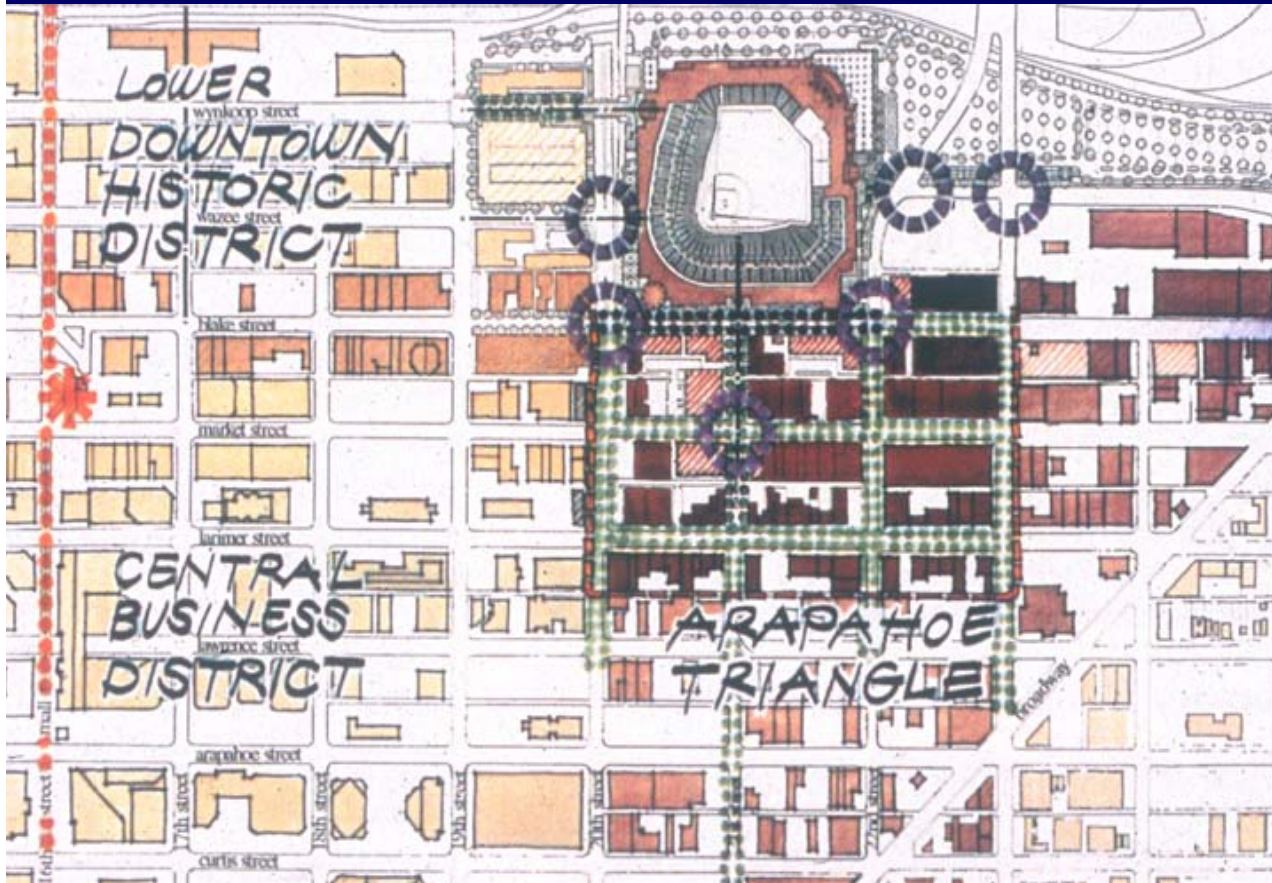


Plan the Right
Capacity for the
Market

PNC Park, Pittsburgh



Planning Principles

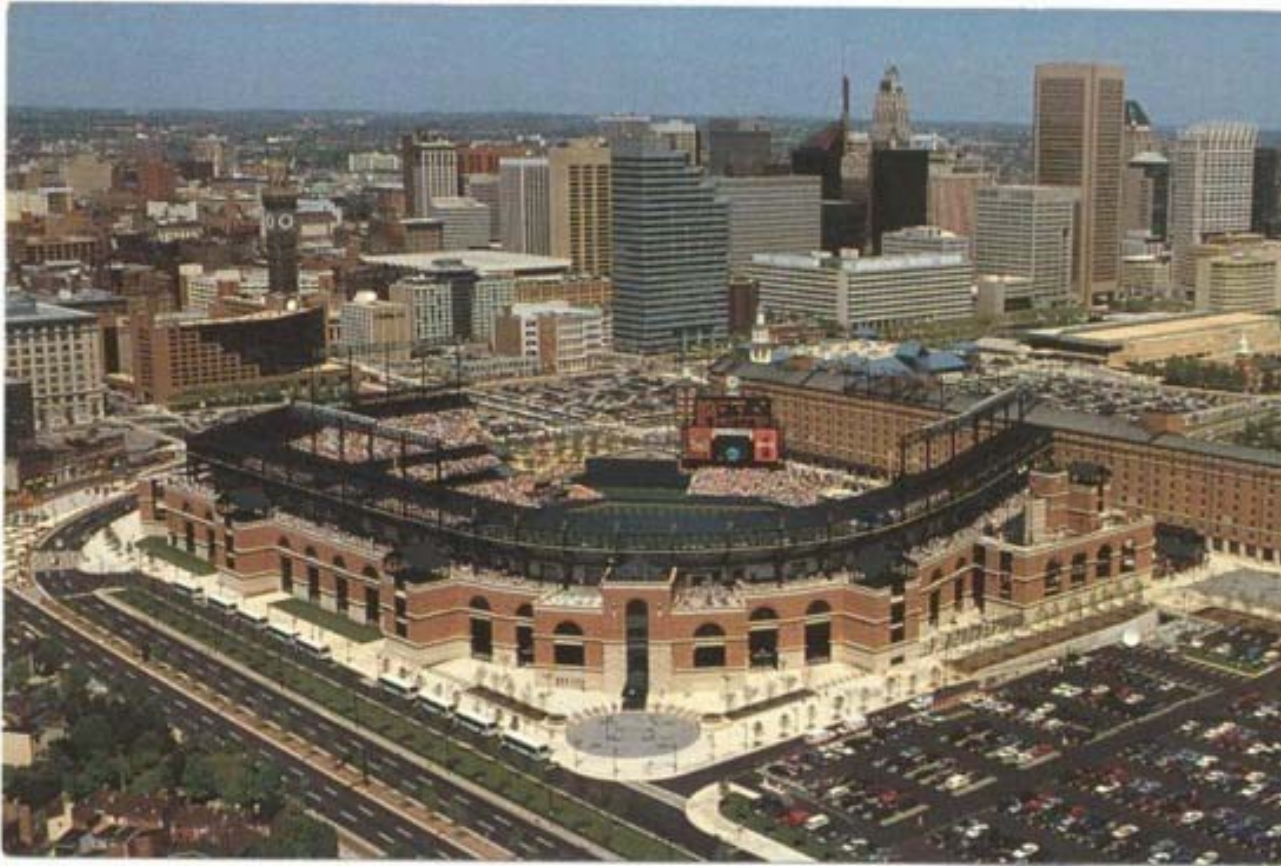


Locate
Contiguously to
Promising
Development
Districts

Coors Field, Denver

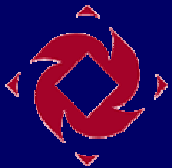


Planning Principles



Locate to take advantage of landmarks or unique civic treasures

Oriole Park at Camden Yards, Baltimore



Planning Principles



Choose a location oriented toward existing and future transit opportunities

PacBell Park, San Francisco

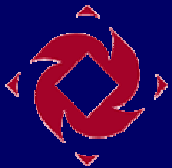


Planning Principles

Plan with respect for
the City's street grid



Wrigley Field, Chicago

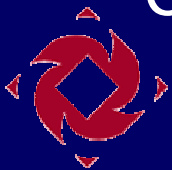


Planning Principles

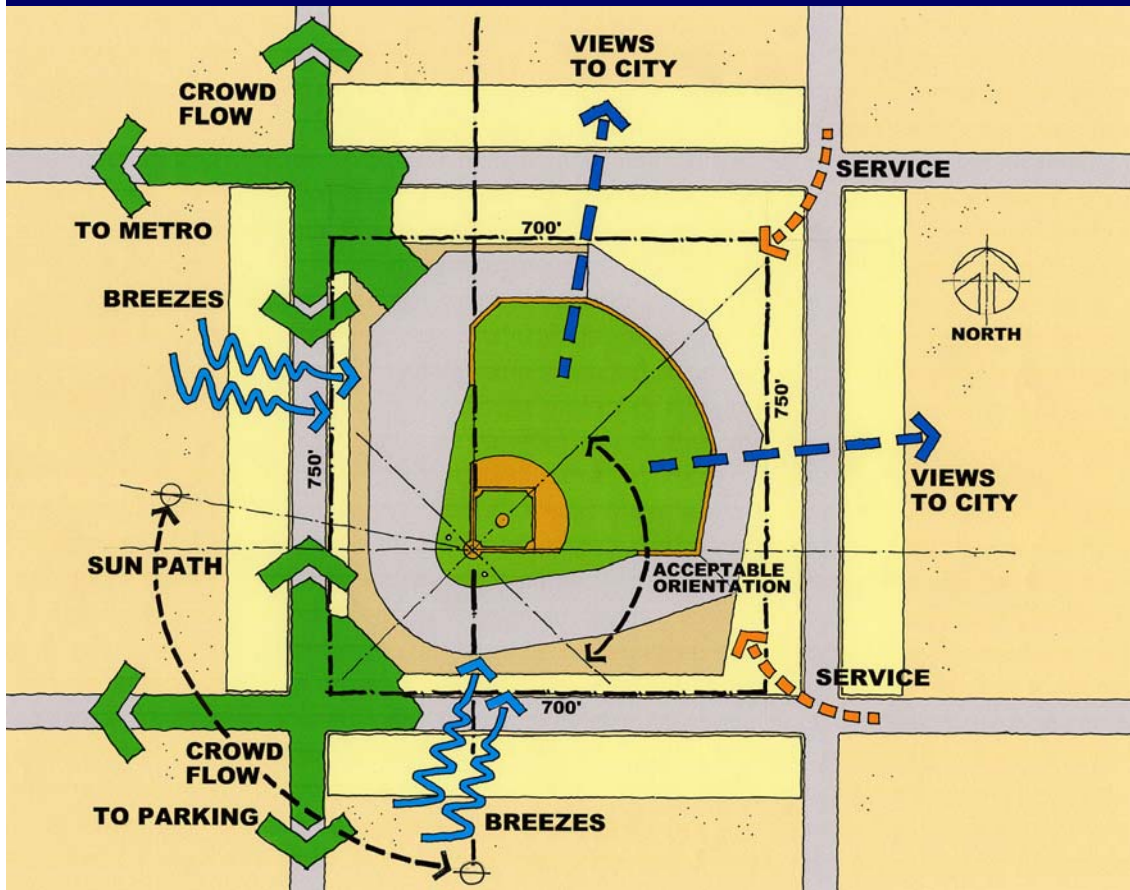


Allow fan circulation and ancillary uses outside the building footprint

Camden Yards and Eutaw Street, Baltimore



Planning Principles

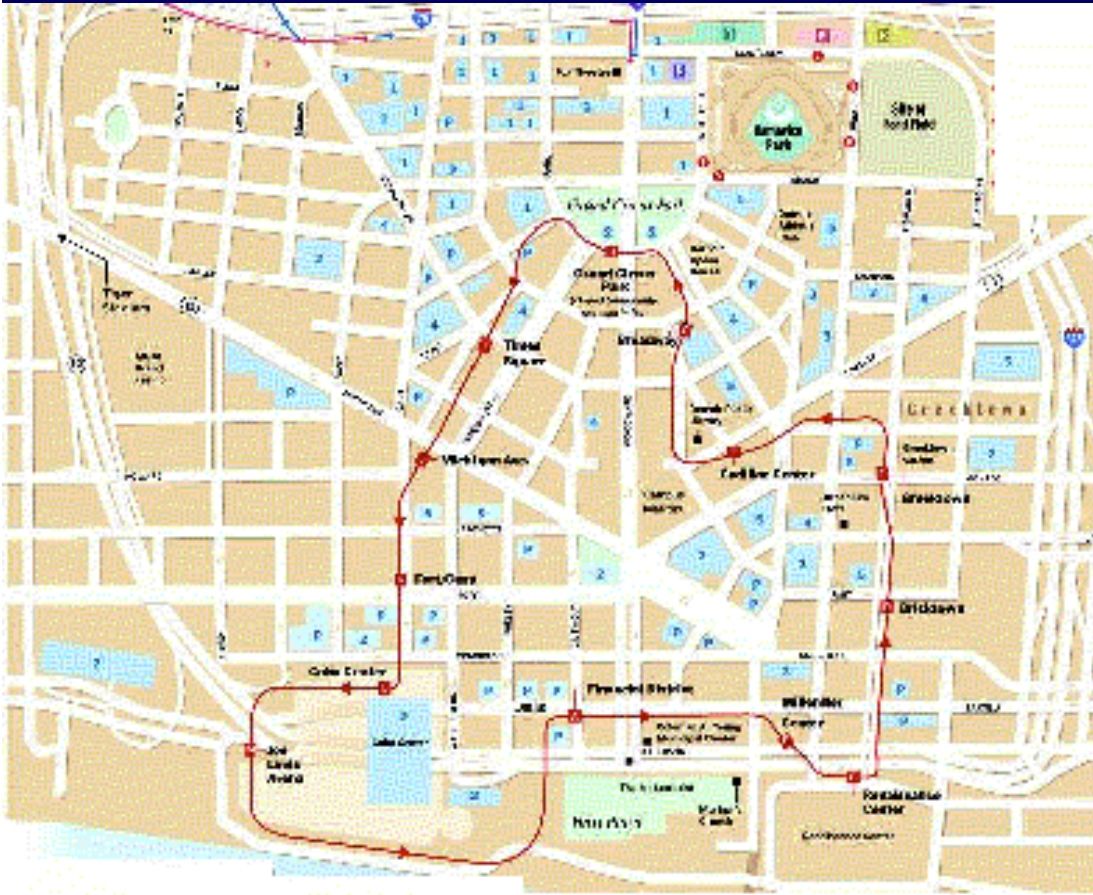


Orient the Ballpark to connect with urban conditions

Minute Maid Park, Houston



Planning Principles



Disperse parking to various garages and lots within walking distance off-site

Comerica Park, Detroit

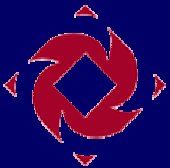


Planning Principles

Master plan for positive and compatible collateral development in the area around the ballpark



Coors Field, Denver

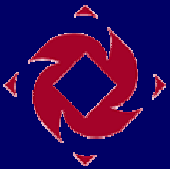


Planning Principles

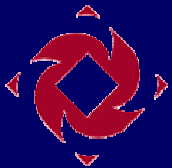


Plan for maximization of attendance and other revenue-generating opportunities

Safeco Field, Seattle



Evidence of Economic Impact: Case Studies in Minor League Baseball



Minor League Baseball

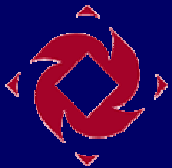
- 39 Million fans in 2002
 - Most since 1949
 - Opposite trend of Major League Baseball
- Affordable family entertainment
- Ballpark building boom
- The return to downtown



The Ballpark Building Boom

In AAA Baseball (all since 1998)

- Memphis
- Fresno
- Oklahoma City
- Portland
- Sacramento
- Toledo
- Louisville
- (80% since 1992)



Downtown Ballpark Case Study: Memphis

Downtown Development since Autozone Park:

- Resident population grew from 7,500 to over 10,000
- Residential occupancy in downtown core is at 96%
- 400 units adjacent to the ballpark
- Moore building redeveloped into Class A Office @ \$20m
- Development Zone:
 - Capture sales tax increment over base year
 - Actual figures have been 200% of projections



Downtown Ballpark Case Study: Dayton, OH

Downtown Development since Fifth Third Field:

- \$100 m invested in downtown since opening of the ballpark
- 30% increase in retail activity on game days
- Coupled with \$15M riverfront improvement
- Relizon company building \$26 M new headquarters across the street from the ballpark, bringing 500 jobs to downtown.
- \$2.6 M business incubator developed
- 4 loft projects completed



Downtown Ballpark Case Study: Toledo, OH

Downtown Development since Fifth Third Park:

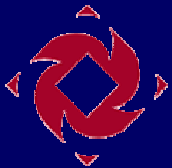
- 7 surrounding buildings offered for private development
- 6 of 7 sold
- Includes retail, technology office space, meeting space, 40 condos
- Adjacent St. Clair Village developed with 108 lofts and retail space
- Toledo Journal (newspaper) leasing redeveloped space in the surrounding buildings



Downtown Ballpark Case Study: Akron, OH

Downtown Development since Ballpark:

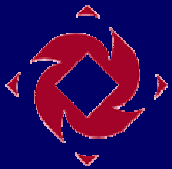
- \$90 M in new development since opening of the ballpark
 - Coupled with improvements of Erie and Ohio Canal into green space.
 - Adjacent O'Neil's building redeveloped into Class A office space for oldest law firm in Akron
 - AES redeveloped former manufacturing plant with \$33.4 M into 1 M sf headquarters. Added 200 jobs and \$700,000 in tax revenues.
 - Former BF Goodrich headquarters redeveloped into 178,000 sf headquarters for Gojo Industries with 82,000 sf of leaseable office space.
 - Another warehouse adjacent to the ballpark redeveloped into mixed use project.
-



A Downtown Ballpark in Nashville

Economic Benefits

- 72 home dates a year
- Attendance projected at over 600,000 fans per year
- Regular fans from throughout middle Tennessee
- Contribution to diverse cultural / entertainment options
- Complementary season to NHL & NFL



A Downtown Ballpark in Nashville

Economic Impacts from Construction:



- \$35 million direct impact of construction spending
- \$15 million in household earnings
- Over 400 jobs



A Downtown Ballpark in Nashville

Annual Economic Impacts from Operation:

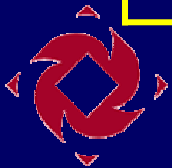


- \$3.4 million direct impact of operational spending
- \$1.2 million in household earnings
- 26 FTE jobs



Minor League Cost, Major League Impact

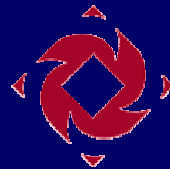
Franchise	New Venue Cost	Annual Attendance	Cost per Attendee
NFL Titans	\$220 M	551,000	\$ 399
NHL Predators	\$180 M	607,000	\$ 297
AAA Sounds	\$35 M	600,000	\$ 58



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