

Mixed-Use Development

Highest and Best Use Assessment - Market, Feasibility and Economic Impact Study for an Arena, Convention Center, Hotel, and Mixed-Use Development

Macon, GA

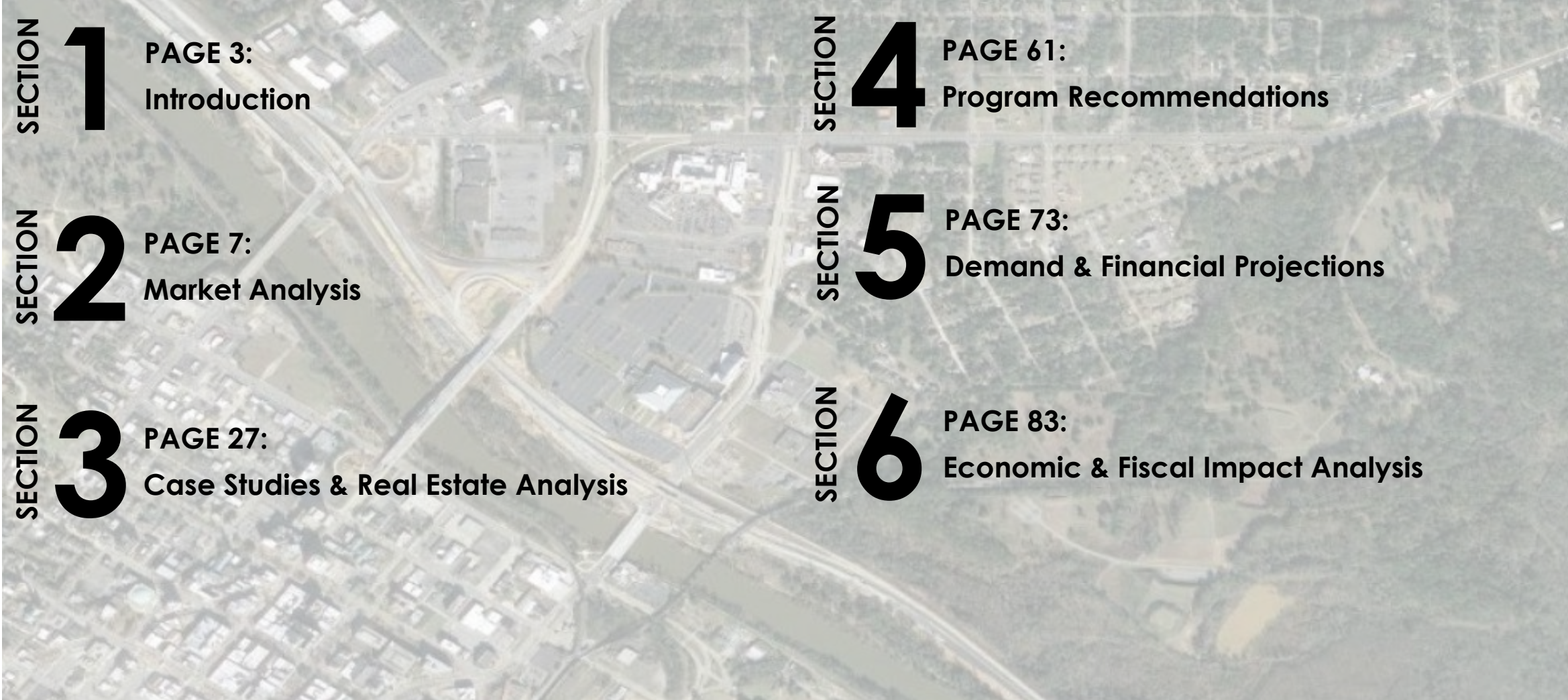
September 2023



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CONSULTING**

TVS

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Section 1

Introduction



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Introduction

Transmittal Letter

September 2023

Re: Highest and Best Use Assessment

Dear Gary Wheat/Visit Macon:

C.H. Johnson Consulting, Inc. (Johnson Consulting), in association with TVS, is pleased to submit this report to you regarding the Market Analysis, Financial Feasibility Assessment, and Economic Impact Study for a proposed addition of an arena, convention/meeting space, a mixed-use development, and hotel(s) on the Bibb Mill site in Macon, GA. Pursuant to our engagement, this report provides an analysis of the economic, demographic, and market characteristics of the market, as well as the broader region; provides strategic recommendations; projects demand, financial performance, and the economic and fiscal impact generated by the recommended program.

Johnson Consulting has no responsibility to update this report for events and circumstances occurring after the date of this report. As the ongoing impacts of the global COVID-19 pandemic are still uncertain, our report outlines our assumptions based on experience from previous economic disruptions, but the actual impact will not be known for the foreseeable future. The findings presented herein reflect analyses of primary and secondary sources of information. Johnson Consulting used sources deemed to be reliable but cannot guarantee their accuracy. Moreover, some of the estimates and analyses presented in this study are based on trends and assumptions, which can result in differences between projected results and actual results. Because events and circumstances frequently do not occur as expected, those differences may be material. This report is intended for the Clients' internal use and cannot be used for project underwriting purposes without Johnson Consulting's written consent.

We have enjoyed serving you on this engagement and look forward to providing you with continuing service.

Sincerely,

C.H. Johnson Consulting, Inc.

C.H. Johnson Consulting, Inc

Introduction

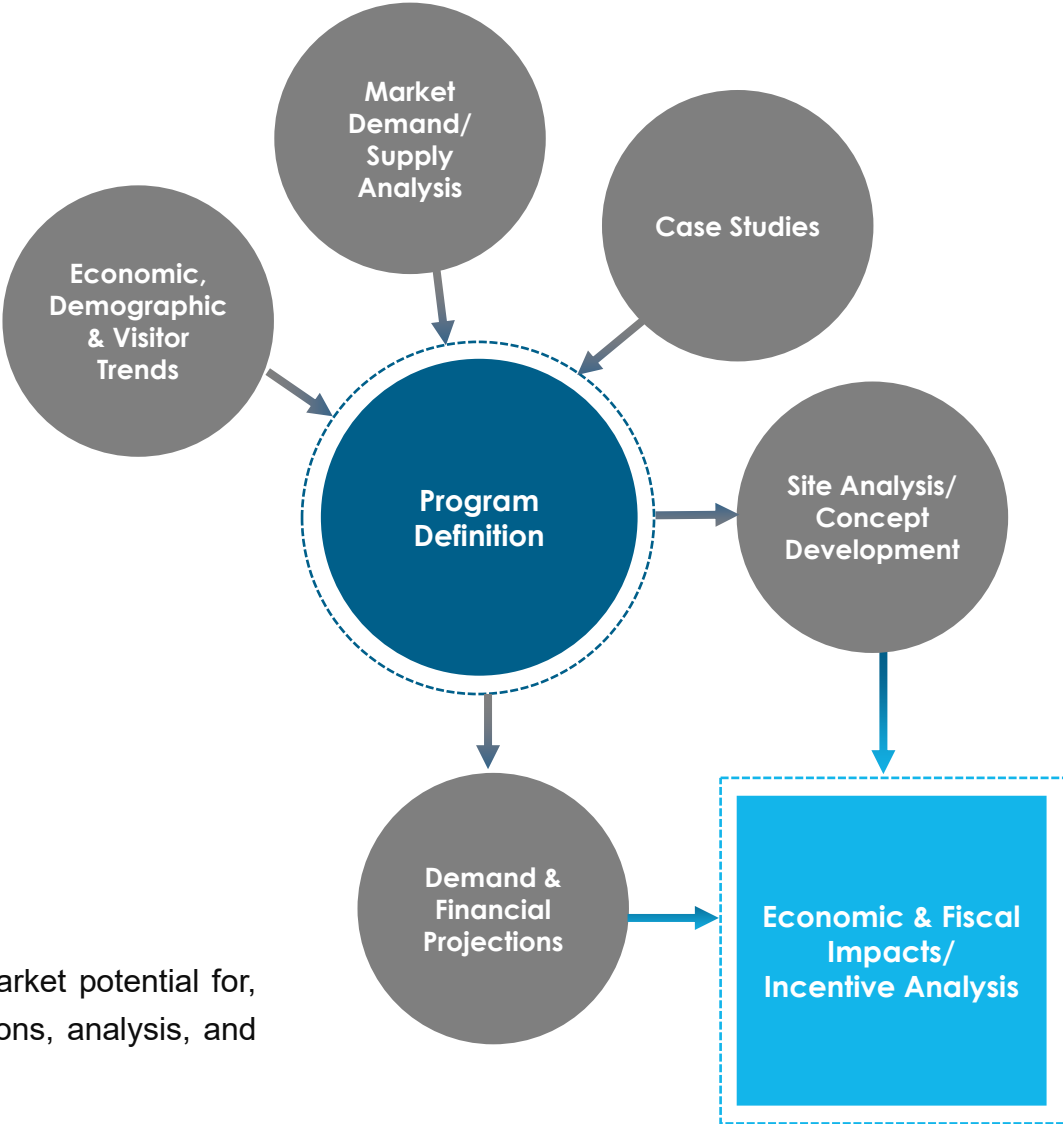
Introduction & Methodology

Johnson Consulting was retained by Visit Macon (“Client”), to provide a highest and best use assessment of a potential new 70-acre mixed-use development in Macon, GA on the Bob-Mill site. The intent of this study is to help identify optimal programming on site.

Broadly, the objective of this study is to answer the following:

- **What is the local market’s potential capacity to support an expanded and/or new convention/sports facility? A new hotel?**
- **What can broader industry trends and specific case studies offer in terms of best practices for the proposed facility?**
- **What economic and fiscal impacts could be generated by the facility?**
- **What type of partnerships will foster the ongoing operations of the development?**
- **How will this development play into the already existing amenities in the community and the overall connectivity of Macon?**

Johnson Consulting has developed and executed a comprehensive methodology to analyze the market potential for, and feasibility of, these various land uses, as highlighted in the graphic to the right. Our observations, analysis, and conclusions are presented throughout the balance of this report.



Introduction

Subject Site

The proposed site is in East Macon, highlighted at right.

As can be seen in the graphic, the surrounding areas to the site are the Macon Coliseum and Convention Center, the Arts Village and residential, and the Ocmulgee Mounds National Historic Park. Each of these elements would benefit from an economic lift and supporting development.

The safe linkage to the downtown historical district will be key, especially for pedestrians and cyclists.

A project with these site attributes seems like an easy task to develop, but it comes with its own complexities. This is a turnaround project and must blend public and private interests and resources to bring to fruition. The strategy and economics of this opportunity is the subject of the balance of this report.



Section 2

Market Analysis



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Economic, Demographic, and Destination Market Analysis

Project Overview

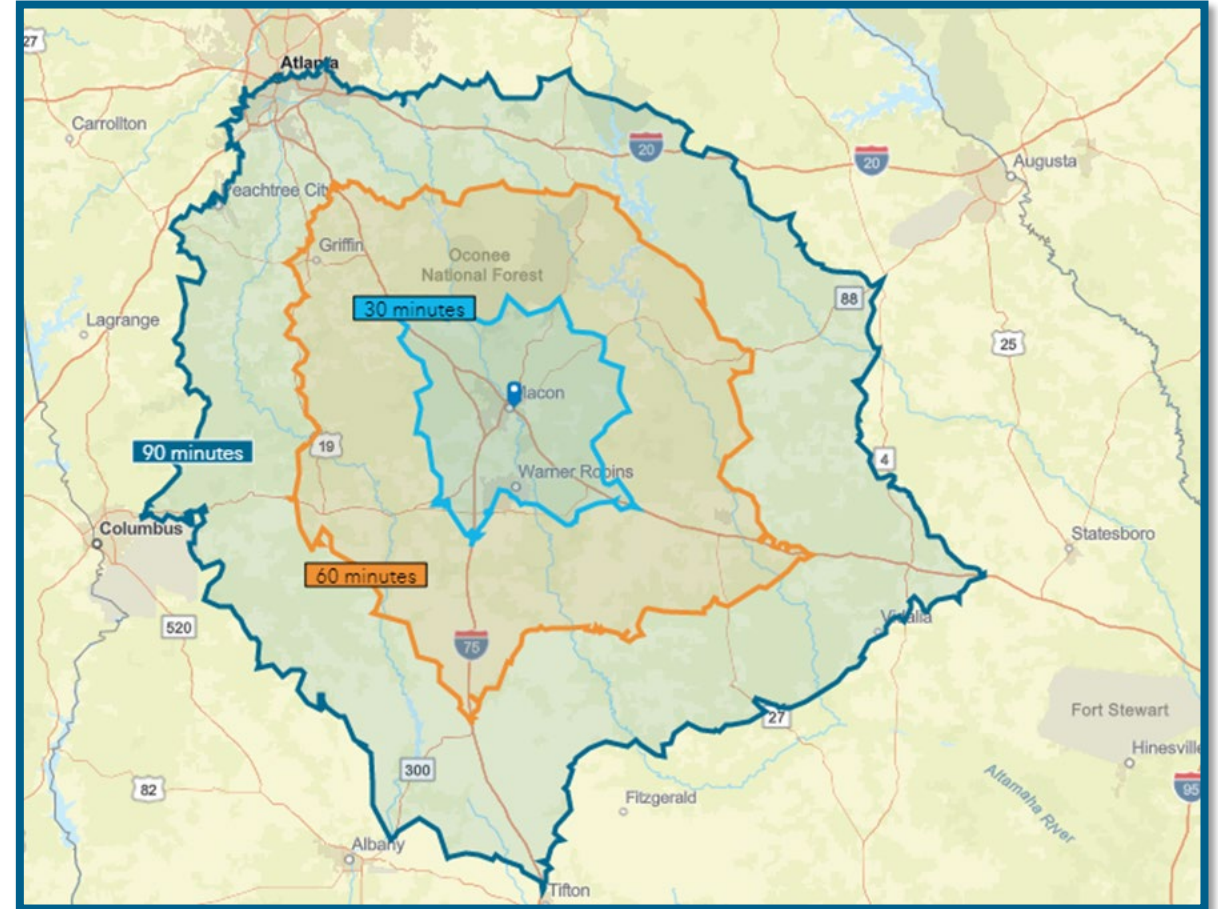
Macon, officially known as the consolidated city-county Macon-Bibb County, is located in central Georgia. 85 miles east of Atlanta, Macon is near the state's center, gaining its nickname "The Heart of Georgia."

Macon is served by three interstate highways: I-16, which connects to Savannah and coastal Georgia, I-175, which connects to Atlanta to the north and Valdosta to the south, and I-475, a city bypass highway that also runs north-south through Macon. The area is served by the Middle Georgia Regional Airport which flies to BWI airport, or Macon locals can use ATL, the Atlanta International Airport, which is the largest airport in the U.S., which is just over an hour drive from Macon.

The project site is located across the street from the Macon Coliseum and Convention Center and is slated to become a gateway to a major National Park, where the Ocmulgee Mounds are found, currently attracting over 100,000 annual visitors.

The analysis in this section examines various economic and demographic indicators for Macon-Bibb County, 30-, 60-, and 90-minute drive time catchments from the project site, the State of Georgia, and the United States as a whole.

The map to the right shows the 30-, 60-, and 90-minute drive time catchments from the project site. For the purpose of this analysis, the drive-time address used was the Mill Hill Community Arts Center, located adjacent to the project site.



Economic, Demographic, and Destination Market Analysis

Site and Accessibility Overview

As is shown in the map, the site of the proposed project is the old Bibb-Mill site located across Coliseum Drive from the Macon Coliseum and Convention Center, with the Mill Hill Community Arts Center to the northeast, the highway to the southwest, and the park to the southeast.

Currently on site are several active medical office buildings. The other buildings are currently vacant or in the process of being demolished.



Economic, Demographic, and Destination Market Analysis

Macon Centreplex – Existing Operations

This subsection presents an overview of current operations at the Macon Centreplex and Convention Center, based upon the following functional areas and key performance metrics:

1. **Demand and Financial Performance:** Review of schedule of projected and actual events (past and future bookings) to analyze utilization levels, by event type, including number of events and attendance, and analysis of financial performance.
2. **Sales and Event Services:** Review of current and targeted sales priorities; marketing plan and current marketing efforts; and facility rental rates.
3. **Customer Services:** Review of mission statement; and analysis of terms, conditions, and length of existing contracts, including any facility subcontractors.
4. **Operations:** Review of maintenance protocols and programs, including in-house and outsourced activities; security and access protocols; and capital improvement spend for the next five years.
5. **Administrative Services:** Review of organizational structure and staffing levels, including key responsibilities and assignments by staffing positions.

Economic, Demographic, and Destination Market Analysis

Macon Centreplex & Convention Center – Existing Operations

The Macon Centreplex consists of the Macon Coliseum and the City Auditorium and is managed by OakView Group. The City Auditorium is located in downtown Macon, while the two largest venues in Macon, the Edgar H. Wilson Convention Center and the Macon Coliseum, are located slightly northwest of the Ocmulgee Mounds National Historic Park. The Coliseum and Convention Center connect through the western edge of the exhibit hall, allowing for programming to expand into the arena. The Convention Center is 70,000 SF and is directly connected the Macon Marriott Hotel, which is currently the largest hotel in Macon with 220 rooms. The Convention Center and the Marriott are both managed by Linchris.



Convention Center



Macon Centreplex & Convention Center



Macon Coliseum

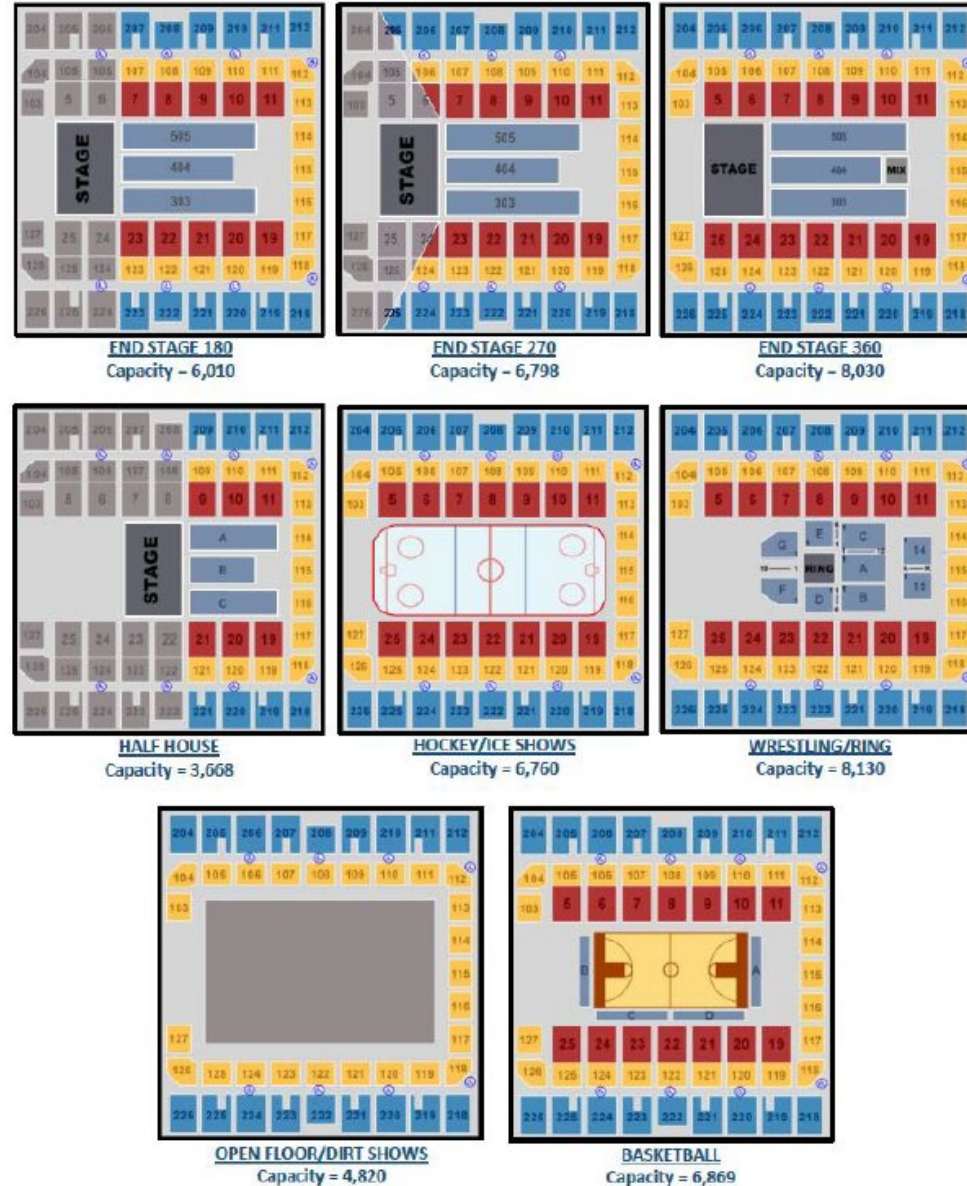
Economic, Demographic, and Destination Market Analysis

Macon Centreplex – Existing Operations

The Macon Coliseum has seating capacity for 9,000 attendees. It is the primary entertainment facility for Macon and its surrounding thirty counties in middle Georgia. It was built in 1968 as the first facility of its size and type in Georgia; and was most recently renovated in 2015.

The graph on the right shows the Coliseum’s various floor set-ups and capacities.

Macon Coliseum Floor Setups and Capacities



Economic, Demographic, and Destination Market Analysis

Macon Centreplex – Existing Operations

The table on the right summarizes the consolidated income statements of the Macon Centreplex, reflecting the operations of the Macon Coliseum and City Auditorium, combined. As shown, in FYE 2022 both facilities accommodated 122 events in 219 event-days, generating a total of 174,764 attendees and over \$2.0 million in event operating income, combined. When indirect expenses and other income are accounted for, Macon Centreplex experienced approximately \$601,000 in net operating loss in FYE 2022. Compared to the previous years, these FYE 2022 operational statistics are closer to those of FYE 2019, meaning that in FYE 2022 the Centreplex has recovered and reached to its pre-pandemic level.

The table on the bottom right summarizes the FYE 2022 operational statistics of the Macon Coliseum and the City Auditorium, separately. As shown, while the City Auditorium accommodated a greater percentage of events, the 9,000-seat Coliseum actually generated the majority of attendees and event operating income. In FYE 2022, close to 124,600 persons attended events at the Coliseum (representing over 70 percent of Centreplex' attendees), generating approximately \$1.2 million of event operating income (representing over 60 percent of Centreplex' event operating income).

Macon Centreplex, Macon, Georgia Consolidated Income Statements (\$000)

	FYE 2018*	FYE 2019	FYE 2020	FYE 2021	FYE 2022
# of Events	134	145	85	91	122
# of Event-Days	155	135	137	132	219
Total Paid General	164,685	181,395	144,588	73,977	159,611
Turnstile Attendance - General	280,543	278,736	186,519	79,928	174,764
Income					
Direct Event Income	\$486	\$553	\$329	\$447	\$654
Surcharge/ Rebate/ Preshow Income	346	496	371	207	653
Total Ancillary Income	719	961	773	290	720
Total Event Operating Income	\$1,551	\$2,009	\$1,473	\$944	\$2,027
Indirect Expenses	\$2,690	\$2,791	\$2,482	\$2,230	\$2,784
Gross Building Operating Income	(\$1,139)	(\$782)	(\$1,009)	(\$1,286)	(\$756)
Other Income	\$142	\$177	\$118	\$52	\$155
Net Operating Income (Loss)	(\$997)	(\$605)	(\$891)	(\$1,234)	(\$601)

**Fiscal Year ends on June 30th.
Source: Macon Centreplex*

Macon Centreplex, Macon, Georgia Consolidated Income Statements (\$000)

	Combined Facilities	Coliseum Only* (9,000 seats)	Auditorium Only (2,700 seats)
	FYE 2022**	FYE 2022	FYE 2022
# of Events	122	46	76
# of Event-Days	219	59	160
Turnstile Attendance - General	174,764	124,599	50,165
Event Operating Income (\$000)	\$2,027	\$1,237	\$790

**Building was closed in June 2022 for renovations.
**Fiscal Year ends on June 30th.
Source: Macon Centreplex*

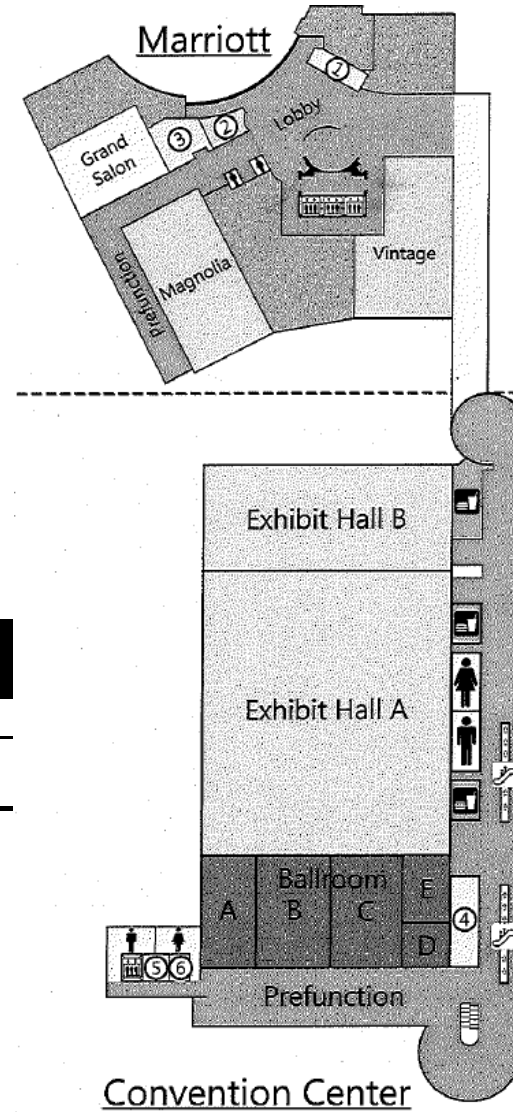
Economic, Demographic, and Destination Market Analysis

Macon Marriott City Center – Existing Operations

The floor plan shows the layout of the function space at the Macon Marriott City Center and the Edgar H. Wilson Convention Center, summarized in the two tables on this page. As shown, there is a total of 5,048 SF of total event space at the Macon Marriott City Center, across two main ballrooms and an executive boardroom. The Convention Center offers a total of 48,837 SF of event space with a divisible exhibit hall, a divisible ballroom, and 9 meeting rooms. The venues can be utilized concurrently.

Macon Marriott City Center Function Space Summary							
	Individual (SF)	Combined (SF)	Capacity				
			Theater	Class- room	Confer- ence	Banquet	Recep- tion
Magnolia		3,034	430	176	75	180	220
Magnolia A	1,025		120	84	35	60	100
Magnolia B	1,025		120	84	35	60	100
Magnolia C	500		120	84	35	60	100
Magnolia D	500		60	35	30	45	75
Grand Salon		1,505	175	88	60	110	150
Grand Salon A	748		85	44	30	55	75
Grand Salon B	748		85	44	30	55	75
Executive Boardroom	509	509	-	-	14	-	-
Total		5,048					

Source: Macon Marriott City Center, Johnson Consulting



Edgar H. Wilson Convention Center Function Space Summary					
	Individual (SF)	Combined (SF)	Capacity		
			Theater	Class- room	Banquet
Exhibit Hall		30,800	3,080	1,550	2,050
Exhibit Hall A	22,400		2,240	1,127	1,491
Exhibit Hall B	8,400		840	423	559
Subtotal		30,800			
Ballroom		9,100	910	300	450
Ballroom A	2,600		260	115	150
Ballroom B	2,600		260	115	150
Ballroom C	2,600		260	115	150
Ballroom D	660		65	40	40
Ballroom E	640		65	30	40
Subtotal		9,100			
Meeting Rooms					
Mulberry	1,173		117	54	70
Maple	2,660		266	120	150
Oak	1,209		121	54	70
Elm	1,140		114	50	60
Dogwood	589		59	24	30
Pine	620		62	27	30
Peach	620		62	27	30
Pecan	620		62	27	30
Cherry	306		-	-	10
Subtotal		8,937			
Total		48,837			

Source: Macon Convention Center, Johnson Consulting

Economic, Demographic, and Destination Market Analysis

Macon Marriott City Center – Existing Operations

The table on the top right summarizes the consolidated operating statements of the Macon Marriott City Center and the Edgar H. Wilson Convention Center, combined, showing FYE 2022 statistics closer to those of the FYE 2019, meaning that in FYE 2022 the Hotel and Convention Center, combined have recovered and reached to their pre-pandemic levels.

The table on the bottom right shows the distribution between the Convention Center and the Hotel. Especially FYE 2020 shows a sharp decline in Convention Center revenues as large conventions and gatherings were cancelled due to the pandemic. The revenue earned during both these years came in part to the Go Big Show filming during 2020 and subsequently 2021. In FYE 2022, the Convention Center reported increased revenues over the previous two years but not yet back to its pre-pandemic levels. On the other hand, the Hotel component showed stronger recovery in FYE 2022.

Macon Convention Center & Marriott City Center - Macon, Georgia Historical and Budgeted CONSOLIDATED Operating Statements										
	2019		2020		2021		2022		2023	
Total Revenue	\$10,998		\$4,943		\$7,244		\$9,241		\$10,565	
Total Salaries	\$2,898		\$1,308		\$1,655		\$2,219		\$2,510	
Rooms Available	80,300		80,520		80,300		80,300		80,300	
Rooms Sold	55,109		36,264		49,375		52,523		54,421	
ADR	\$115.38		\$100.84		\$103.33		\$113.98		\$119.08	
Occupancy	68.63%		45.04%		61.49%		65.41%		67.77%	
RevPAR	\$79.18		\$45.41		\$63.53		\$74.55		\$80.70	
Revenues and Expenses (\$000)		%		%		%		%		%
Operating Revenue	\$10,998	100.0%	\$4,943	100.0%	\$7,244	100.0%	\$9,241	100.0%	\$10,565	100.0%
Departmental Expenses	\$4,355	39.6%	\$1,704	34.5%	\$2,252	31.1%	\$3,235	35.0%	\$3,696	35.0%
Total Departmental Profit or Loss	\$6,644	60.4%	\$3,240	65.5%	\$4,993	68.9%	\$6,005	65.0%	\$6,869	65.0%
Undistributed Expenses	\$4,125	37.5%	\$2,630	53.2%	\$2,950	40.7%	\$3,550	38.4%	\$3,902	36.9%
Operating Profit or Loss	\$2,518	22.9%	\$610	12.3%	\$2,043	28.2%	\$2,456	26.6%	\$2,967	28.1%
Non-Operating Expenses	\$1,625	14.8%	\$1,478	29.9%	(\$101)	(1.4%)	\$1,528	16.5%	\$1,629	15.4%
Net Income or Loss	\$894	8.1%	(\$869)	(17.6%)	\$2,144	29.6%	\$928	10.0%	\$1,339	12.7%

Source: Macon Convention Center

Macon Convention Center & Marriott City Center - Macon, Georgia Historical Convention Center and Hotel Financials (\$000)								
	2019		2020		2021		2022	
	<u>CC</u>	<u>Hotel</u>	<u>CC</u>	<u>Hotel</u>	<u>CC</u>	<u>Hotel</u>	<u>CC</u>	<u>Hotel</u>
Operating Revenue								
Room	\$0	\$6,358	\$0	\$3,657	\$0	\$5,102	\$0	\$5,986
Food and Beverage	3,120	1,286	808	335	1,319	607	1,895	1,088
Miscellaneous	33	201	8	136	1	216	6	266
Rental Income	0	0	0	0	0	0	0	0
Total Revenue	\$3,153	\$7,845	\$816	\$4,128	\$1,320	\$5,925	\$1,901	\$7,340
Departmental Expenses								
Room	\$0	\$1,499	\$0	\$891	\$0	\$1,040	\$0	\$1,279
Food and Beverage	272	2,552	70	721	56	1,116	216	1,688
Miscellaneous	0	31	0	22	0	40	0	51
Total Departmental Expenses	\$272	\$4,082	\$70	\$1,634	\$56	\$2,196	\$216	\$3,019
Total Departmental Profit or Loss	\$2,880	\$3,763	\$746	\$2,494	\$1,264	\$3,728	\$1,684	\$4,321

Source: Macon Convention Center

Note: The facilities received PPP forgiveness of \$1.6 million in FYE 2021.

Economic, Demographic, and Destination Market Analysis

Population

In 2022, the population of Macon-Bibb County was 157,366. The County’s population is projected to stay essentially stagnant over the next 5 years, declining by just over 300 people. The County’s small population belies the size of its market – there are over 800,000 people within a 60-minute drive time of the project site and over 2.4 million within a 90-minute drive time, which is typically the farthest that attendees will travel for an event or attraction. These drive time catchment areas are projected to increase slightly in population over the next 5 years, similar to the State of Georgia and the United States. Clearly, the market size for a new mixed-use development is present, but not necessarily growing. As such, the question will be whether the proposed development is well-positioned to capture said demand relative to other existing and planned venues and attractions in the regional market.

The table below summarizes historical and projected population for the examined geographies.

	Population				Historical CAGR*	Projected CAGR**
	2000	2010	2022	2027		
USA	281,421,906	308,745,538	335,707,897	339,902,796	0.8%	0.2%
Georgia	8,186,453	9,687,653	10,940,545	11,223,497	1.3%	0.5%
Macon-Bibb County	153,699	155,498	157,366	157,060	0.1%	0.0%
30-Minute Drive Time	281,476	304,452	314,494	316,841	0.5%	0.1%
60-Minute Drive Time	659,745	763,570	808,748	824,880	0.9%	0.4%
90-Minute Drive Time	1,932,582	2,204,807	2,408,844	2,461,684	1.0%	0.4%

*Compound annual growth rate, 2000-2022
 **Compound annual growth rate, 2022-2027
 Sources: Esri, Johnson Consulting

Economic, Demographic, and Destination Market Analysis

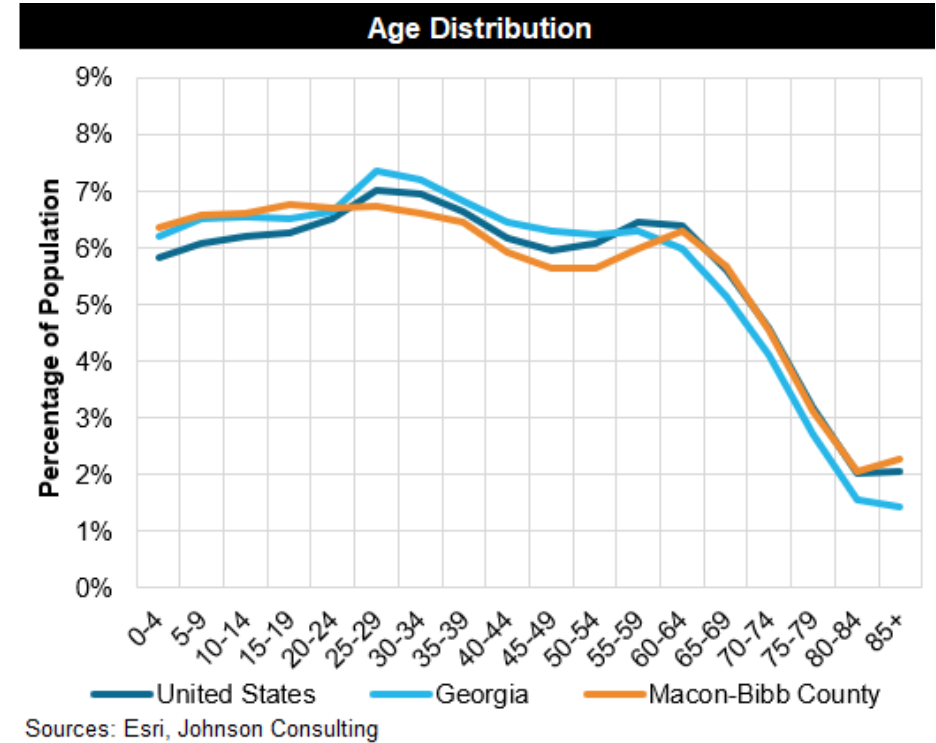
Age

Macon-Bibb County residents are on par regarding age compared to the other examined geographies. The median age of Macon-Bibb County residents was 37.8 in 2022, while that of the State of Georgia was 37.2 and that of the nation as a whole is 38.9. Between 2022 and 2027, the County's median age is projected to increase by an annual rate of 0.5 percent, which is in line with, but slightly higher than, the other examined geographies, as is shown in the table on the below.

The graphs to the right compares the age distribution of the nation, state, and Macon-Bibb County, representing the proposed development's most immediate market. As shown, there is a similar concentration across all age groups across all 3 geographies. The primary difference is that there is a slightly higher percentage of residents under the age of 20 in the County and above age 65, and a slightly lower percentage of middle-aged residents in the County, as compared to the state and nation. While these differences are minor, programming at the project site should be strategic in targeting those more populous audiences and their preferences.

Median Age			
	2022	2027	CAGR
USA	38.9	39.6	0.4%
Georgia	37.2	37.9	0.4%
Macon-Bibb County	37.8	38.8	0.5%
30-Minute Drive Time	38.1	38.9	0.4%
60-Minute Drive Time	38.4	39.1	0.4%
90-Minute Drive Time	37.7	38.3	0.3%

Sources: Esri, Johnson Consulting



Economic, Demographic, and Destination Market Analysis

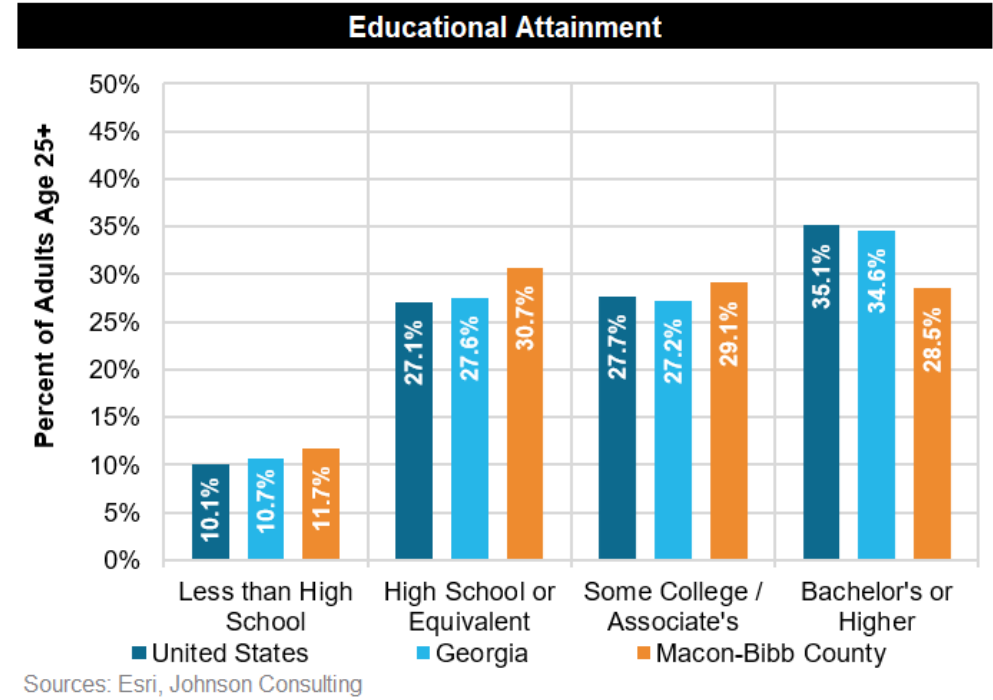
Education

Well-educated markets tend to have more disposable income to spend on events, attractions, and other potential proposed programming at the project site. Macon-Bibb County has lower but competitive educational attainment levels compared to Georgia and the United States. 28.5 percent of Macon-Bibb County residents have obtained a Bachelor's degree or higher. The graph to the right illustrates educational attainment for Macon-Bibb County, the State of Georgia, and the U.S. as a whole.

Additionally, there are several higher education institutions in the community that add 18,000-20,000 transient residents annually to the area. These institutions increase demand and are also potential sponsorship and/or programming partners for the proposed development site.

Higher Education Institutions	
Institution	2020-2021 Undergraduate Enrollment
Mercer University	4,725
Middle Georgia State	7,380
Central Georgia Technical	5,922
Wesleyan College	612
Helms College	280
Total	18,919

Sources: US Department of Education, Johnson Consulting



Income

As shown in the table in the table at right, Macon-Bibb County had the lowest median household income at \$48,982 compared to the other geographies. However, Macon-Bibb County is projected to have a growth rate of 4.6 percent over the next five years, which is the highest growth rate in the comparative set. The drive time catchment areas are also projected to grow at a healthy rate between 2022 and 2027.

	2022	2027	CAGR
USA	\$72,414	\$84,445	3.1%
Georgia	\$67,470	\$80,470	3.6%
Macon-Bibb County	\$48,982	\$61,473	4.6%
30-Minute Drive Time	\$54,694	\$67,779	4.4%
60-Minute Drive Time	\$56,738	\$68,255	3.8%
90-Minute Drive Time	\$58,444	\$70,168	3.7%

Sources: Esri, Johnson Consulting

Economic, Demographic, and Destination Market Analysis

Employment

In 2022, there were 65,407 total employees in Macon-Bibb County. The top 5 industries by total employment in Macon were Health Care/Social Assistance, Retail, Educational Services, Accommodation/Food Services, and Finance/Insurance.

These location quotient findings are presented in the table on right. Location quotients of 1 indicate a similar relative concentration of that industry in Chesapeake compared to the nation as a whole, while values higher than 1 (blue) indicate higher concentrations, and values lower than 1 (orange) indicate lower concentrations.

Relative to employment distribution in the U.S. as a whole, Macon-Bibb County has a high concentration of Finance/Insurance, with 4,521 employees. The large industry concentrations are reflected by the major employers in the County, shown below.

Major Employers		
Employer	Industry	Employment
GEICO	Insurance	6,100
Atrium Health Navicent	Hospital	5,000
Bibb County Board of Education	Education	4,880
Macon-Bibb County	Public Service	2,200
Amazon	Distribution	1,400
Piedmont Macon	Hospital	1,200
Walmart	Retail	1,125
Mercer University	Education	950
YKK	Manufacturing	900

Source: Macon-Bibb County Industrial Authority, Johnson Consulting

Employment Location Quotient by Industry Sector			
Industry	Macon-Bibb County	USA	Location Quotient
Health Care/Social Assistance	11,745	23,506,215	1.2
Retail Trade	7,931	17,507,961	1.1
Educational Services	6,939	14,659,591	1.2
Accommodation/Food Services	5,126	10,606,059	1.2
Finance/Insurance	4,521	7,841,079	1.4
Manufacturing	4,321	15,599,649	0.7
Public Administration	3,728	7,945,677	1.2
Professional/Scientific/Tech Services	3,682	13,016,951	0.7
Transportation/Warehousing	3,660	8,951,781	1.0
Construction	3,155	11,547,929	0.7
Admin/Support/Waste Management Services	2,775	6,232,378	1.1
Other Services (excl Public Administration)	2,699	7,599,446	0.9
Real Estate/Rental/Leasing	1,366	3,251,996	1.0
Wholesale Trade	1,234	4,005,424	0.8
Information	884	3,018,469	0.7
Arts/Entertainment/Recreation	857	2,872,227	0.7
Utilities	434	1,362,753	0.8
Agriculture/Forestry/Fishing/Hunting	240	1,885,414	0.3
Mining/Quarrying/Oil & Gas Extraction	100	581,692	0.4
Management of Companies/Enterprises	10	97,694	0.3
Total Employees	65,407	162,090,385	

Source: Esri, Johnson Consulting

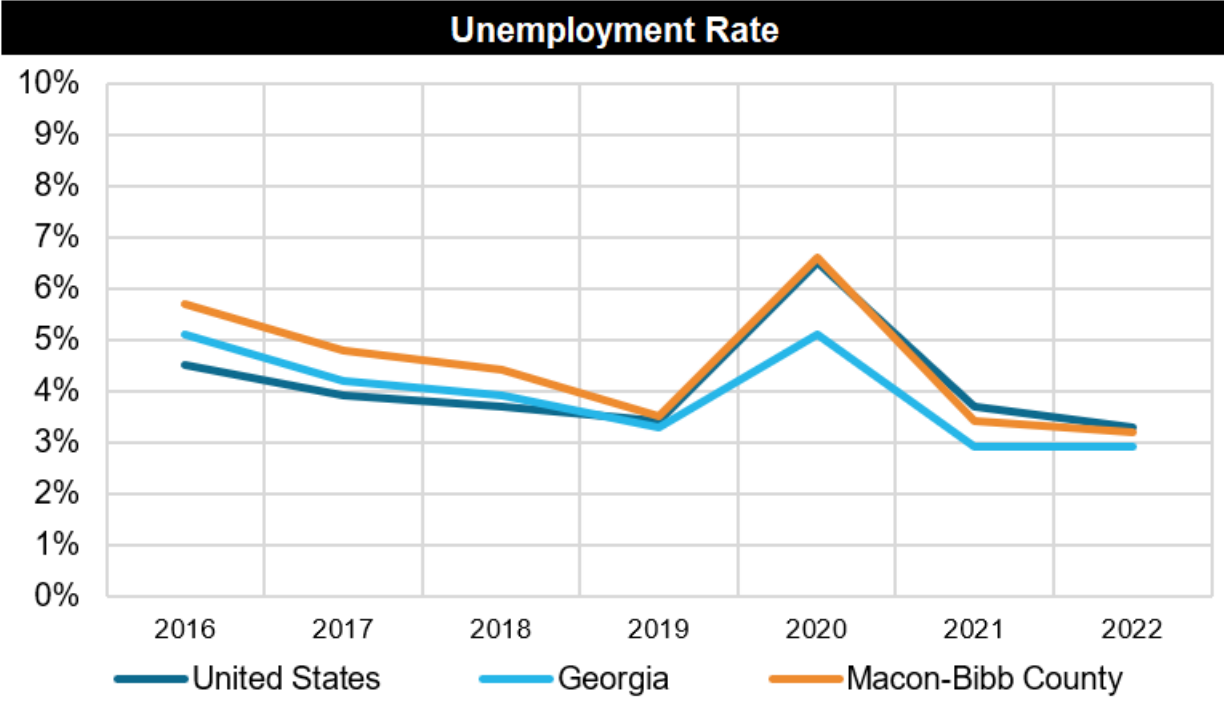
Economic, Demographic, and Destination Market Analysis

Unemployment

As shown by the table below, the unemployment rate in Macon-Bibb County trends consistently with the State of Georgia and the U.S.

Unemployment increased for all geographies in 2020 due to the pandemic. The State of Georgia had a lower spike, but the County is recovering at a similar rate to Georgia and the U.S.

As of December 2022, the unemployment rate in Macon-Bibb County was 3.2 percent.



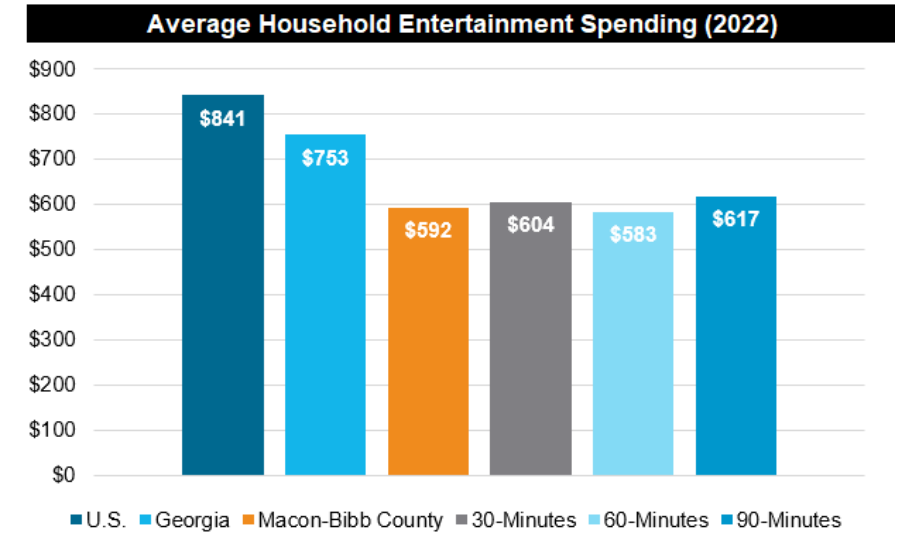
Sources: Bureau of Labor Statistics, Johnson Consulting

Economic, Demographic, and Destination Market Analysis

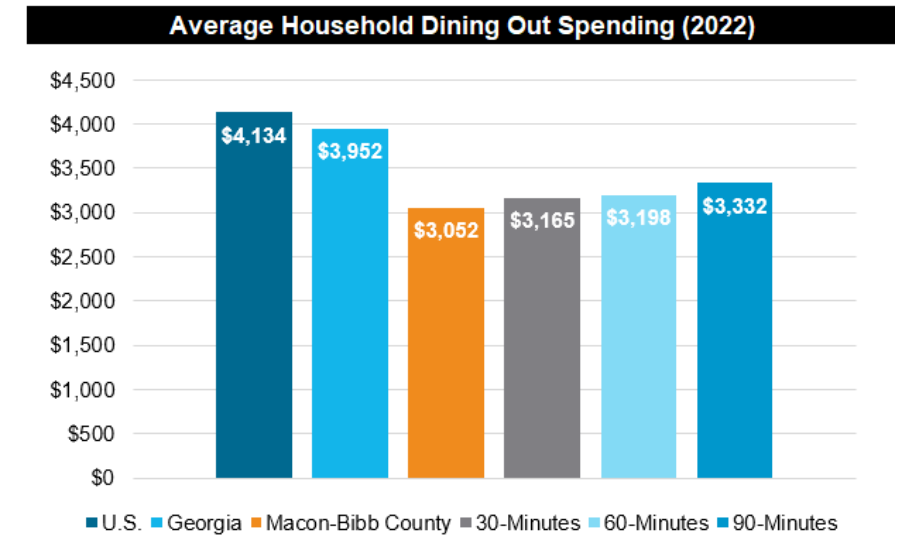
Consumer Behavior

Understanding consumer behavior is crucial not only to evaluating the feasibility of any proposed development, but to correctly programming it to maximize its market potential. As shown in the charts at right, households within a 60-minute drive of the project site spend an average of \$583 annually on entertainment. Entertainment spend includes all fees and admissions associated with recreational activities and other attractions including tickets to events.

The average household within a 60-minute drive of the project site spends \$3,198 annually on meals away from home. While these numbers are below the national average, this is reflective of the average household incomes and the proportion of disposable income each household has. That said, residents in and around Macon-Bibb County have a substantial propensity to spend their disposable income on food and entertainment.



Source: Esri, Johnson Consulting



Source: Esri, Johnson Consulting

Economic, Demographic, and Destination Market Analysis

Hotel Market

The Macon hotel market, defined by CoStar, is comprised of 6,794 total hotel rooms spread across 88 properties. The largest property is the Marriott Macon City Center with 220 rooms and almost 10,000 SF of meeting space and is adjacent to the project site. The second largest hotel, the 150-room InTown Suites Macon.

Currently, there are two hotels in the pipeline which are proposed to add 207 (125 and 82 rooms each) upper-midscale hotel rooms by 2025. Both properties are in the final planning stage and will located within 2 miles of the project site.

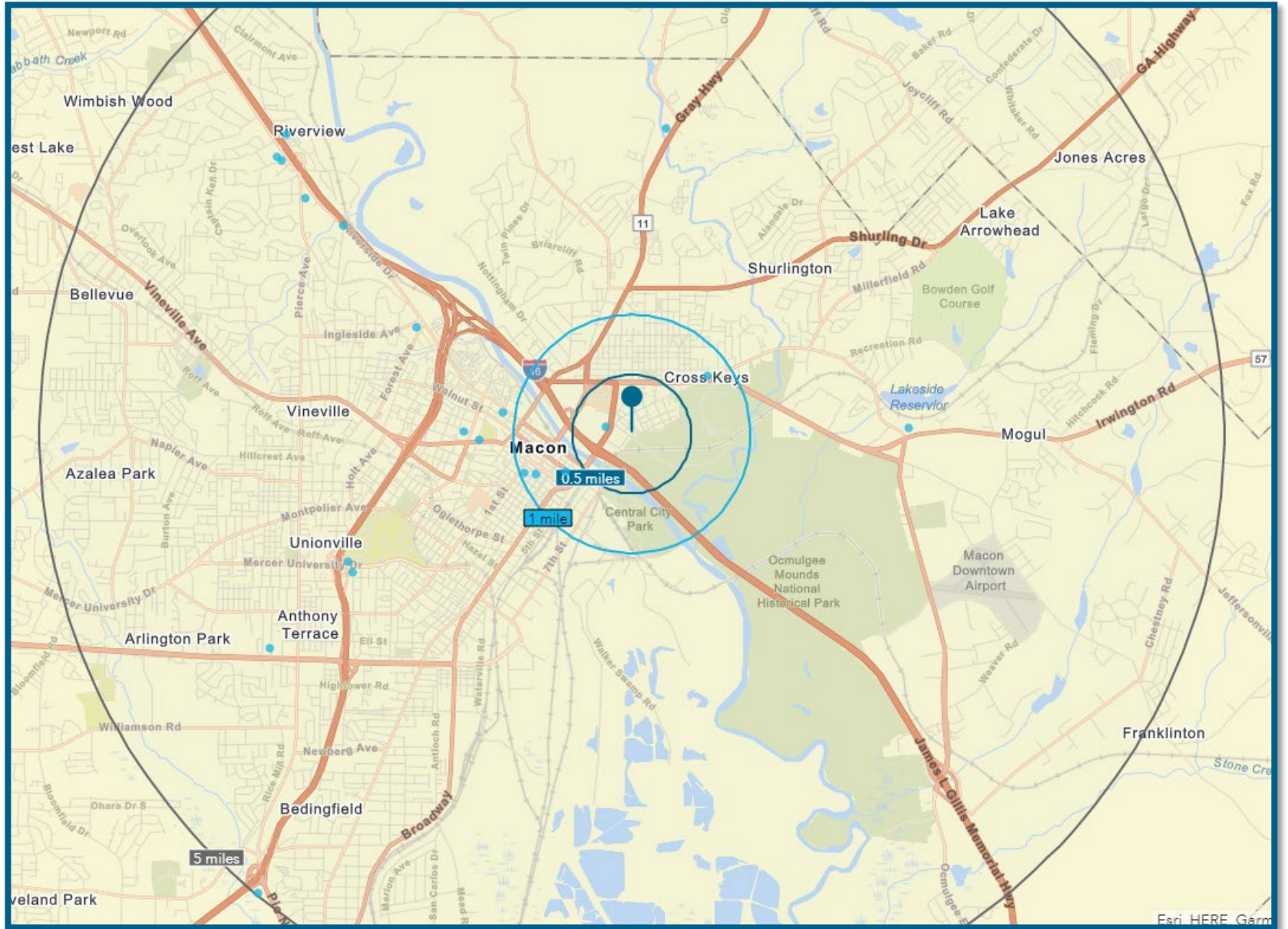
Macon Hotel Inventory				
Property Name	Hotel Class	Year Built (Renovated)	# of Rooms	Total Mtg Space (SF)
Marriott Macon City Center	Upper Upscale	2009	220	9,594
InTown Suites Macon	Economy	1990	150	900
La Quinta Inns & Suites Macon	Upper Midscale	1996 (2013)	142	1,000
Days Inn Macon I 75 North	Economy	1998	132	
My Homes Macon North I-75 By OYO	Economy	1985	130	1,920
WoodSpring Suites Macon North I-75	Economy	2008	121	
WoodSpring Suites Macon West I-475	Economy	2008	121	
SpringHill Suites Macon	Upscale	2009	121	540
Budget Inn Express	Economy	1970	120	
Holiday Inn Express Forsyth	Upper Midscale	1986	119	300
Economy Hotel Macon	Economy	1972	117	1,100
Red Roof Inn Forsyth	Economy	1962	115	
Best Western Riverside Inn	Midscale	1972 (2015)	115	500
Days Inn Forsyth	Economy	1972	114	600
Holiday Inn Macon North	Upper Midscale	2010	110	2,520
Red Carpet Inn Macon	Economy	1987	110	
Courtyard Macon	Upscale	1990 (2011)	108	1,122
Motel 6 Macon	Economy	1987	107	
Tru by Hilton Macon North	Midscale	2021	101	
Hilton Garden Inn Macon Mercer University	Upscale	2007	101	1,400
Riverview Hotel	Economy	1960	100	3,000
Quality Inn Macon	Midscale	1973	100	1,500
Hotels <100 rooms			4,120	27,086
Total			6,794	53,082

Sources: CoStar, Johnson Consulting

Economic, Demographic, and Destination Market Analysis

Hotel Market

The map at right plots out the inventory of existing hotels near the project site. As shown, there is only 1 hotel within a ½-mile radius of the project site (The Macon Marriott City Center) and there are only 3 hotels within a 1-mile radius of the project site. The addition of hotel rooms within a ½-mile radius of the project site would support the proposed development as well as the Macon Coliseum and Convention Center. With more guest rooms that are in walking distance, the Coliseum and Convention Center will be able to host larger events for out of town attendees, and in turn, the attendees will create demand for the project site.



Economic, Demographic, and Destination Market Analysis

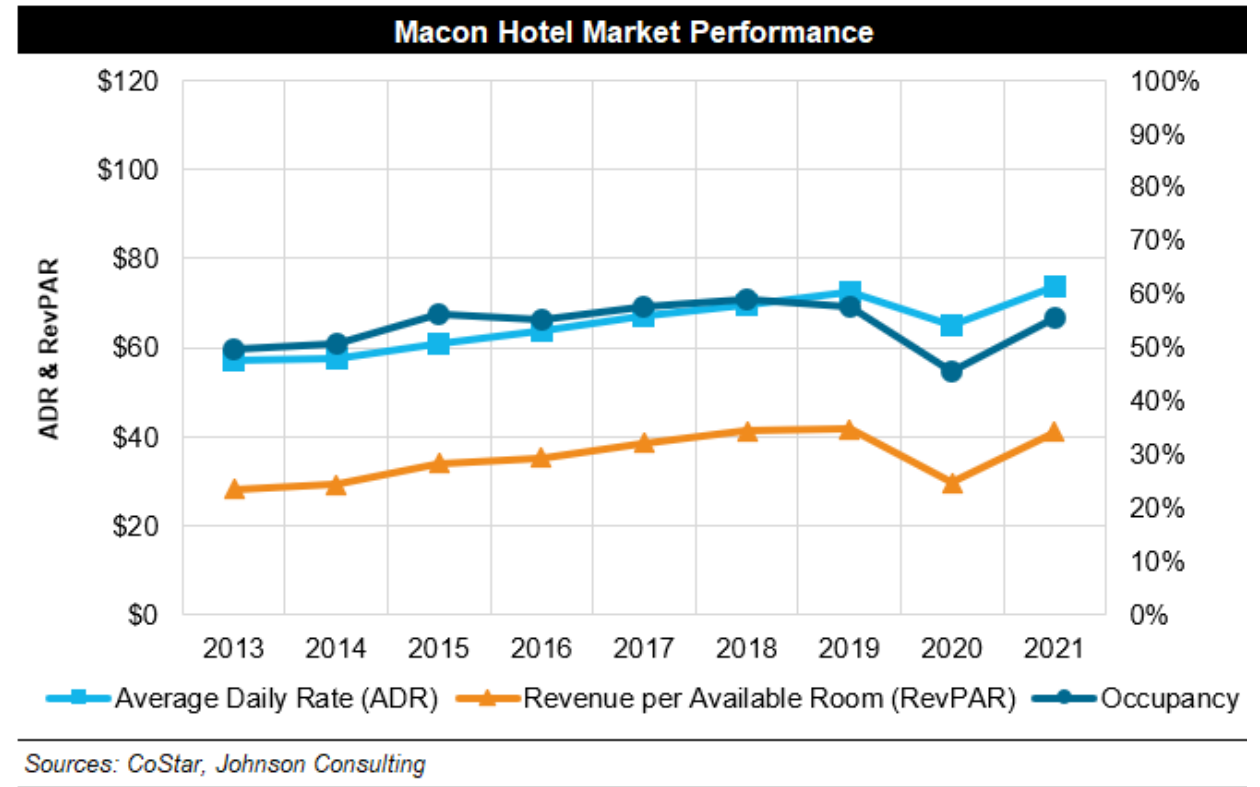
Hotel Market

The Macon hotel market has been steadily increasing over the last decade, with the exception of impacts from the pandemic, but has quickly recovered. In 2022 hotel occupancy rates reached 54 percent, the Average Daily Rate (ADR) was \$80.45, a record high, and the Revenue per Available Room (RevPAR) was \$43.36. While recovery is taking place, it should be of note that these rates are substantially below the national average. For example, the 2022 rates for the U.S. hotel market were 63 percent for occupancy, \$148 for ADR, and \$93 for RevPAR. That said, there is an argument for an increased hotel supply near the project site, due to current and planned demand generators however, the current hotel supply is underperforming.

The graph at right summarizes the market performance over the last 10 years.

Also of note is the Ramada Hotel, one of Macon's largest skyscrapers, has been sitting vacant for years. The hotel was undergoing renovations in 2019 until the COVID-19 pandemic impacted the project's financing. The County has floated around the idea of demolition but no certain plans have been publicly released.

This analysis does not indicate market capacity for new hotels in Macon. Larger newer hotels in Macon do perform better than the total market, but even still, it will take dynamic projects and a concerted effort to grow this market.



Economic, Demographic, and Destination Market Analysis

Event Venues Overview

As is shown by the table, there are 11 primary event facilities in Macon. The largest venue is the Edgar H. Wilson Convention Center, followed by the Macon Coliseum. Both venues are connected, work together, and are both located across the road from the project site. The convention center offers 70,000 SF of meeting space while the coliseum adds almost 24,000 SF of additional space with its 9,000-seat arena.

Again, the only hotel within a ½-mile radius of the Coliseum and Convention Center is the 220-room Marriott.

Macon Event Facilities			
Facility	Largest Space (SF)	Total Space (SF)	Distance (mi)
Edgar H. Wilson Convention Center	52,000	70,000	<1
Macon Coliseum	16,830	23,898	<1
Terminal Station	14,000	14,000	1
Anderson Conference Center	8,630	15,000	10
Mill Hill Community Arts Center	7,000	7,000	0
Marriott City Center Hotel	3,034	9,594	<1
Georgia Sports Hall of Fame	1,500	1,500	1
The Blacksmith Shop	-	10,000	1.5
City Auditorium	-	14,012	1.5
Museum of Arts & Sciences	-	-	6
Tubman Museum	-	49,000	1

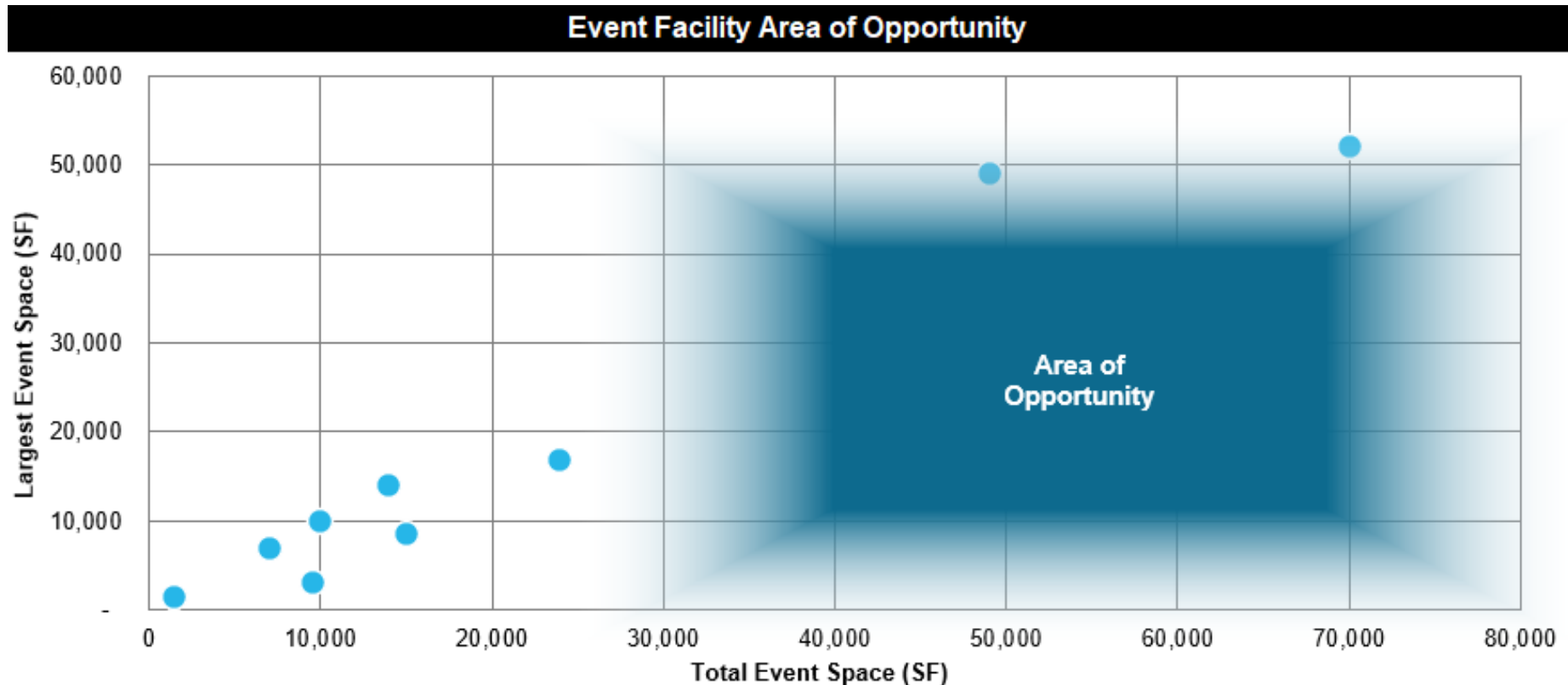
Sources: CoStar, Relevant Facilities, Johnson Consulting

Economic, Demographic, and Destination Market Analysis

Entertainment Venues Overview

The graph below charts out the larger venues in the area. As shown, there is a large are of opportunity for a new event venue. Most venues are under 30,000 SF, with the exception of the Convention Center and the Tubman Museum. That said, there is a range between 40,000 and 70,000 SF that is missing in the region. Additionally, 70,000 SF is on the small end of the large venue spectrum, so there is opportunity to build a space larger than 70,000 SF as well.

Opportunity for a new event venue could have potential on the project site, or there is a possibility to expand existing venues. A new convention center type venue would occur through a phased approach, allowing for the Coliseum and Convention Center to continue operations while a new or expanded facility is constructed.



Section 3

Case Studies



JOHNSON
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Case Studies

Macon Case Study Summary												
	Bibb-Mill Mixed-Use Site		Pinecrest		Tittletown		Rock Row		Town Center of Virginia Beach		Hot Springs	
OVERVIEW												
Location	Macon, GA		Cleveland, OH		Green Bay, WI		Westbrook, ME		Virginia Beach, VA		Hot Springs, AR	
CBSA	Macon-Bibb County		Cleveland-Elyria		Green Bay		Portland-South Portland		Virginia Beach-Norfolk-Newport News		Hot Springs	
CBSA Population	233,704		2,083,095		332,412		560,412		1,817,180		100,789	
Construction Cost	TBD		\$230M		\$300M		\$600M		\$608M		-	
Year Built (Renovated)	TBD		2018		2017		2023		2003 (2020)		1998 (2023)	
Demographics (2022)	1/2 mile	1 mile	1/2 mile	1 mile	1/2 mile	1 mile	1/2 mile	1 mile	1/2 mile	1 mile	1/2 mile	1 mile
Population	782	3,174	333	3,031	2,131	10,733	599	4,956	4,561	15,413	2,004	5,857
Median Age	26.2	38.7	42.1	48.7	44.1	42.5	42.9	41.9	33.4	36.2	39.9	41.6
Median Household Income	\$23,055	\$27,435	\$62,033	\$94,183	\$70,253	\$59,097	\$55,115	\$64,330	\$60,870	\$66,986	\$15,064	\$17,626
Entertainment Spending	\$58,881	\$403,799	\$128,078	\$1,653,267	\$663,262	\$2,814,901	\$230,612	\$1,535,401	\$1,442,058	\$4,583,446	\$197,402	\$729,548
Hotel Room Supply	220	741	1,028	2,023	144	880	753	753	640	1,625	569	1,630
Features												
Development Size	20 acres		57 acres		45 acres		110 acres		25 acres		15 acres	
Retail (SF)	TBD		275,000		200,000		300,000		500,000		-	
Restaurant (SF)	TBD		80,000		100,000		80,000		200,000		-	
Office (SF)	TBD		110,000		150,000		600,000		800,000		-	
Entertainment (SF)	TBD		-		150,000		-		150,000		-	
Parking Spots	TBD		2,200		300		TBD		3,600		-	
Residential Units	TBD		120		220		750		800		-	
Hotel On Site	TBD		✓		✓		✓		✓		✓	
Other Spaces/Features	Bicentennial park, Mill Hill Community Arts Center		1244-seat movie theatre		2 acres green space, outdoor ice rink		8,200-seat convention center, built around a 26-acre quarry		Entertainment center		Located in the heart of downtown, within a mile of Hot Springs National Park	
Activity												
12-Month Visitation			4.3M				2.9M		6.6M			

Source: Relevant Facilities, CoStar, Esri BAO, Johnson Consulting

Case Studies

Pinecrest – Cleveland, OH

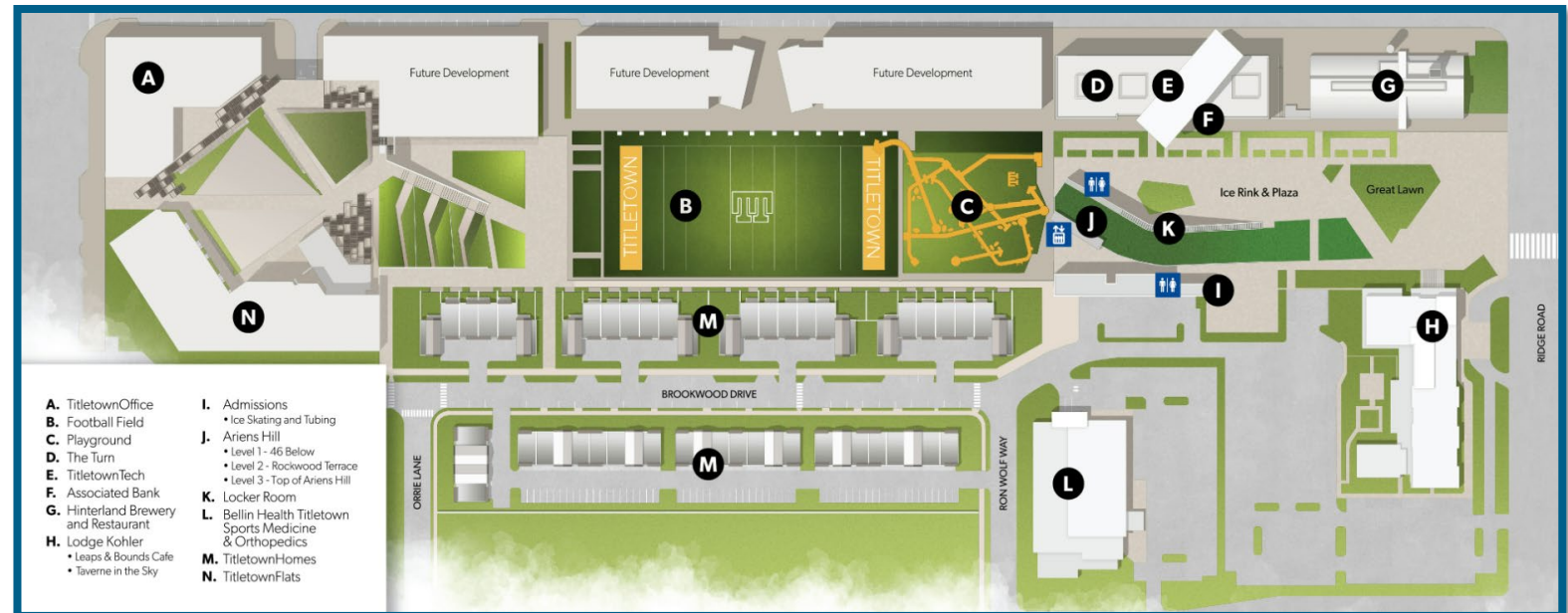
- Located off of a main interstate (I-271), Pinecrest is a 57-acre mixed-use district that blends local and national brands to offer apparel, home goods, restaurants, and entertainment venues.
- The district also offers an AC by Marriott boutique hotel, contemporary apartments, and Class A office space, a movie theatre, and plenty of free parking
- Year-round calendar with scheduled artisan markets, movies, concerts, festivals, and other seasonal events
- Developed by a partnership of private developers with a \$230M initial construction cost in 2018



Case Studies

Titletown – Green Bay, WI

- Titletown is a new community development just west of the Green Bay Packers' Lambeau Field
- Titletown's park is open year-round and features an ice skating rink, snow tubing hill, outdoor games, daily activities, a unique 36,000 SF playground, full-size football field, sport courts (horseshoe, cornhole, shuffleboard, bocce, ping pong)
- Future development includes retail, commercial, and residential elements
 - Lodge Kohler Hotel, Bellin Health Titletown Sports Medicine and Orthopedics Clinic, and the Hinterland Restaurant and Brewery
- The development is a result of a partnership between private developers and the Green Bay Packers – the real estate arm of the Green Bay Packers is Titletown Development LLC



Case Studies

Rock Row – Westbrook, ME

- Designed around a 26-acre natural quarry, Rock Row is a \$600M, 110-acre streetscape project
- Rock Row is planned to feature a walkable mixed-use district to live, work and play and will host events for the community year-round
- Main project elements include 400,000 SF of leasable office space, 20,000 SF of leasable food hall space, 200,000 SF of leasable medical space, 20+ restaurant spaces, 300,000 SF of leasable retail space, and 750 residential units.
- Rock Row will also host Maine's newest \$75M convention center managed by ASM Global
 - Capacity of over 8,200, 110,000 SF of divisible event space, 35,000 SF expo hall, attached hotel and parking garage
 - Projected 343 FTE and \$13.2M in annual wages
- This private development is projected to attract more than 6M visitors annually



Case Studies

Town Center of Virginia Beach – Virginia Beach, VA

- The Town Center of Virginia Beach includes the CBD and a mixed-use shopping, dining, and entertainment district
 - 25 restaurants, 27 retail stores, 2 hotels, 1M SF of Class A office space, 800 residential units
- Entertainment venues include the Funny Bone Comedy Club, Sandler Center of the Performing Arts, Zeider’s American Dream Theatre, APEX Entertainment, and Muse Paintbar – in addition to a year-round events schedule including concerts and festivals
- The Virginia Beach Town Center was funded by a public-private partnership between public and private investments of over \$600M combined
- Development began over 20 years ago and the district is still experiencing ongoing growth

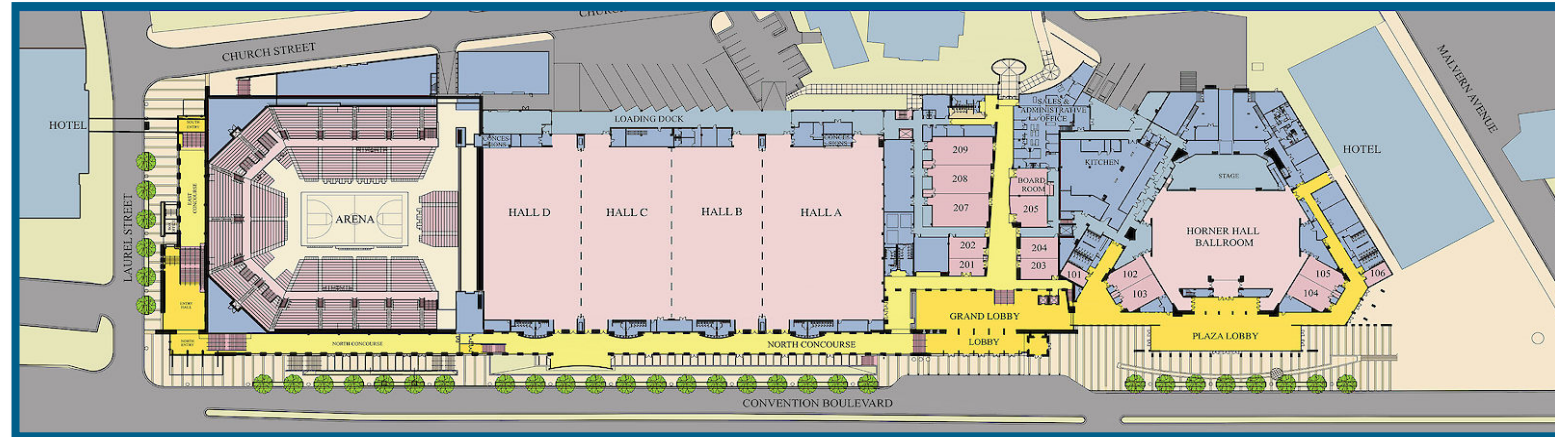


Case Studies

Hot Springs National Park – Hot Springs, AR

The Hot Springs Convention Center is similar to Macon in that it is located in close proximity to a National Park in downtown Hot Springs. The Convention Center has a total of 360,000 SF of event space with over 72,000 SF of contiguous exhibit space, a ballroom, meeting rooms, and the 6,300-seat Bank OZK Arena. The Arena and Exhibit halls can combine for a total of 103,000 SF of event space. The venue hosts large scale events like tradeshows, conventions, concerts, and sporting events throughout the year such as the Arkansas Activities Association's High School Basketball Championships, the Great American Conference's Women's Volleyball Championship, and the Forrest L. Wood National Bass Fishing Championship. In addition to the National Park, the complex is located in walking distance to the Historic Bath House Row, art galleries, shopping, and dining options.

The venue is owned and managed by the CVB, Visit Hot Springs, and the Advertising and Promotion Commission, who relies on the city for funding, allocates annual funding towards marketing the convention center as well as other tourist attractions. There is also a 3% tax on lodging and dining. The Hot Springs National Park is a significant draw to the destination and the balance of the development to the east, west, and south of the convention center enhances the quality of life for visitors and residents alike.



Real Estate Analysis

Overview

This section analyzes the real estate trends across all uses proposed for the project. The intent of this section is to lay out the macro trends in the Macon real estate market for each real estate sector in comparison to other competitive markets previously profiled. This data also sets the parameters for achievable, rents, occupancy, absorption pace and other attribute needed for financial projections.

Parameters for Macon and the other 4 competitive markets were based on the CoStar definition of the municipal limits of each market.

Current space inventory, occupancy for all land uses for the Macon market are presented below.

Real Estate Market Analysis Macon, GA																
	<u>Retail</u>				<u>Office</u>				<u>Multifamily Housing</u>				<u>Hotel***</u>			
	Inventory (SF)	Rent**	Vacancy	Absorption (SF)	Inventory (SF)	Rent**	Vacancy	Absorption (SF)	Inventory (units)	Rent**	Vacancy	Absorption (units)	Inventory (rooms)	Occupancy	ADR	RevPAR
2018	15,723,621	\$7.94	7.3%	164,294	6,920,824	\$13.60	8.7%	116,345	18,503	\$0.78	8.6%	397	1,902	59.7%	\$70.72	\$42.21
2019	15,894,606	\$8.62	9.0%	(120,280)	6,970,568	\$14.10	7.4%	128,925	18,970	\$0.81	9.5%	247	1,902	58.5%	\$73.60	\$43.02
2020	15,994,401	\$8.67	8.6%	64,905	6,981,568	\$14.33	9.9%	(174,225)	18,998	\$0.85	7.2%	468	1,902	46.1%	\$65.67	\$30.30
2021	16,118,923	\$8.24	6.1%	616,708	6,981,568	\$15.41	8.9%	71,997	19,065	\$0.97	8.4%	(176)	2,003	56.8%	\$73.74	\$41.91
2022	16,138,452	\$11.56	5.8%	34,337	6,981,568	\$15.46	8.2%	(54,098)	19,389	\$0.99	10.6%	(135)	2,033	55.8%	\$80.36	\$44.85
2023 YTD*	16,155,926	\$11.16	4.3%	276,406	6,981,568	\$15.68	8.5%	(28,462)	19,413	\$1.02	10.8%	(16)	2,106	54.8%	\$81.74	\$44.79
Average	16,004,322	\$9.37	6.9%	172,728	6,969,611	\$14.76	8.6%	10,080	19,056	\$0.90	9.2%	131	1,975	55.3%	\$74.31	\$41.18
% Change	0.5%	5.8%	-8.4%	9.1%	0.1%	2.4%	-0.4%	-	0.8%	4.6%	3.9%	-	1.7%	-1.4%	2.4%	1.0%

*May 2023

**Rent per SF per Year

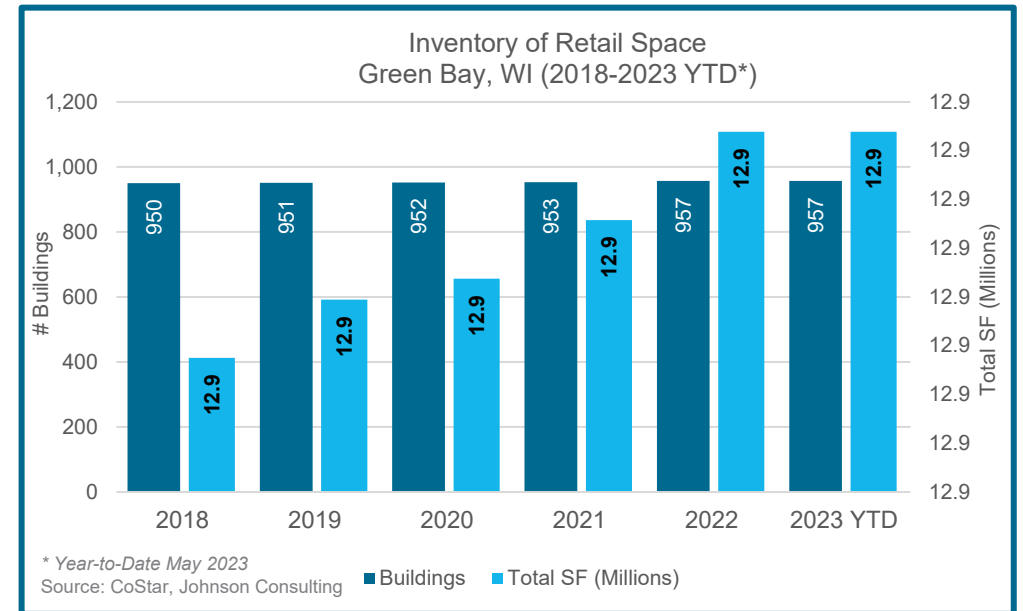
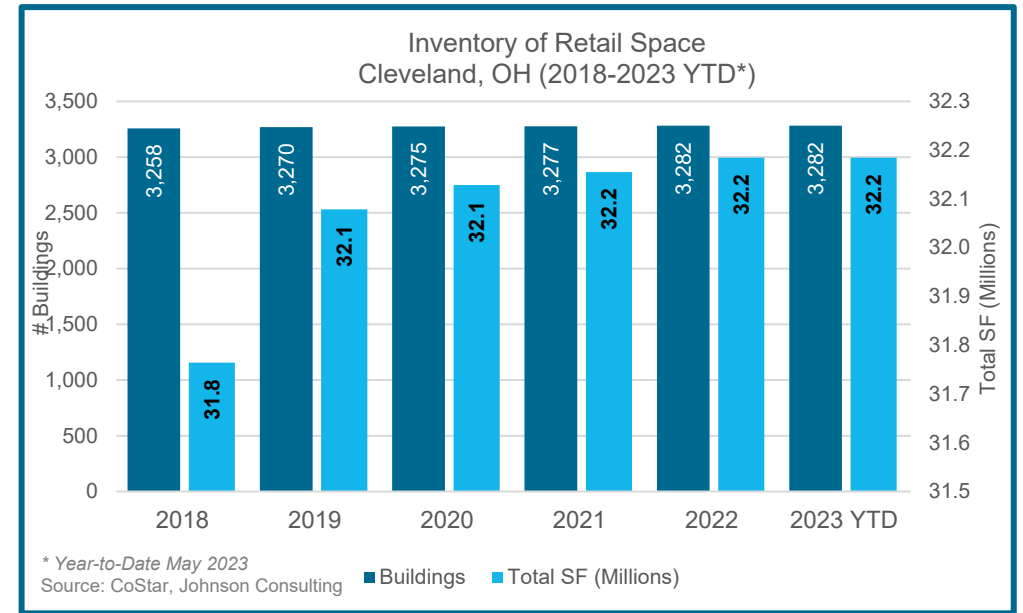
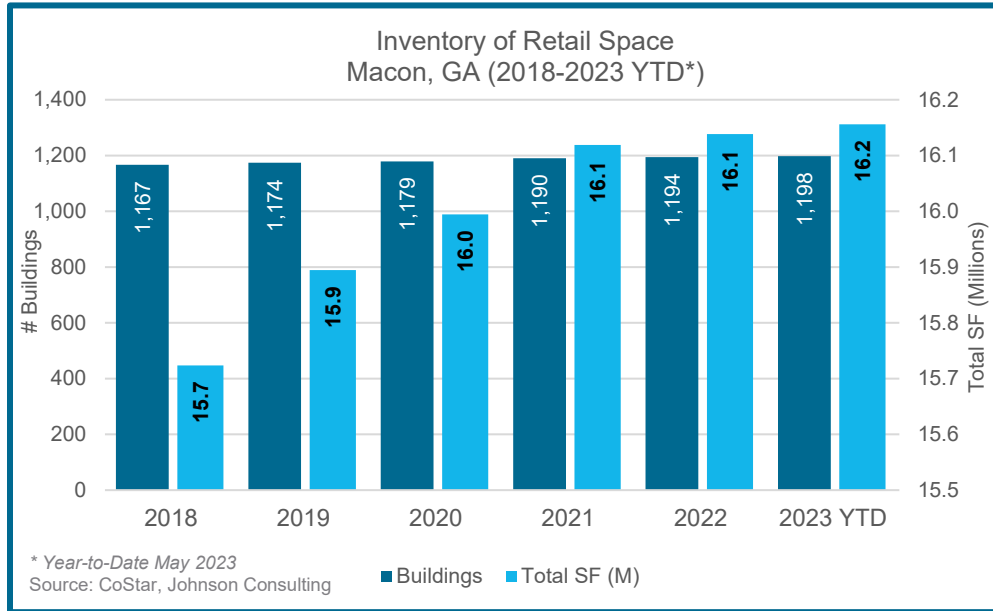
***Hotels with 100+ rooms only

Sources: CoStar, Johnson Consulting

Real Estate Analysis - Retail

Inventory

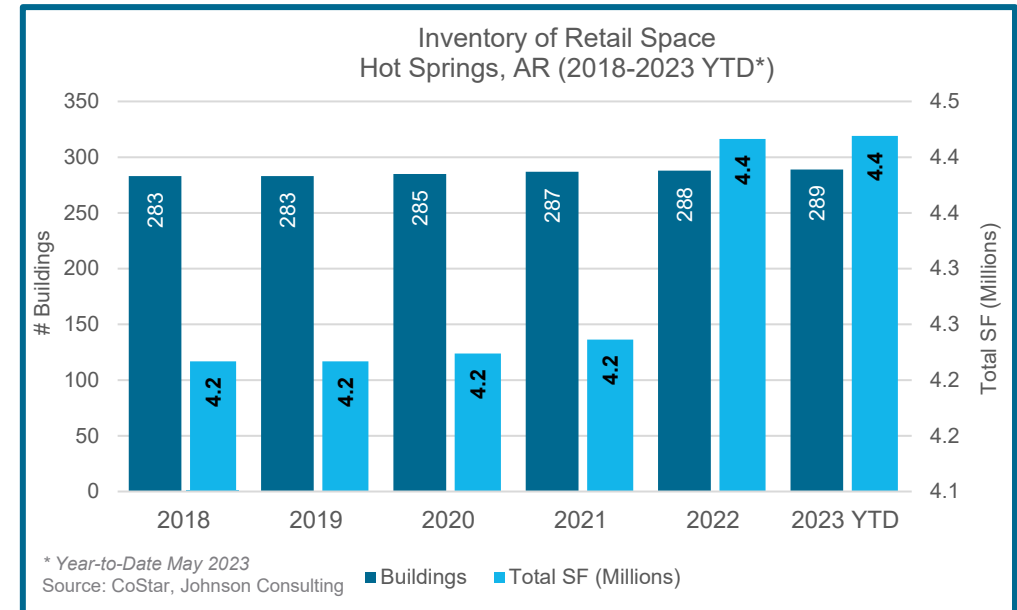
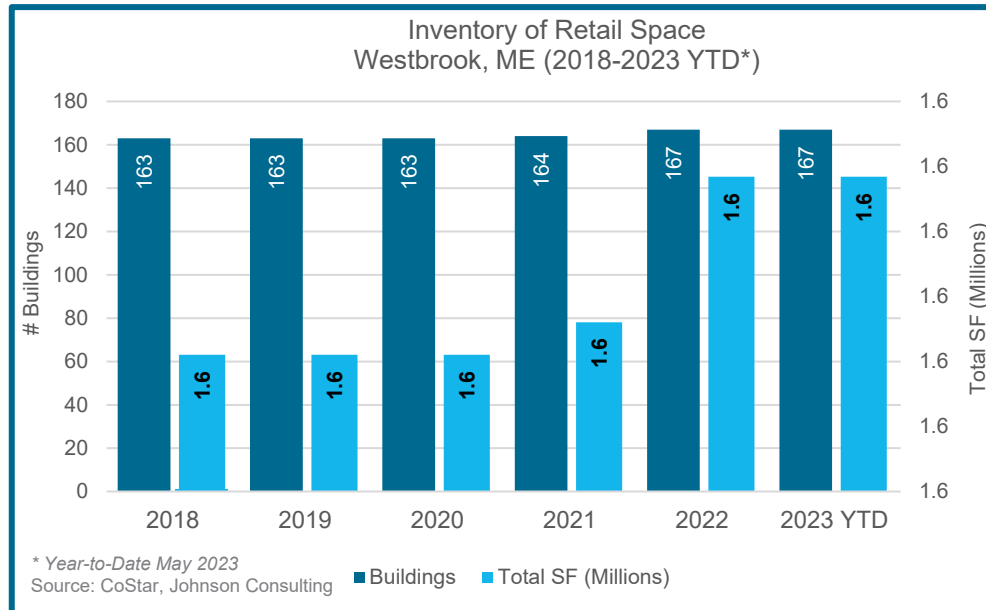
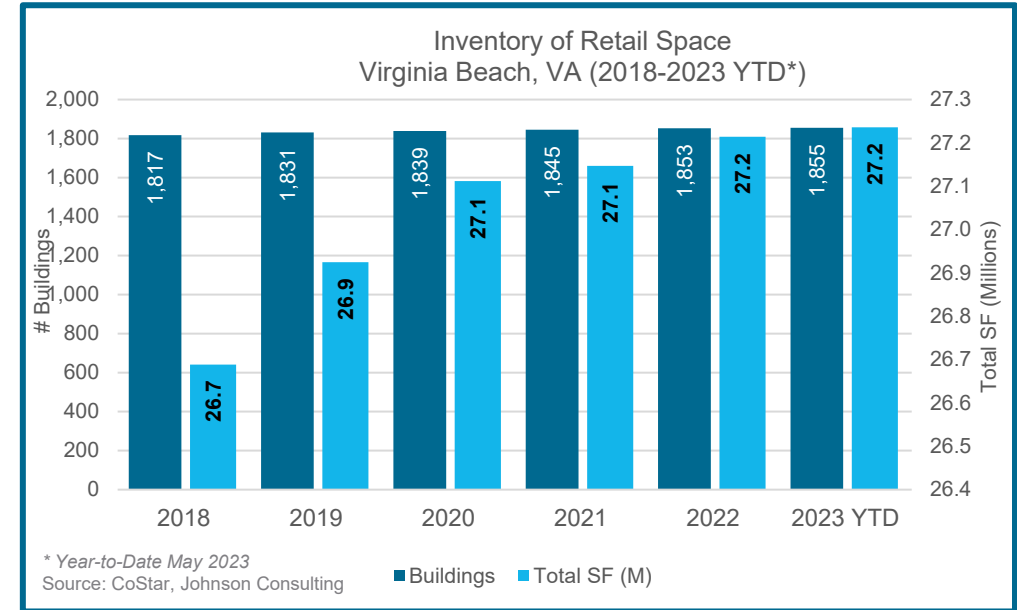
The chart below shows that there are 1,198 retail buildings in Macon, totaling 16.2M SF. Both the number of buildings and total SF have slowly increased since 2018, demonstrating little growth in the retail market over the last 6 years.



Real Estate Analysis - Retail

Inventory

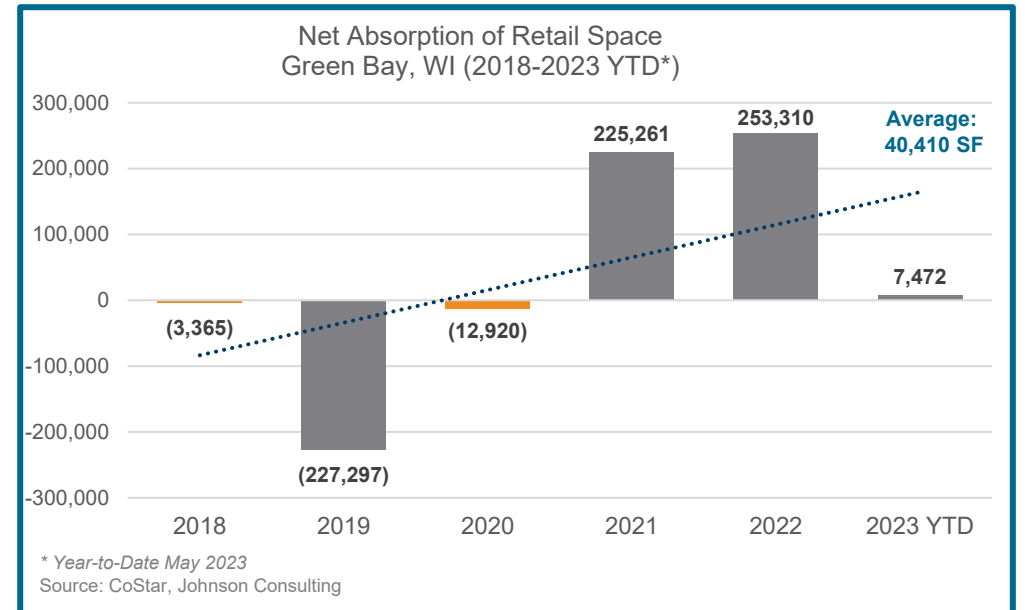
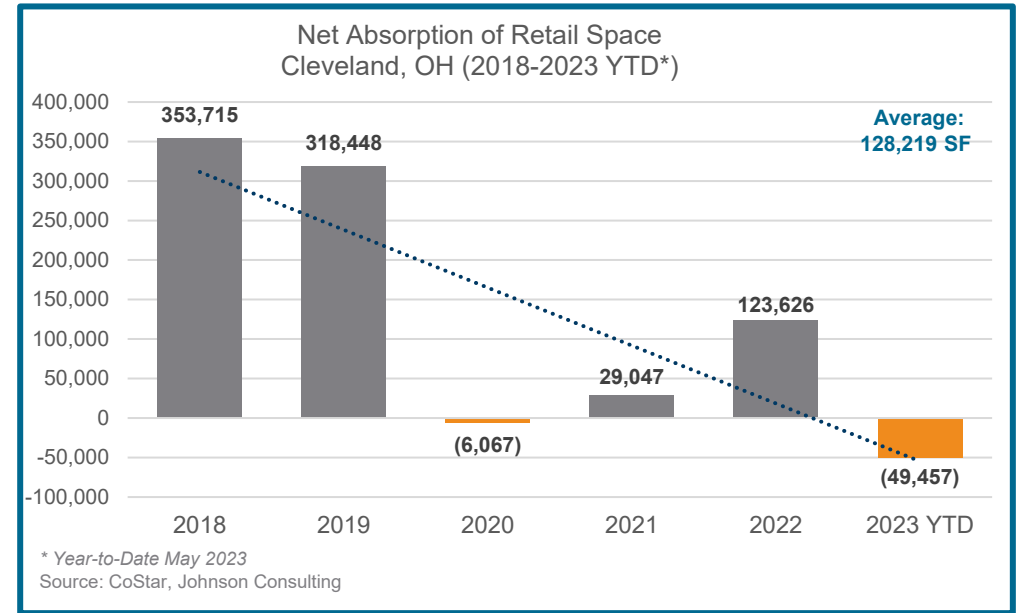
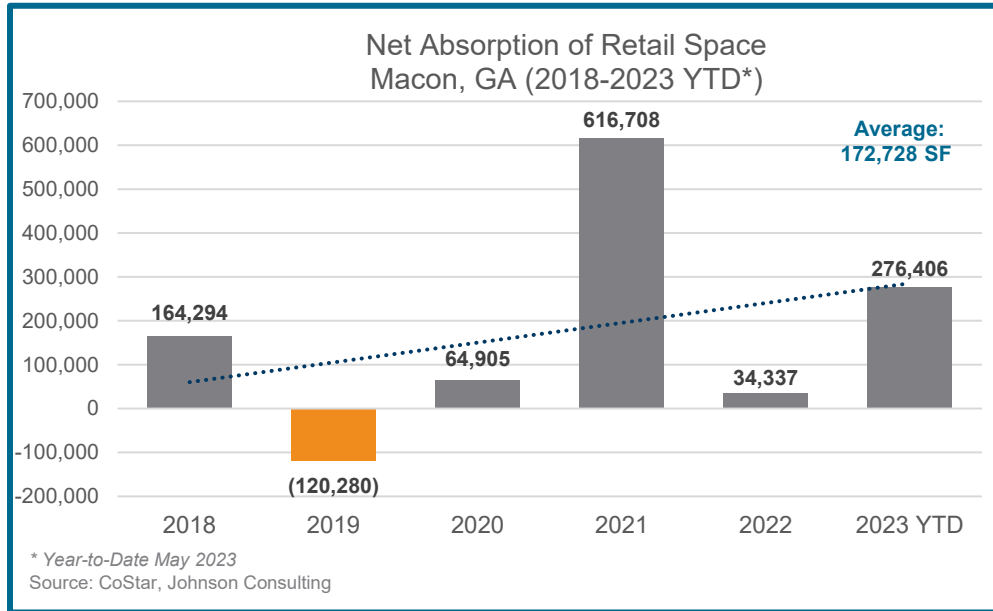
Macon falls in the mid-range of the other markets analyzed with the exception of Westbrook, where there is an overall lower density of retail space present in the market.



Real Estate Analysis - Retail

Absorption

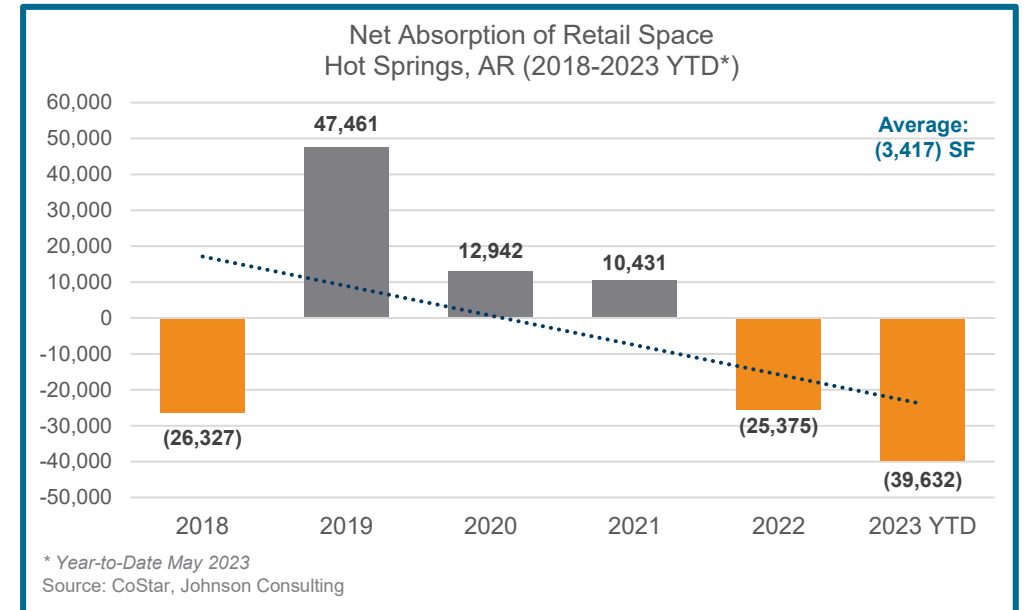
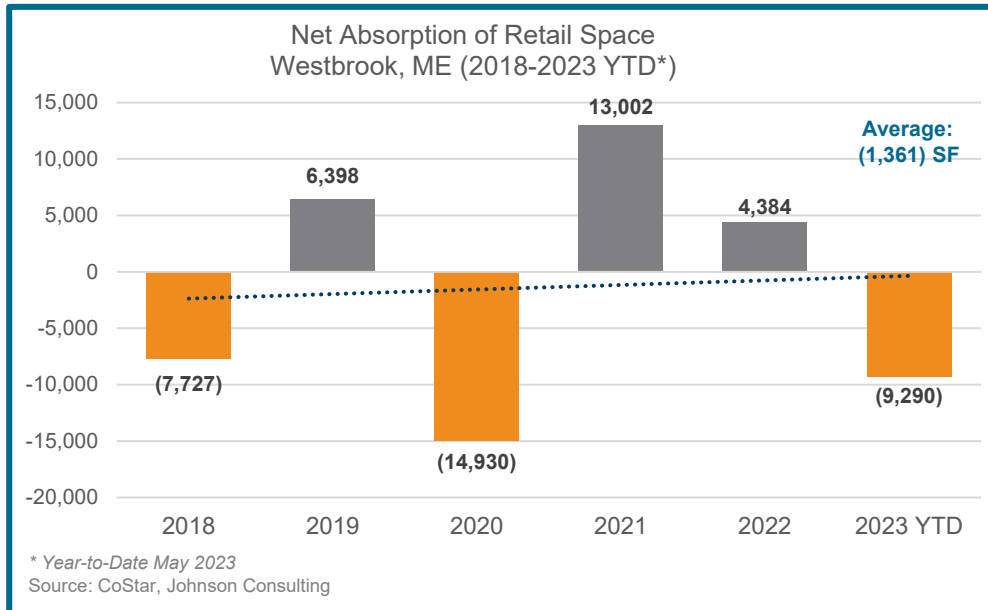
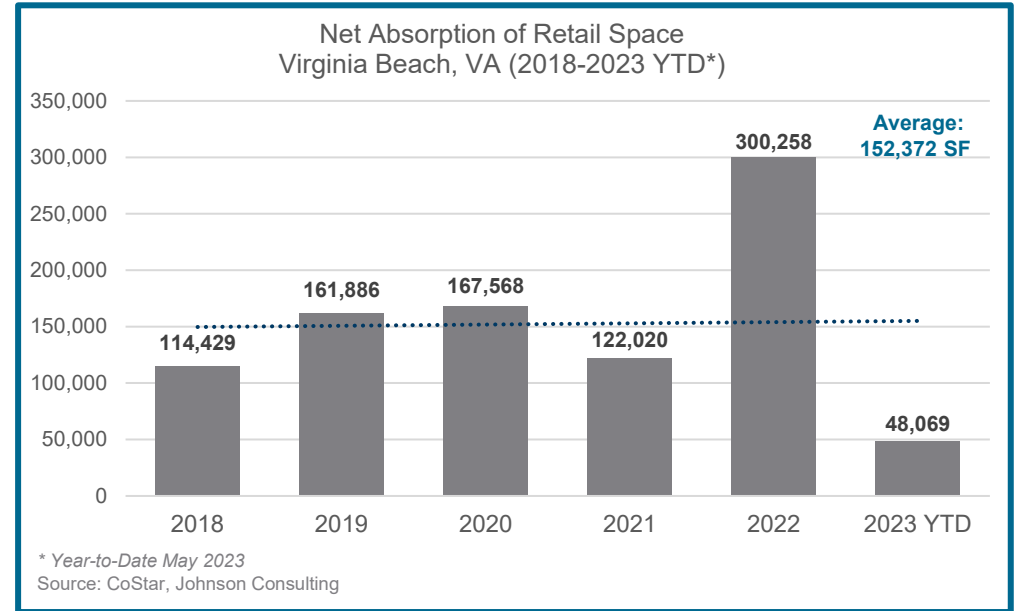
The Macon market is showing a high rate of absorption with a high amount of absorption in 2021 and in the most current year. With the exception of 2019, there was a positive absorption rate for the last 6 years, resulting in an average of 172,728 SF.



Real Estate Analysis - Retail

Absorption

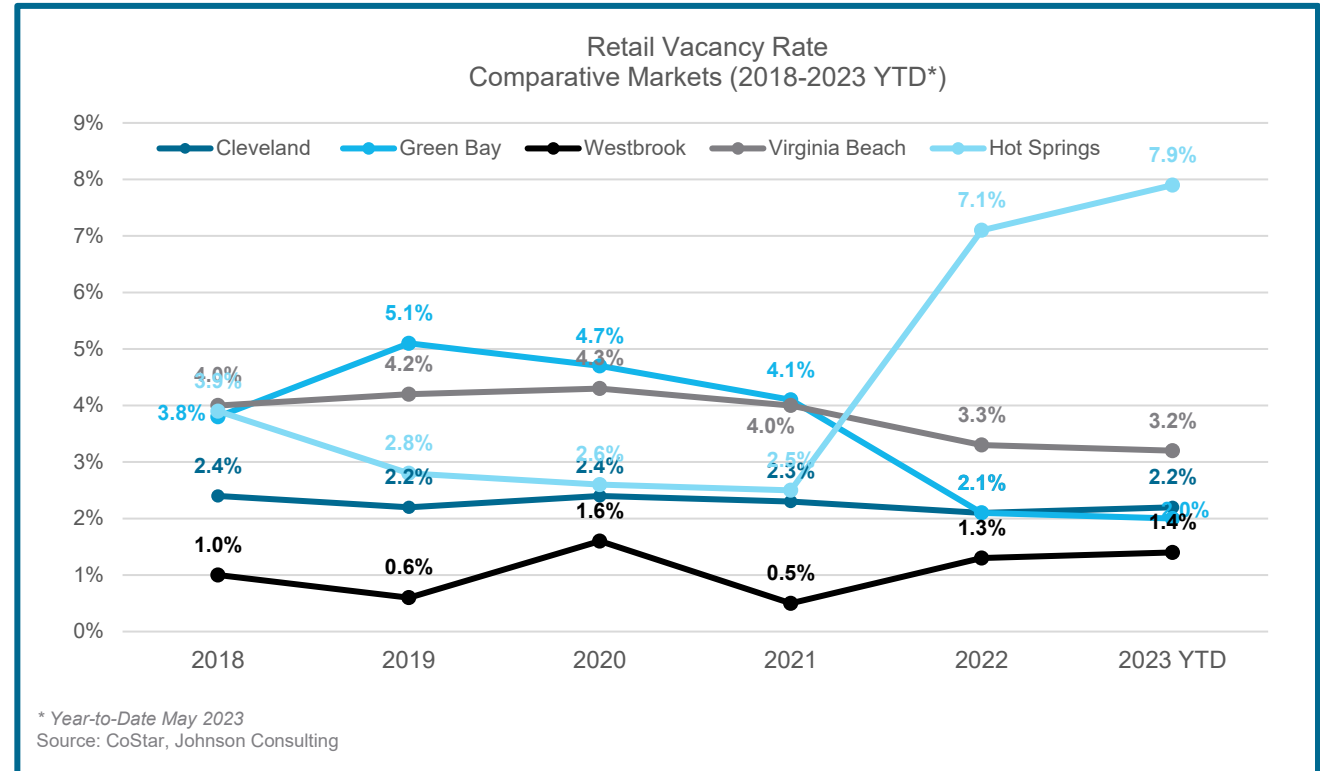
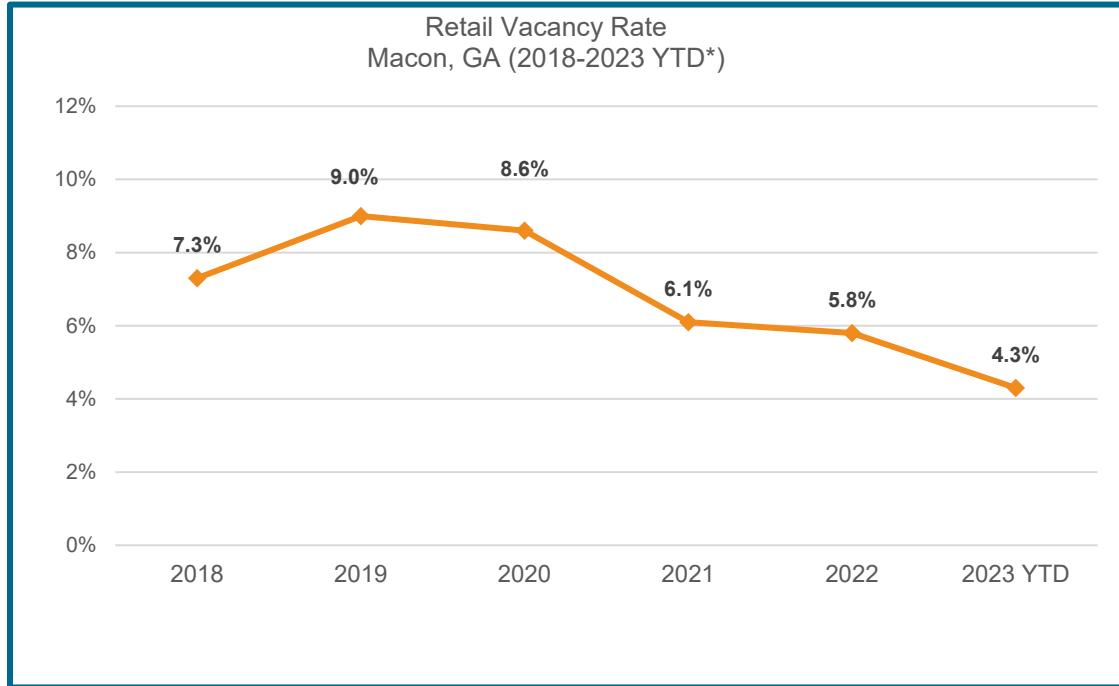
Comparatively, all other markets analyzed all had a lower average absorption over the last 6 years.



Real Estate Analysis - Retail

Vacancy

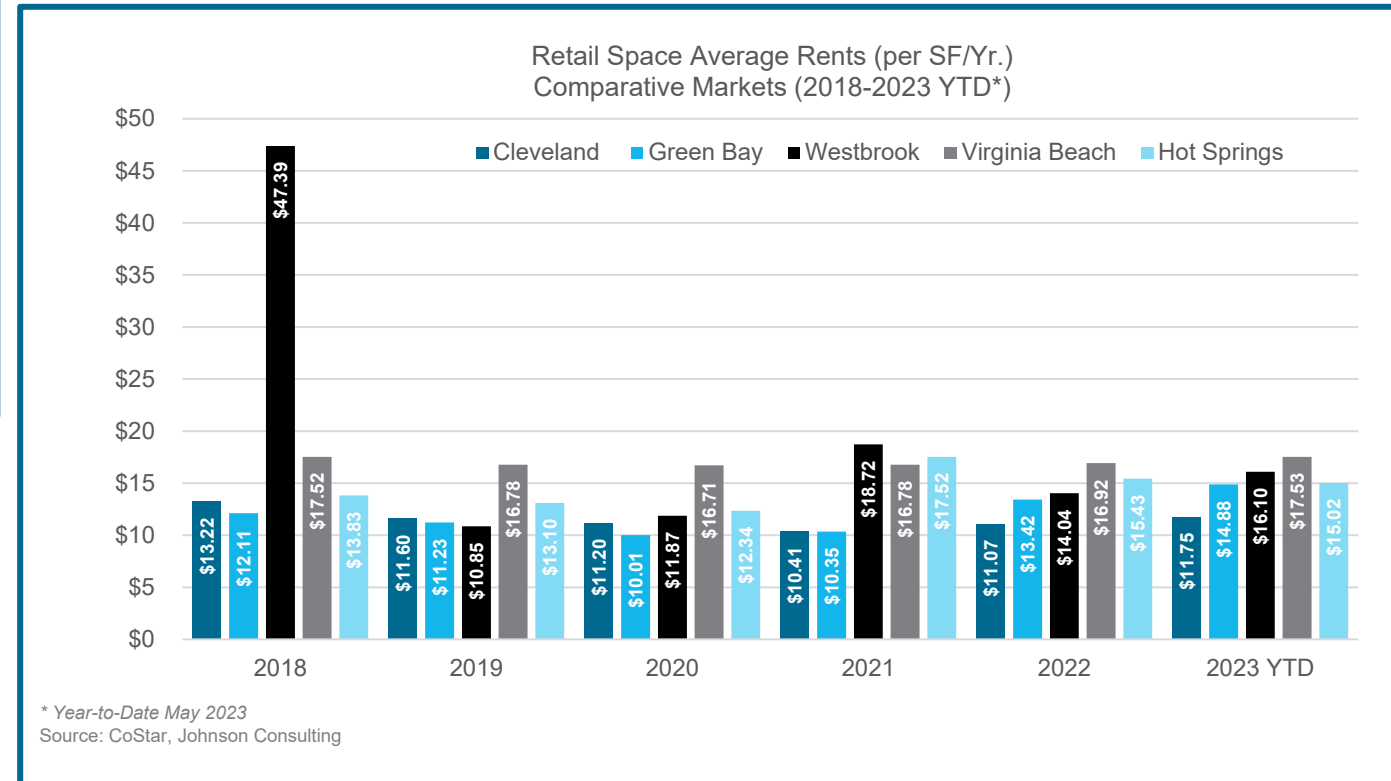
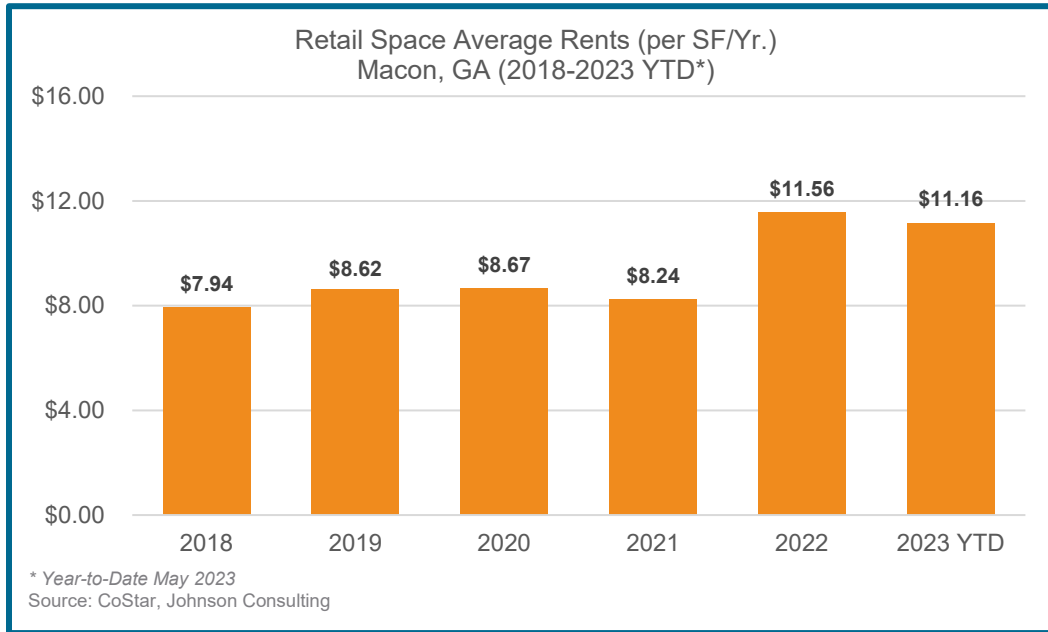
Retail space vacancy rates were high in Macon compared to the other markets, reporting a 5.8% vacancy rate in 2022. As shown in the graph on the bottom left, the other markets all reported vacancy rates below 3.3% in 2022, with the exception of Hot Springs that seems to still be feeling the negative impacts of the COVID-19 pandemic.



Real Estate Analysis - Retail

Rent

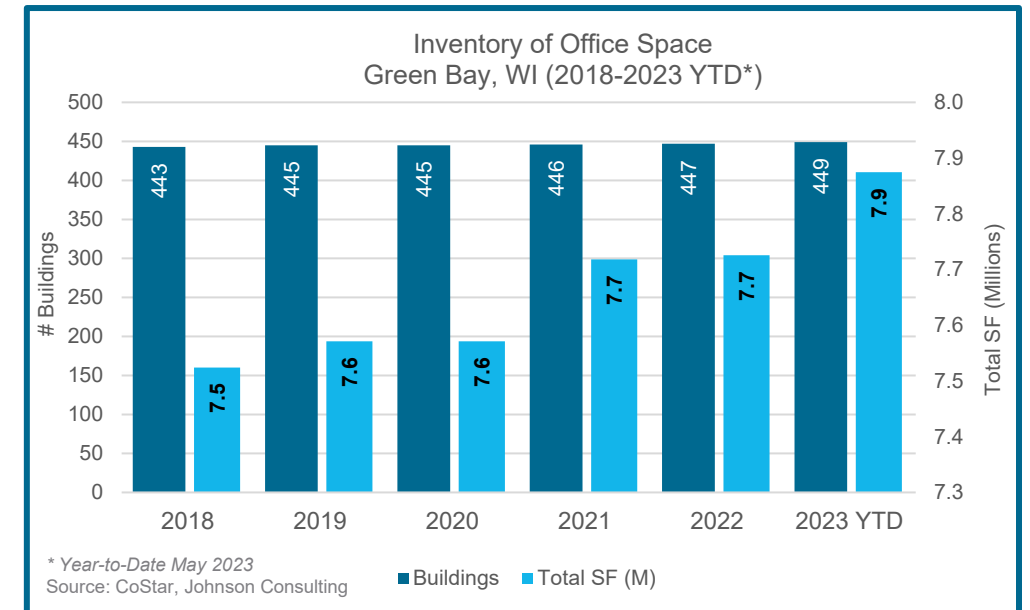
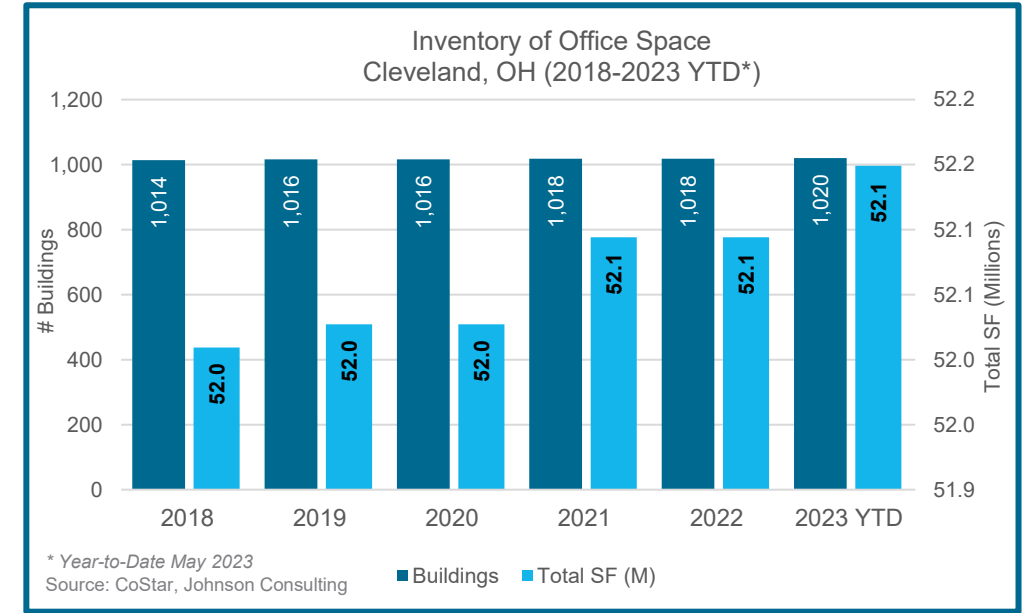
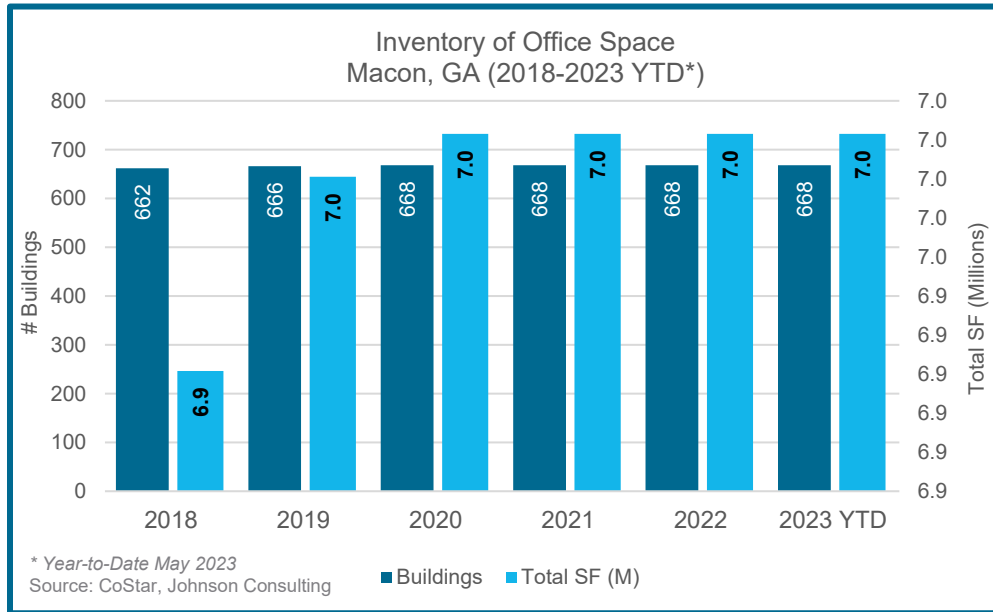
The graphs below show the average rental rates for retail space in Macon and the five comparative markets. An overall increase in retail rental rates in Macon demonstrate a positive outlook as the market becomes more equal to average competitors.



Real Estate Analysis - Office

Inventory

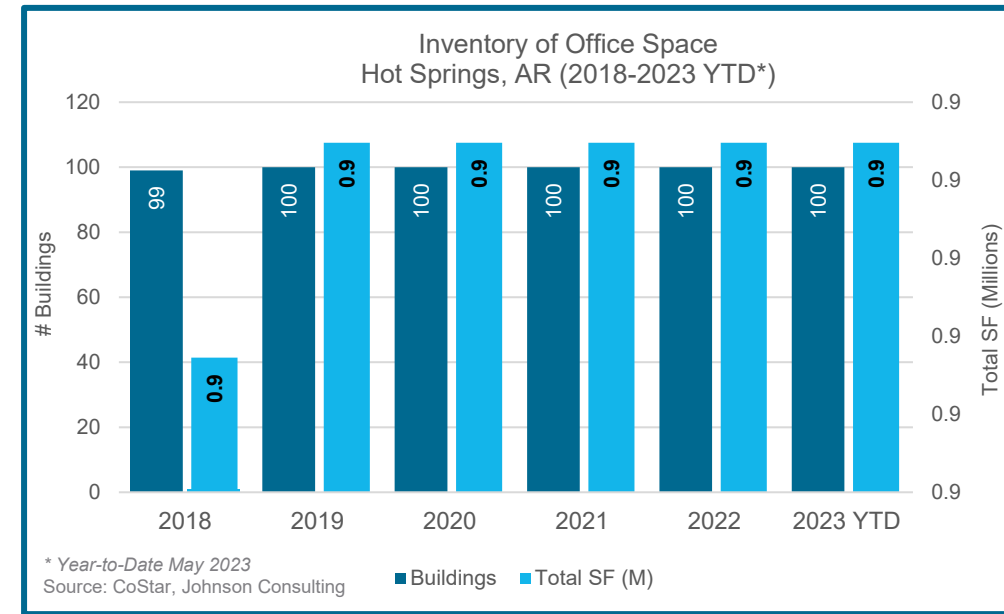
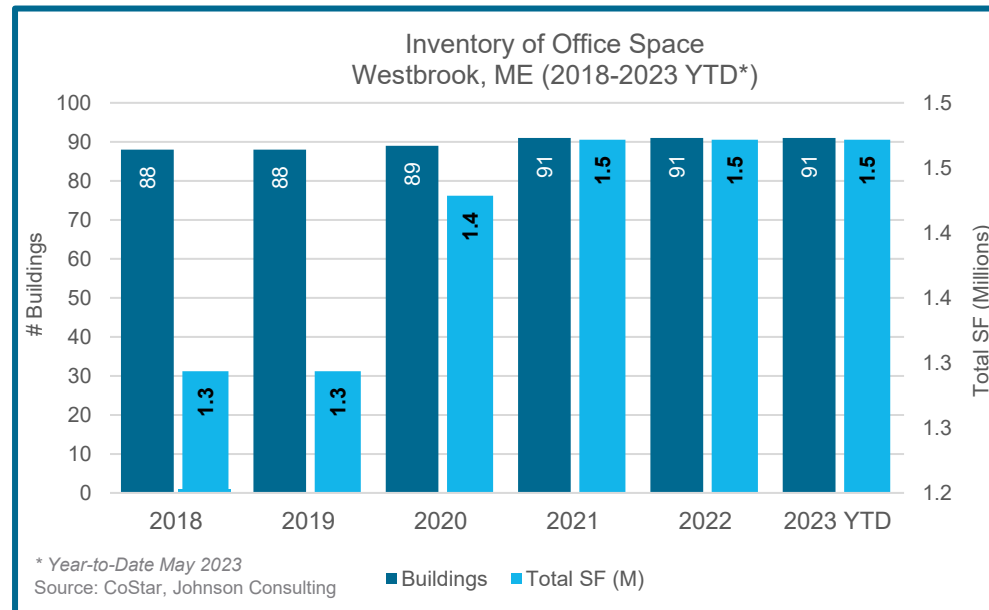
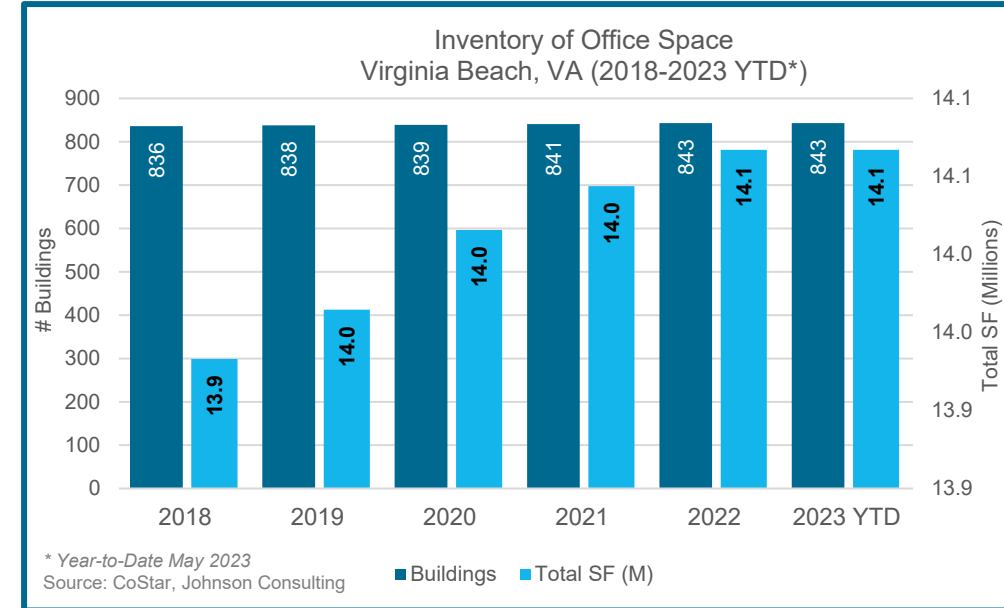
Office space inventory in Macon increased slightly in 2019 and has been stagnant since.



Real Estate Analysis - Office

Inventory

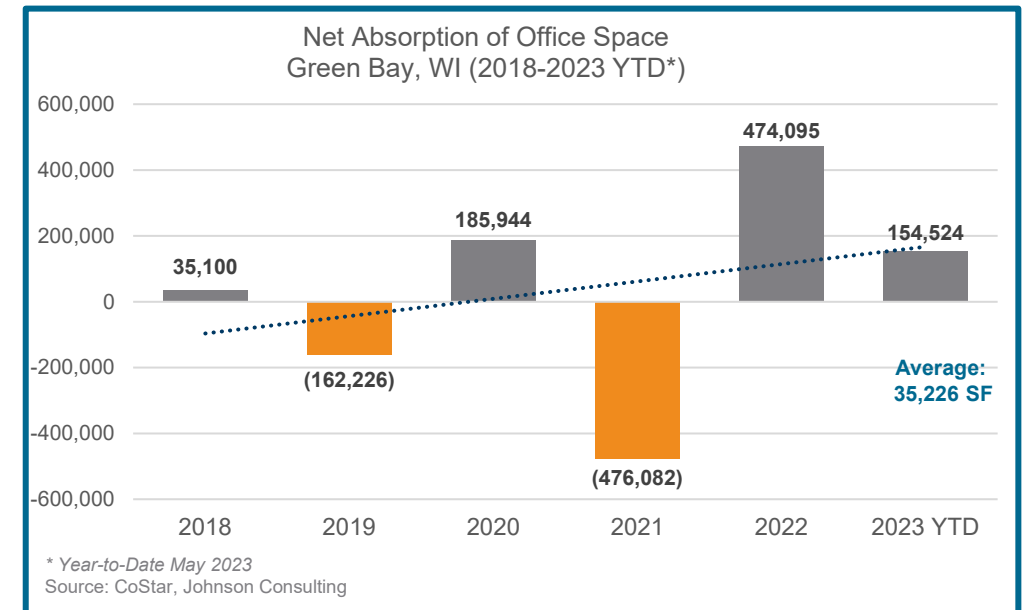
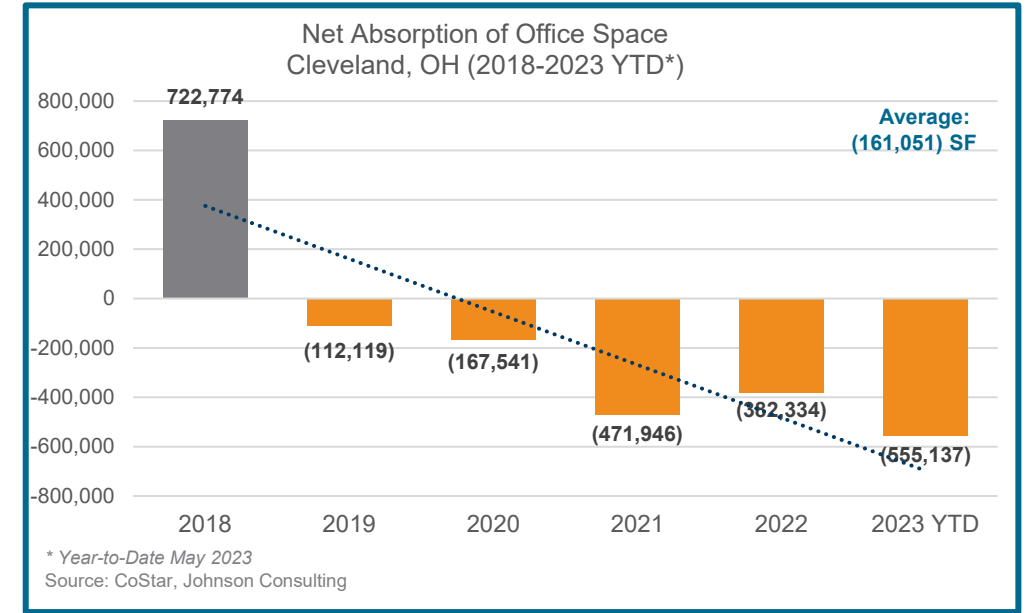
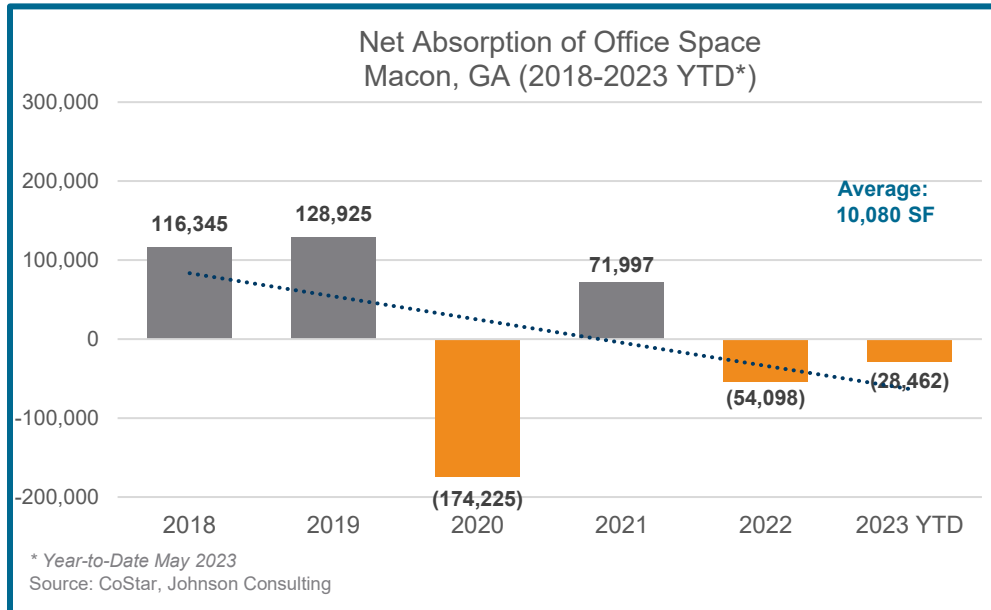
While there are similar trends in growth for the comparative markets, there is still more development occurring in other comparative markets than in Macon.



Real Estate Analysis - Office

Absorption

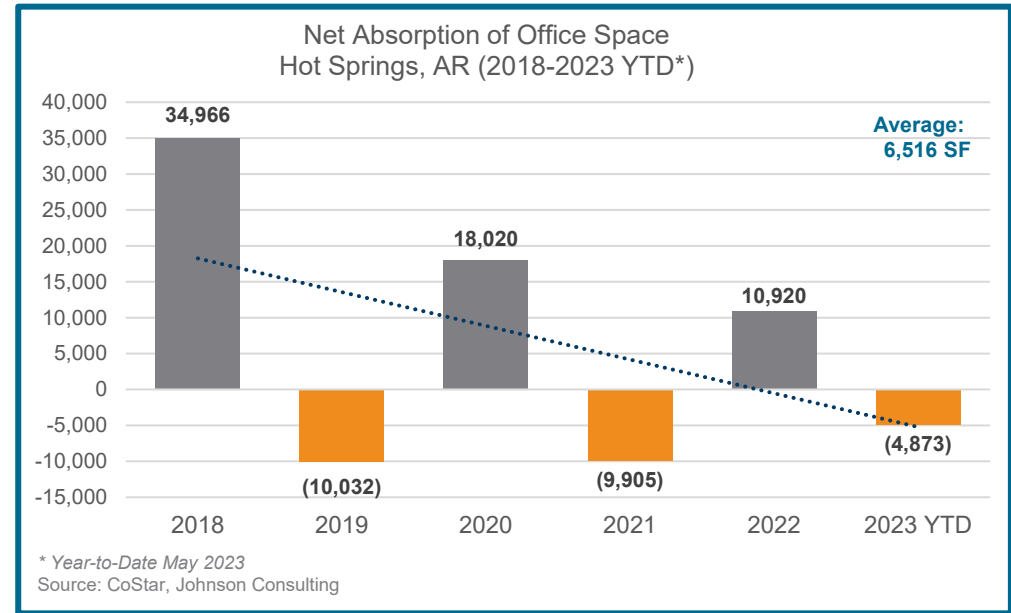
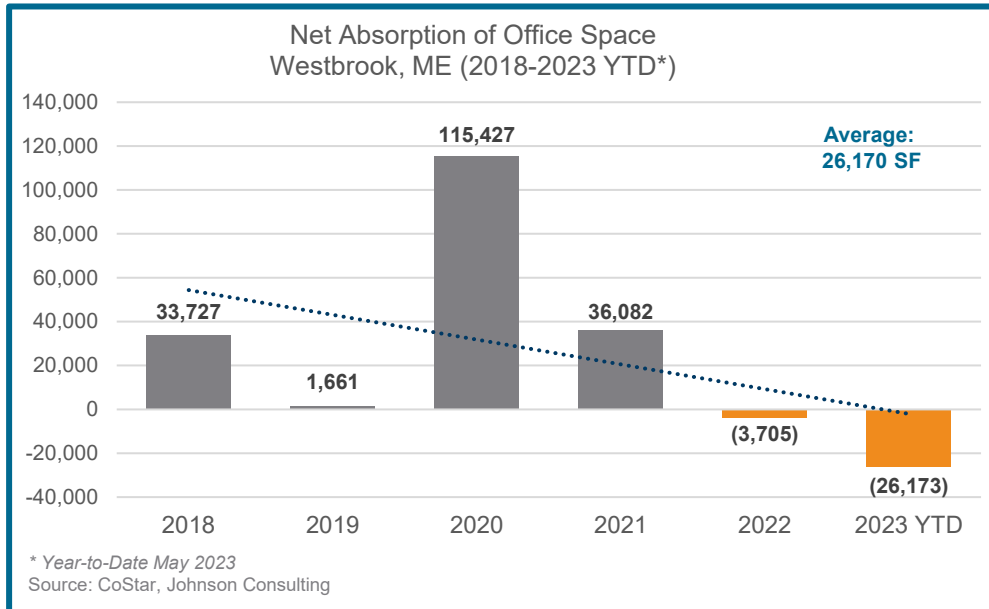
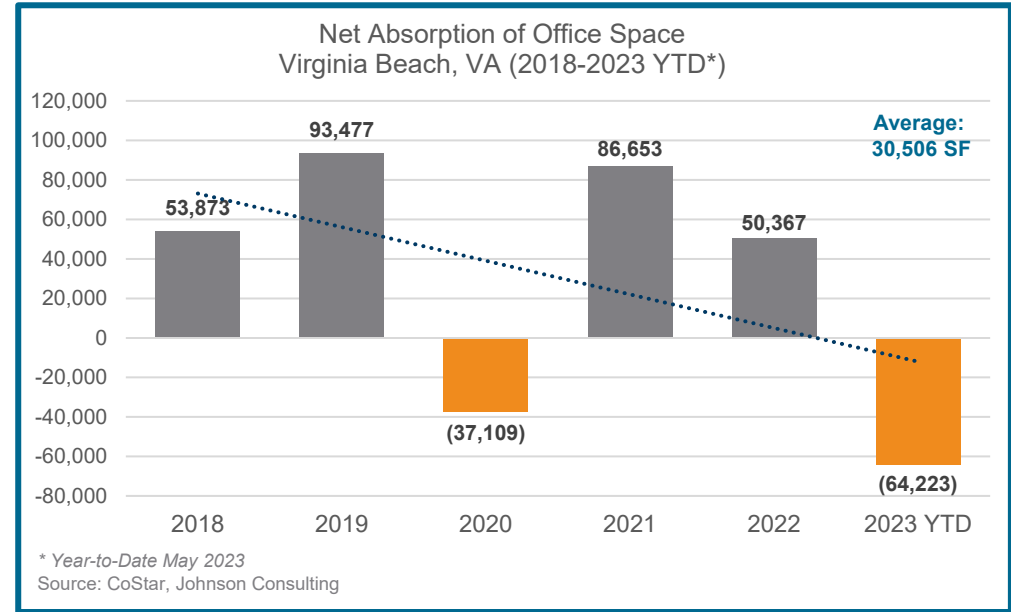
Unlike the retail market, the office space absorption rate is much lower. However, this is likely a result of a shift in working environments as a consequence of the COVID-19 pandemic. Low absorption rates are also seen for the comparative markets, as shown on the following page.



Real Estate Analysis - Office

Absorption

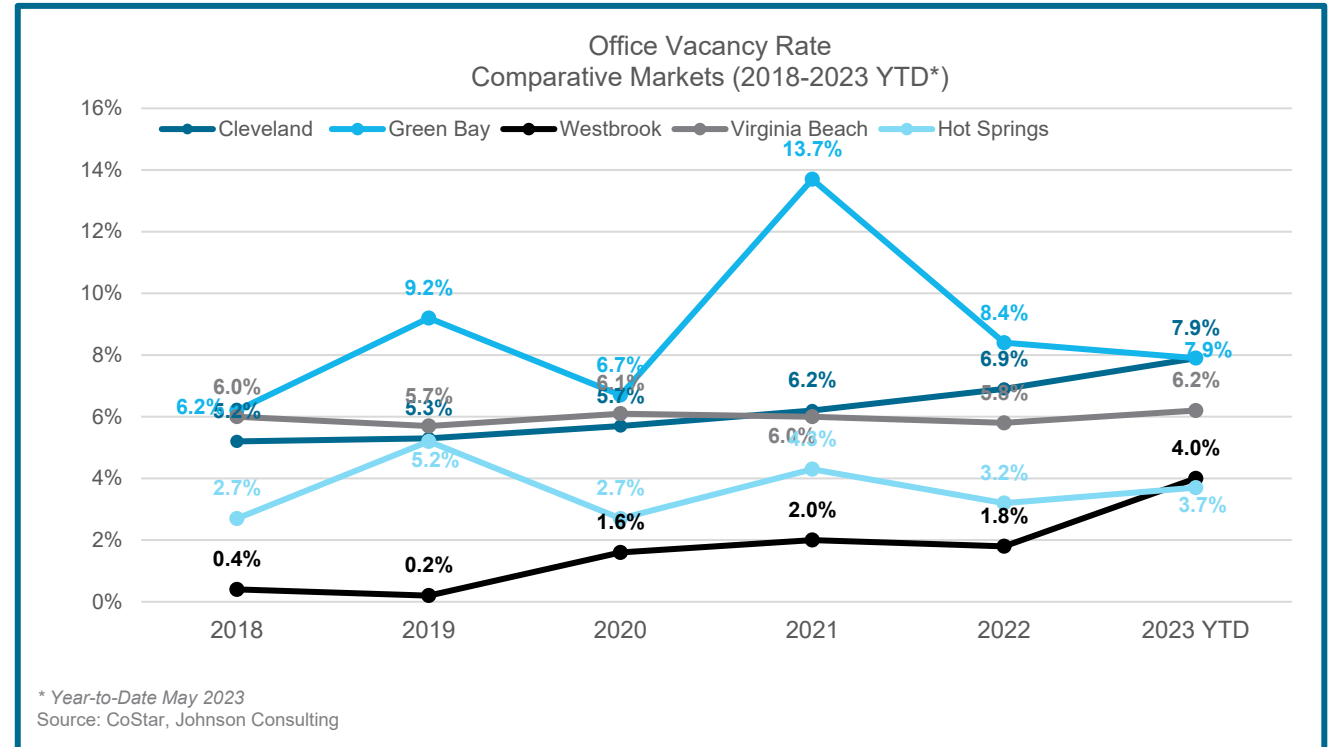
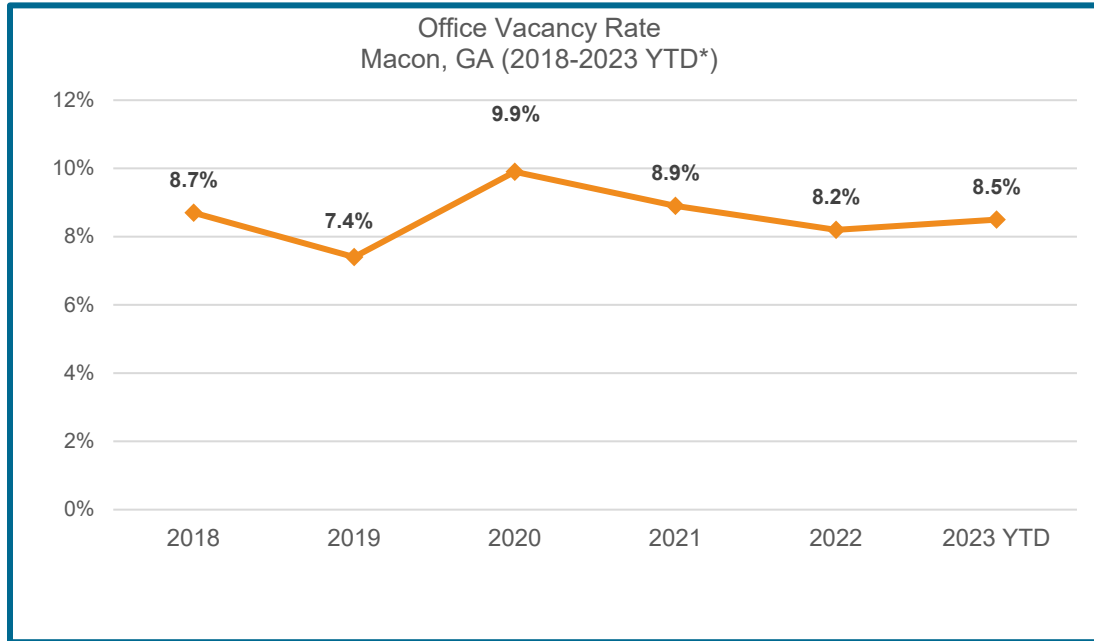
Macon has the second lowest absorption rate for office space compared to the other five markets.



Real Estate Analysis - Office

Vacancy

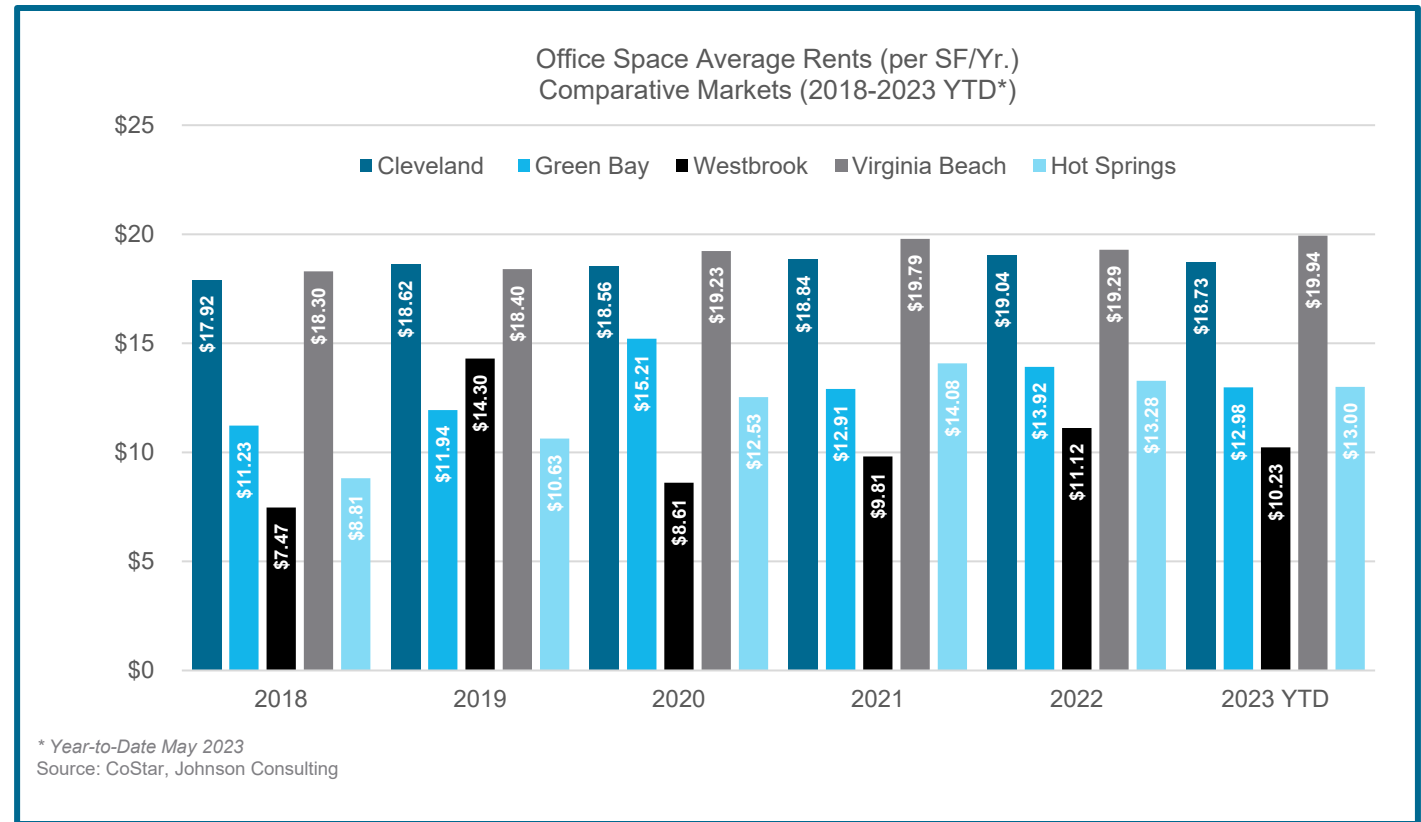
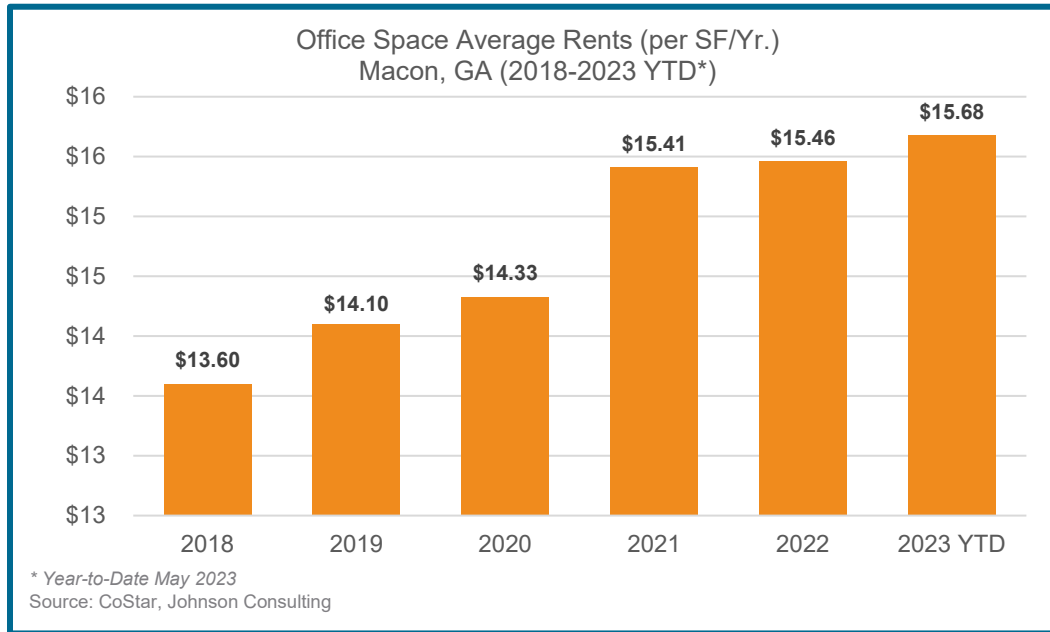
Similar trends are reflected in the vacancy rates of each market. While Macon is still reporting one of the highest rates of vacancy, there is an overall increase in vacancies in office space as compared to retail space. Green Bay peaked at a 13.7% vacancy in 2021, but has been overall consistently lower than Macon.



Real Estate Analysis - Office

Rent

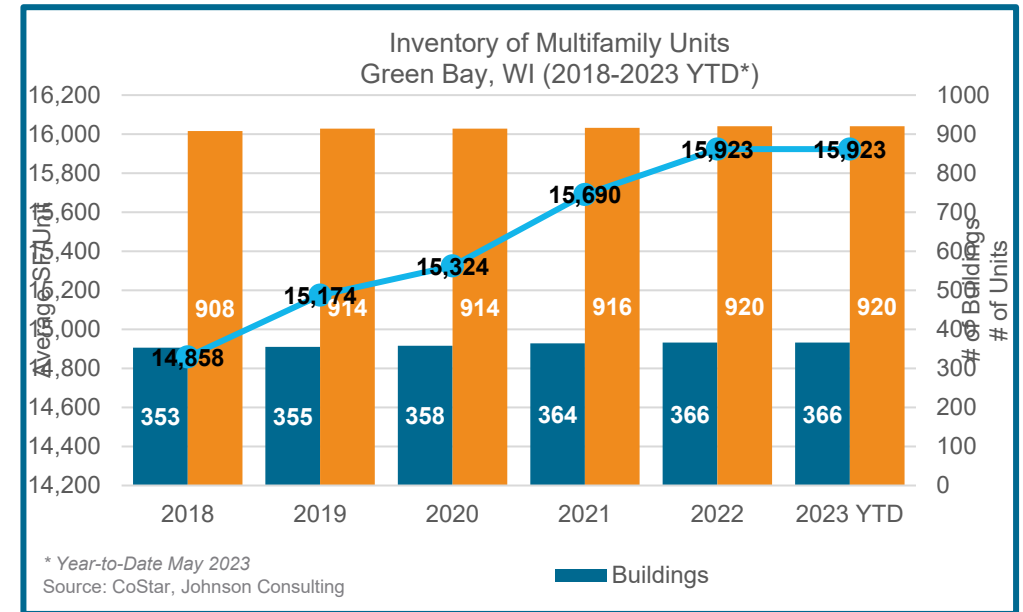
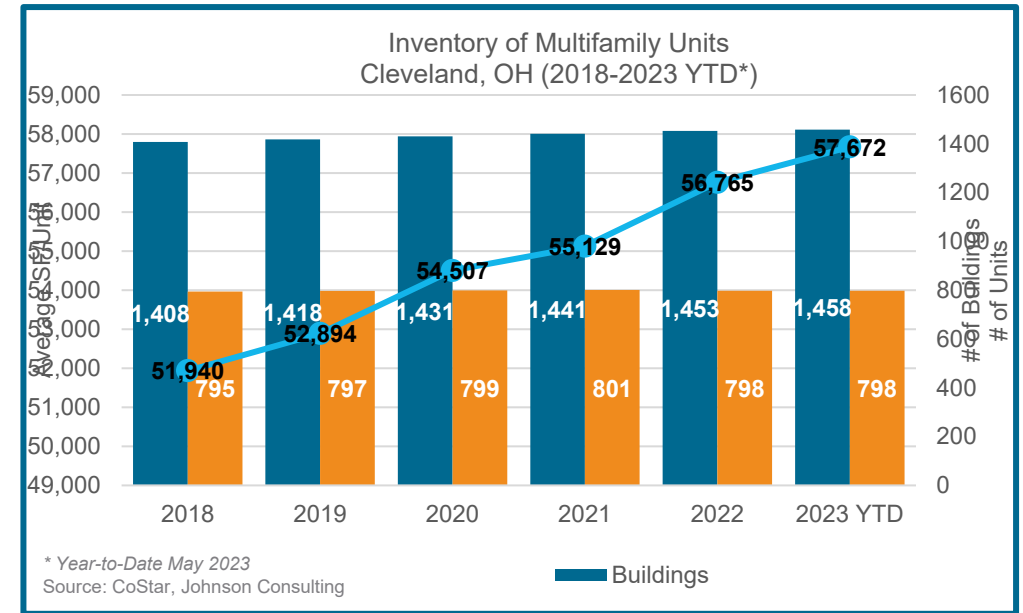
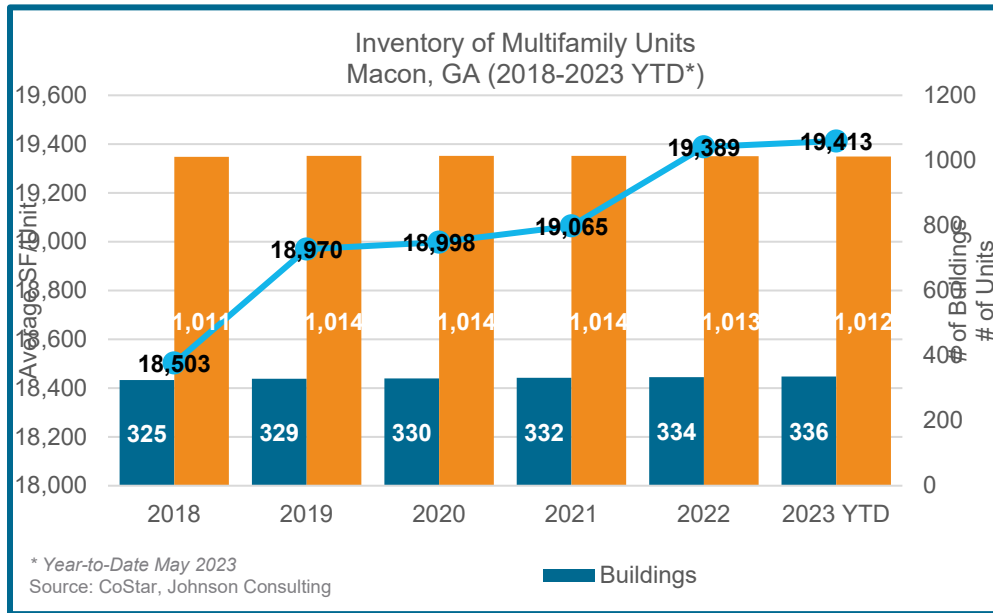
Office space rental rates have been gradually increasing in Macon over the last 6 years with an overall increase of 2.4% from 2018 to 2023 (YTD). Virginia Beach is the only other market that has also seen consistent increases from year to year, but Westbrook had the highest overall growth percentage of 5.4% since 2018.



Real Estate Analysis - Multifamily

Inventory

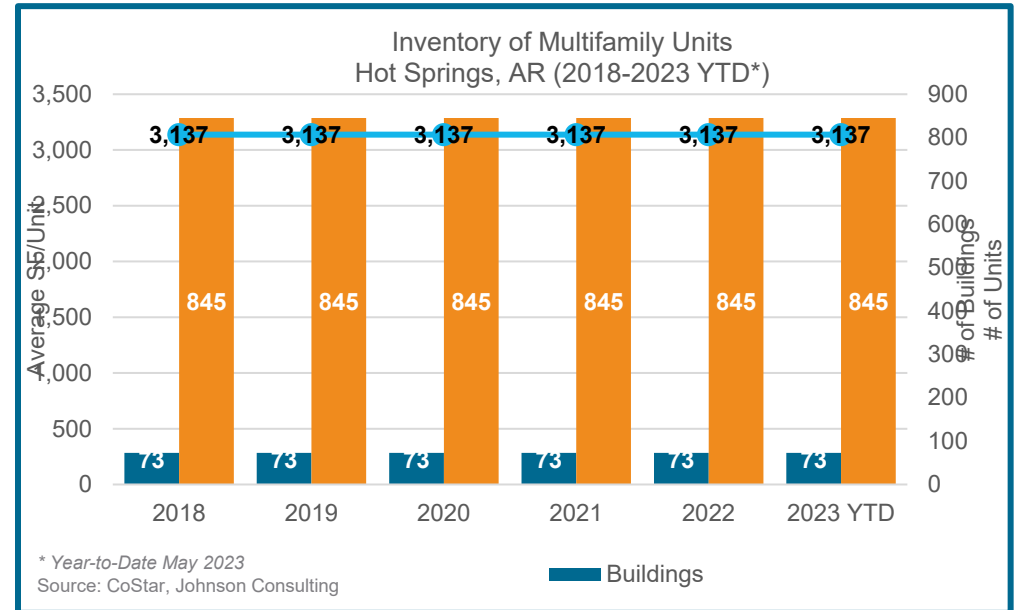
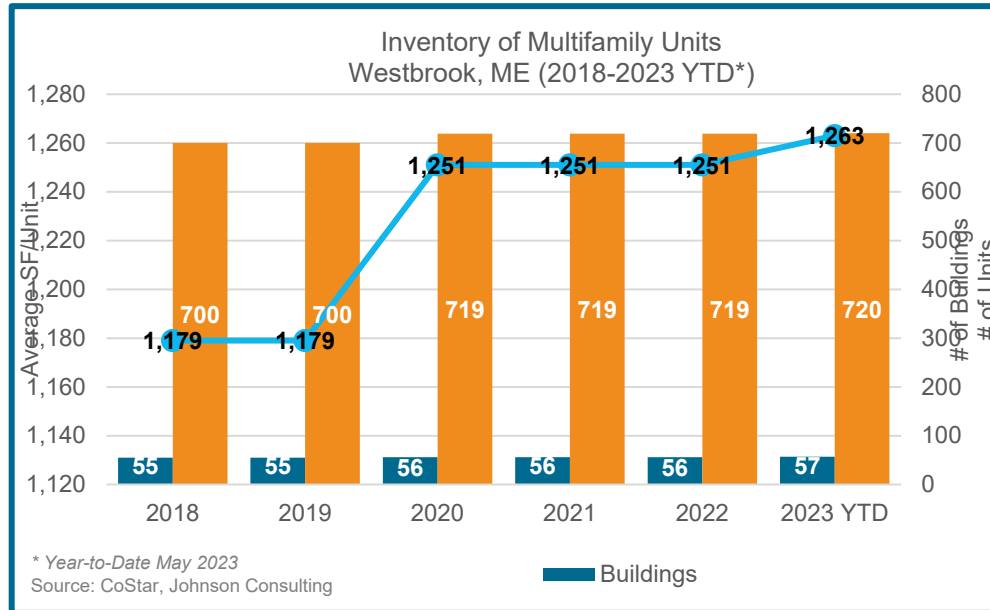
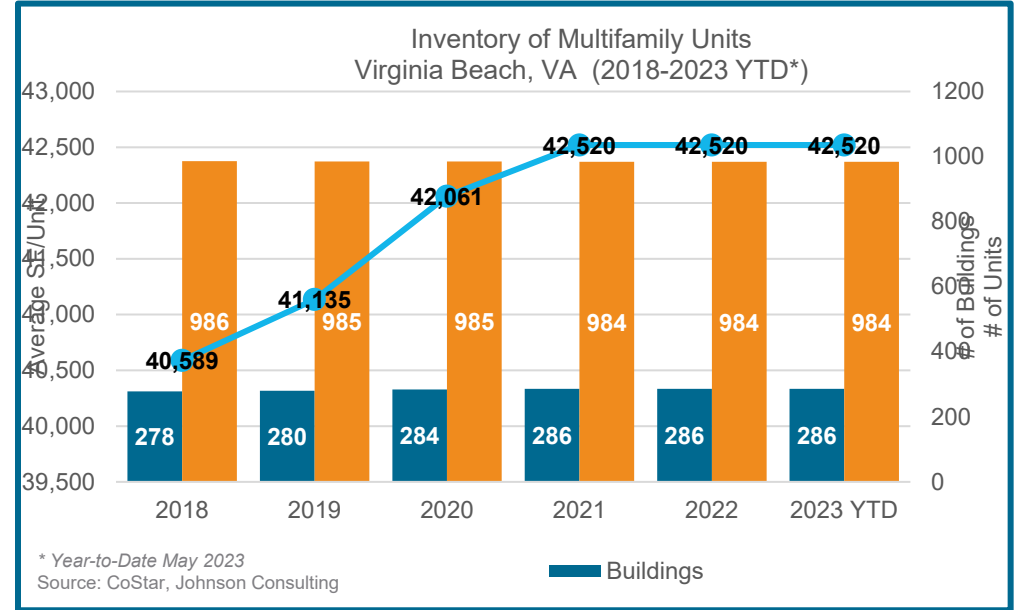
The Multifamily real estate market in Macon has seen gradual increases in multifamily buildings since 2018 with an overall increase of 910 units over the last 6 years.



Real Estate Analysis - Multifamily

Inventory

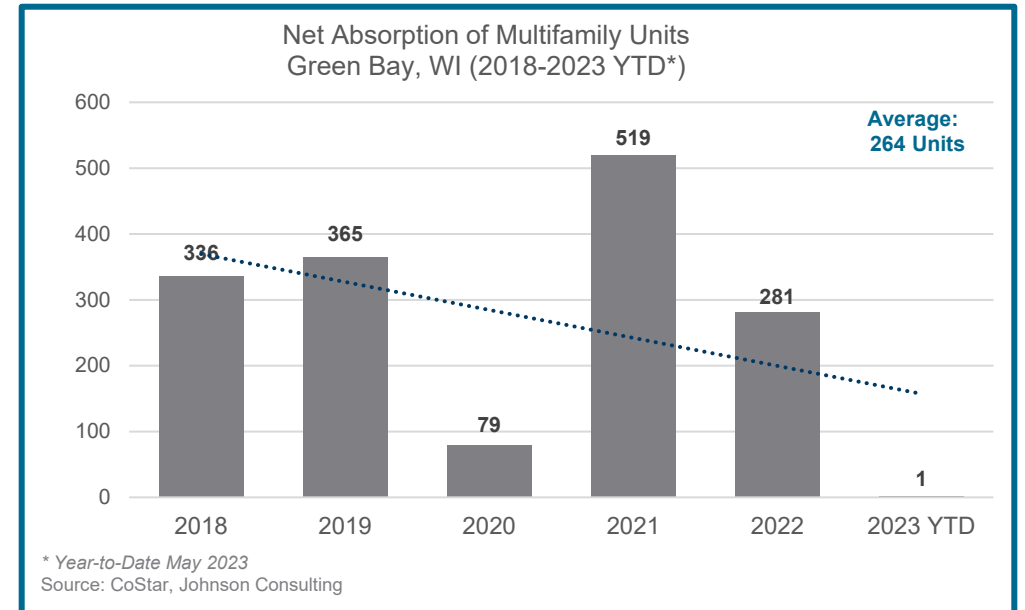
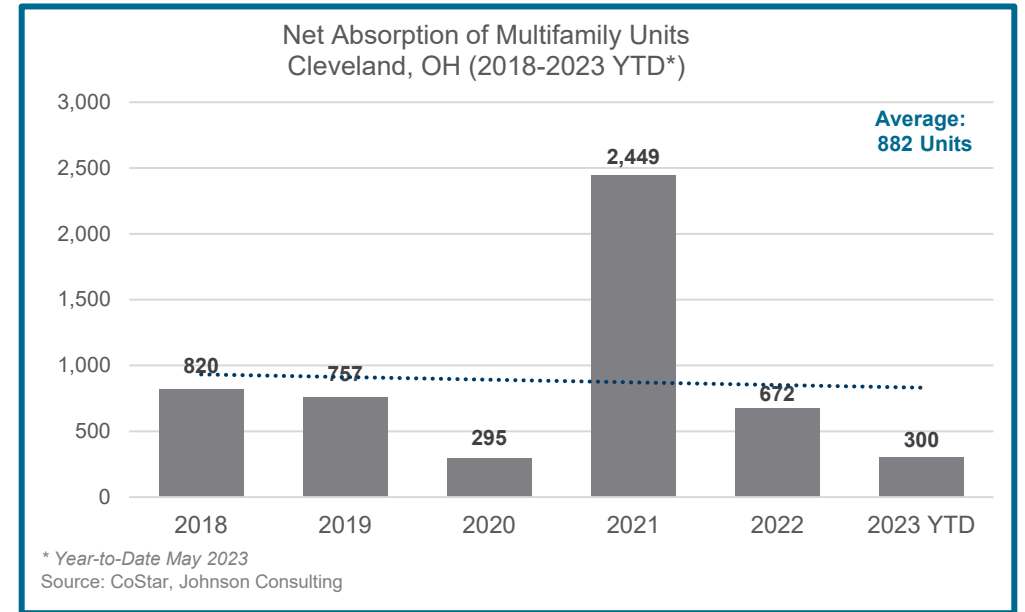
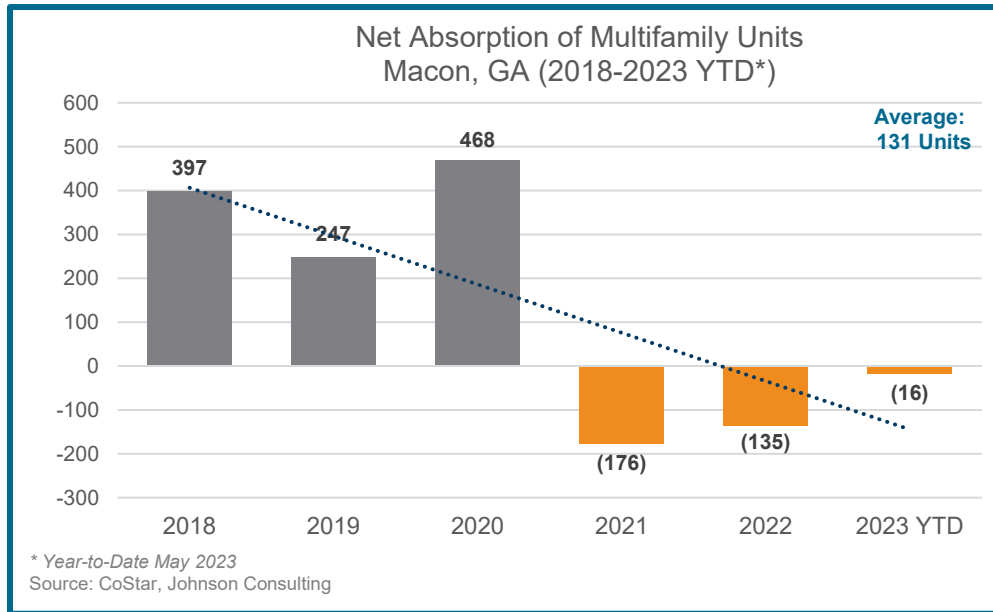
Similar growth patterns are seen for the comparative markets for their Multifamily stock, suggesting there is a consistent and growing demand for multifamily housing units.



Real Estate Analysis - Multifamily

Absorption

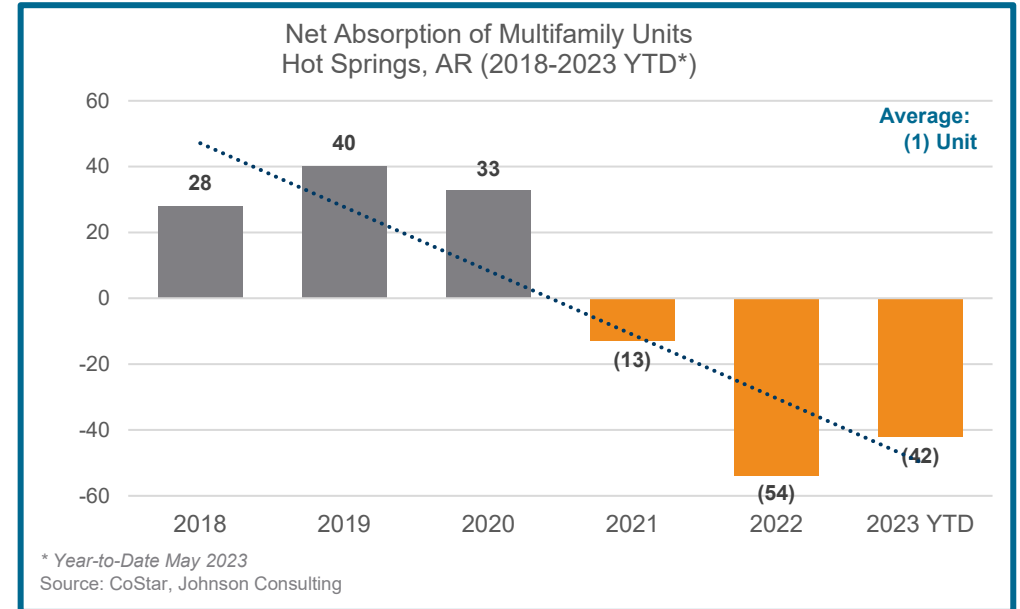
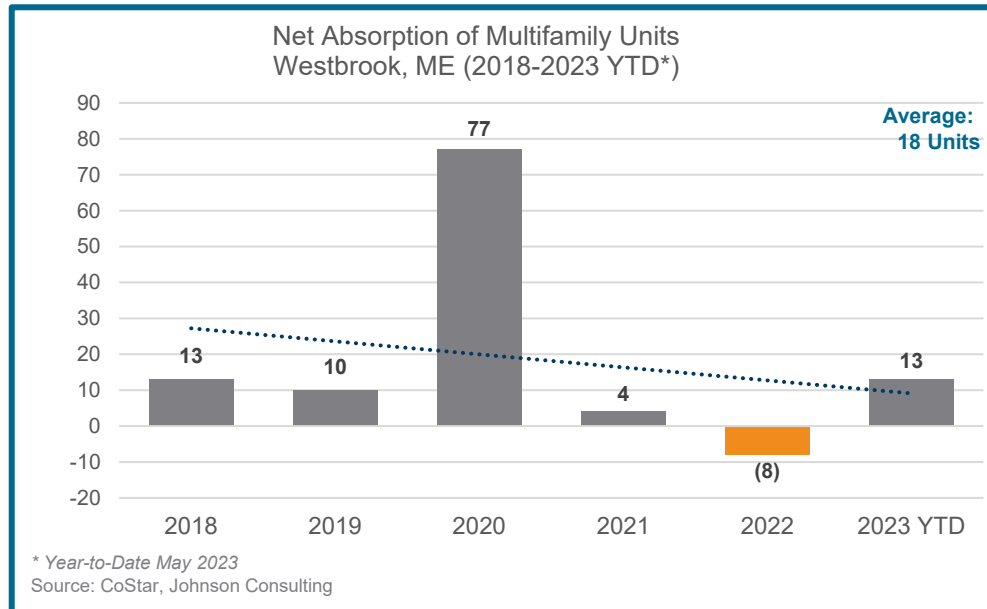
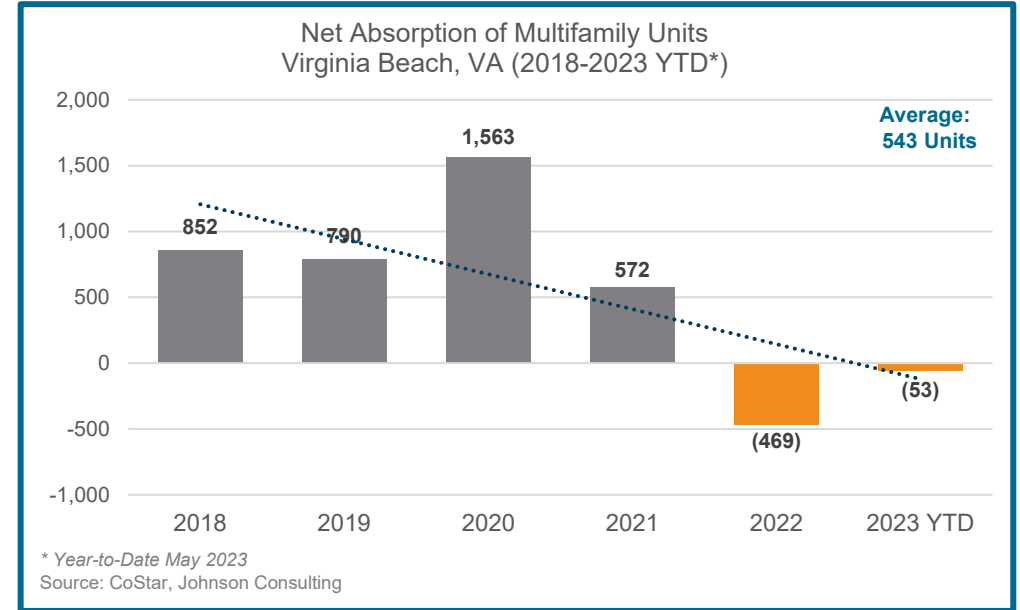
The last few years in Macon show an overall loss in Multifamily units, a pivot from 2018-2020. However, from 2018 to 2023, there was an average absorption of 131 units over the last 5 years, which speaks to a general demand for this land use.



Real Estate Analysis - Multifamily

Absorption

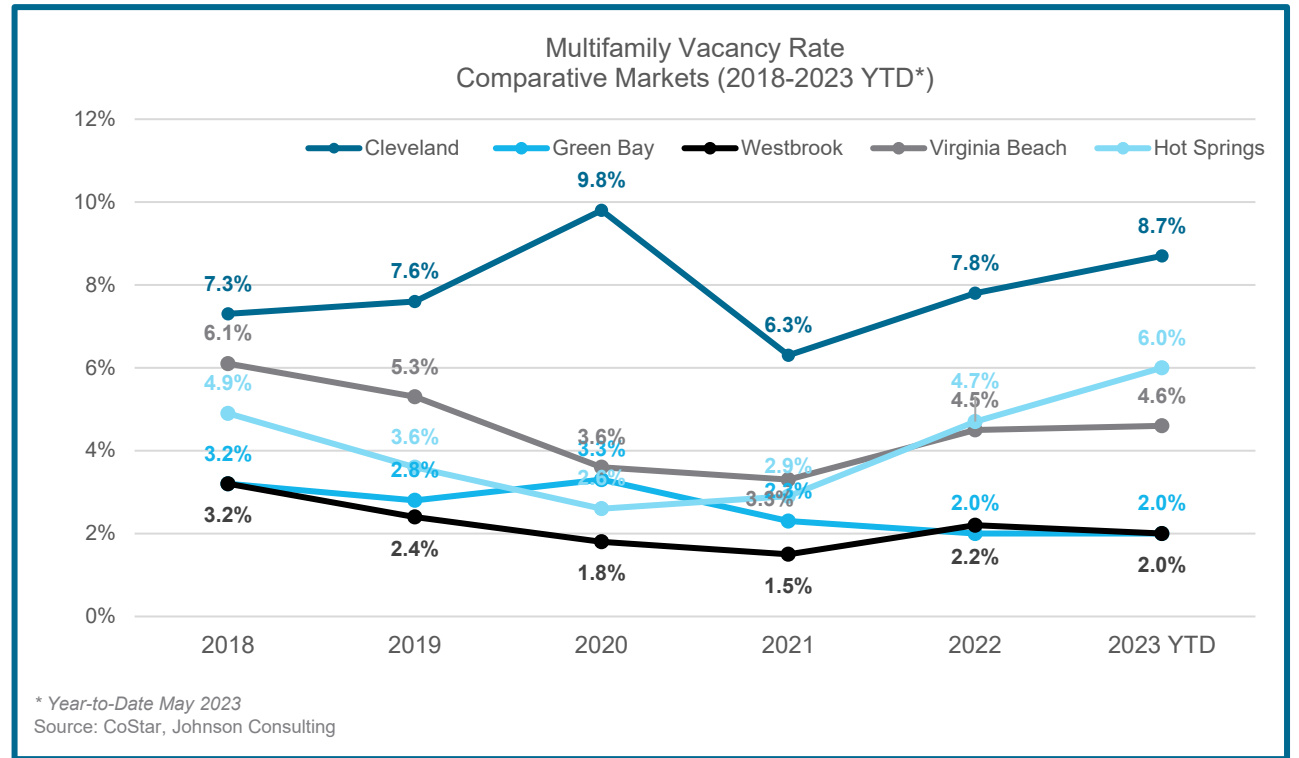
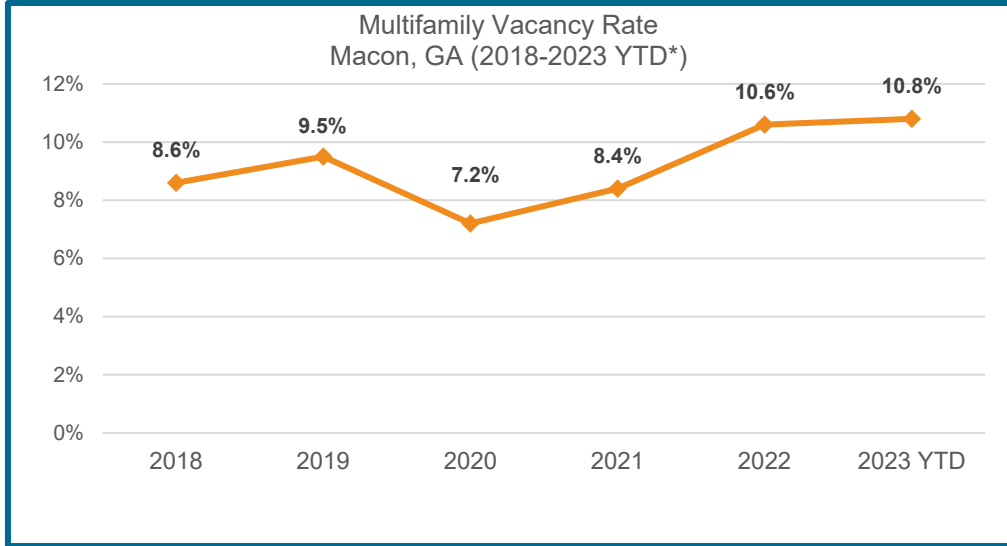
The comparative markets also show overall positive absorption rates with a negative trendline, illustrating that the pattern in Macon is likely consistent across the country.



Real Estate Analysis - Multifamily

Vacancy

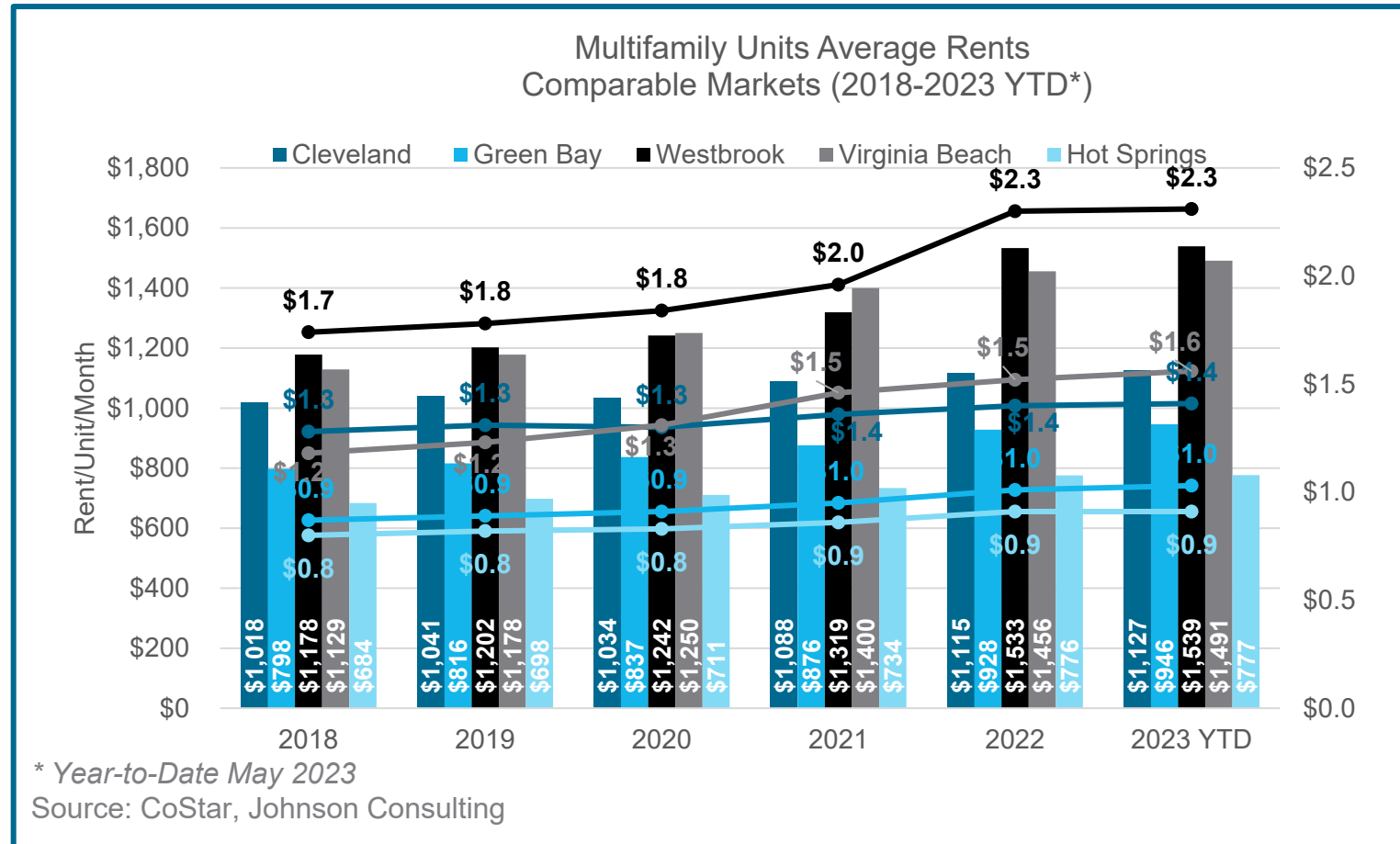
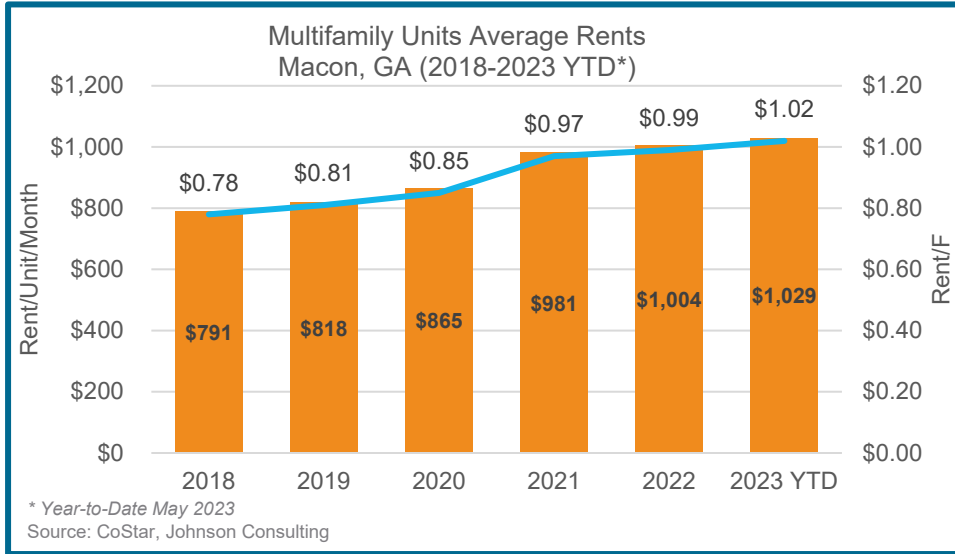
Again, Macon shows the highest vacancy rates for multifamily properties. Cleveland also shows a high vacancy rate, but the other comparative markets are significantly lower.



Real Estate Analysis - Multifamily

Rent

Multifamily rental units in Macon are on the lower end of the price range for the comparative markets. The rent per SF in 2022 in Macon was \$0.99 while in Westbrook it was \$2.30, which is more than double.

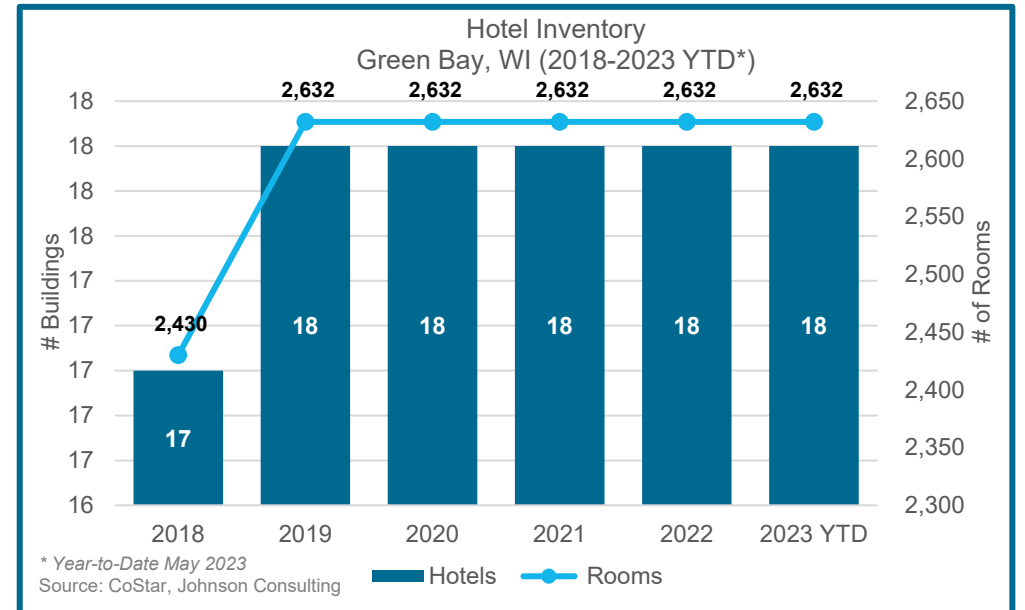
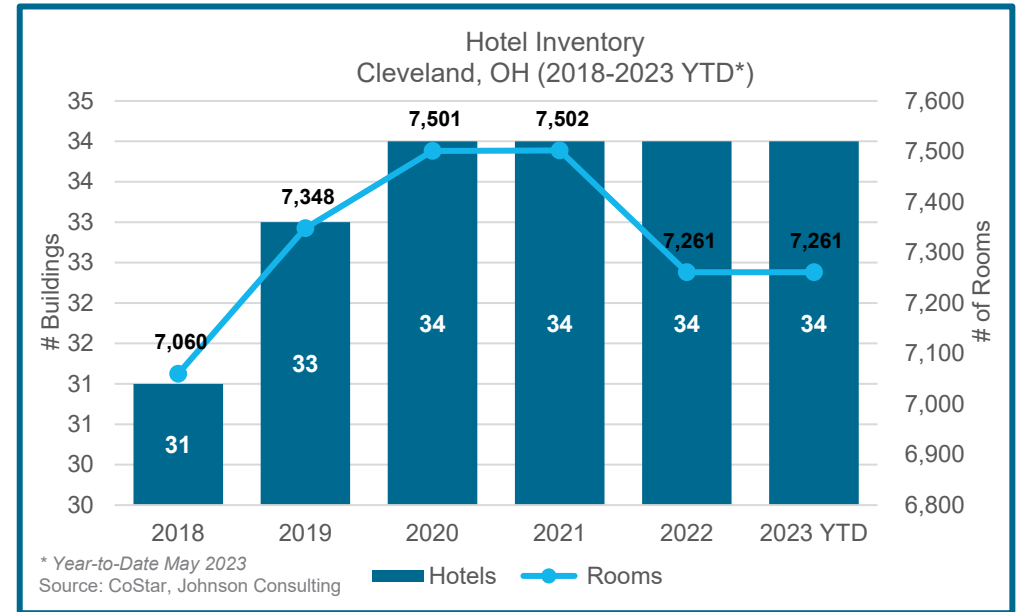
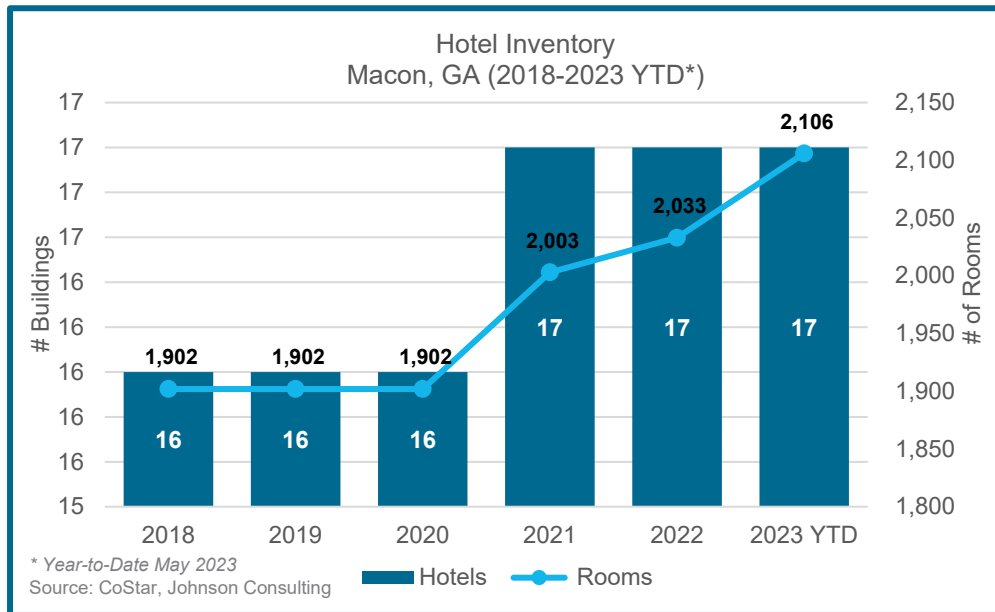


Real Estate Analysis - Hotel

Inventory

This section analyzes the top hotel properties within each market (100+ rooms). Performance metrics for the entire Macon market is found on page 23 of this report. Convention Centers and mixed-use developments are best supported by larger hotels.

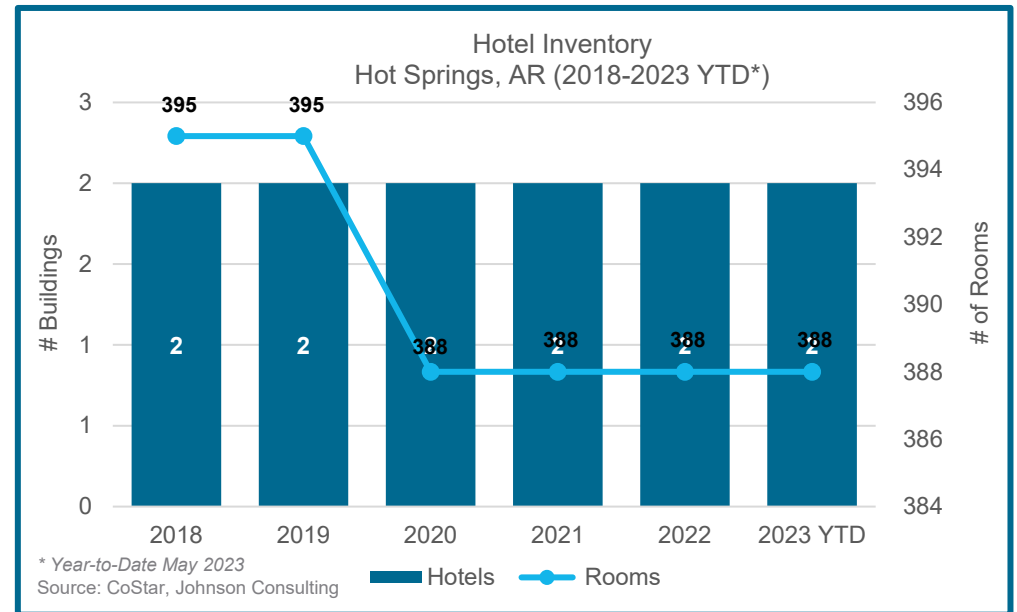
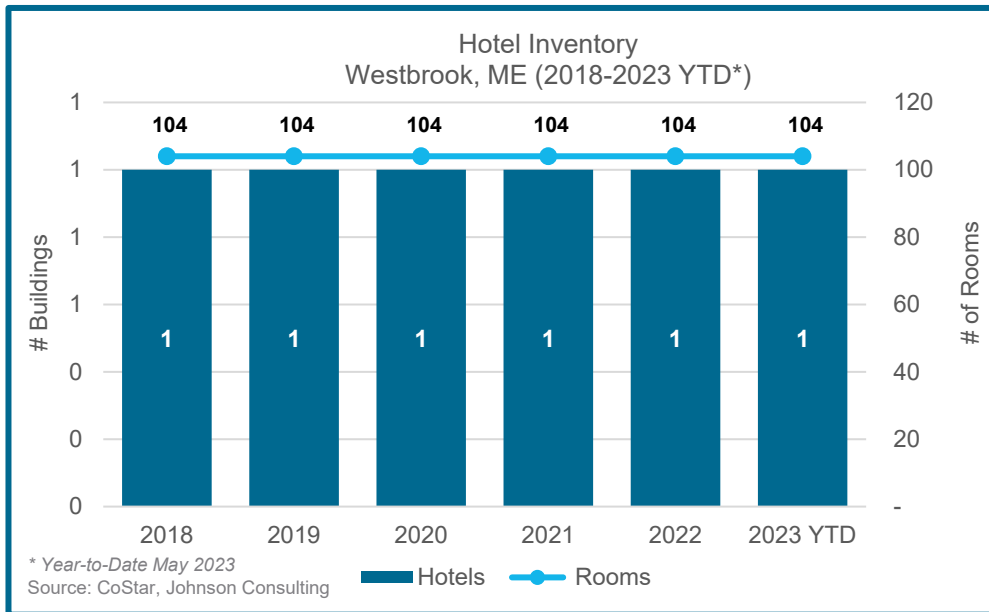
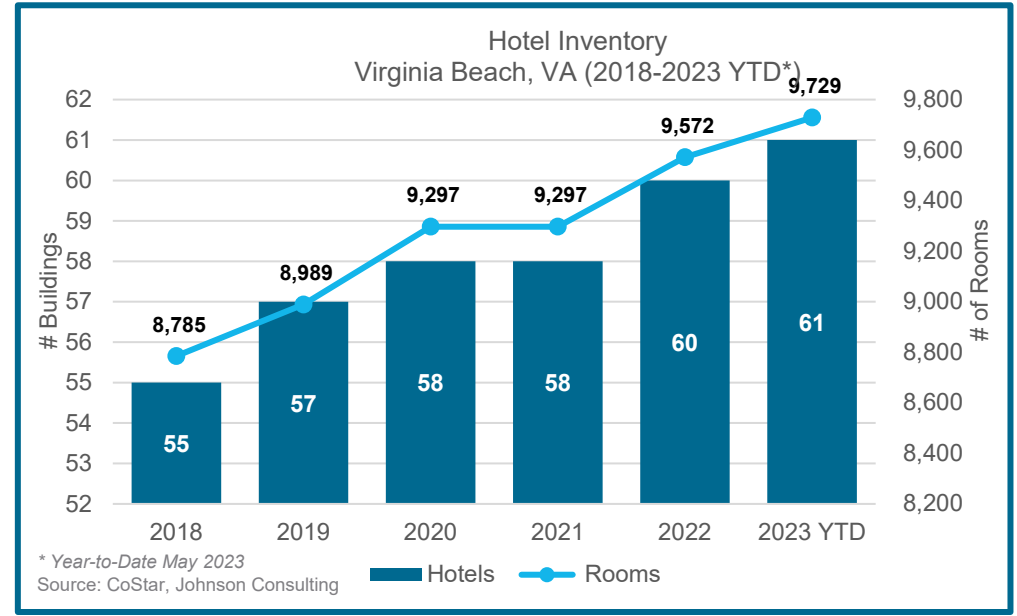
Cleveland and Virginia Beach have the highest number of hotel rooms, but Cleveland has a much lower stock of buildings than Virginia Beach, showing that Cleveland offers more hotels with a high supply of rooms than the other markets in this set.



Real Estate Analysis - Hotel

Inventory

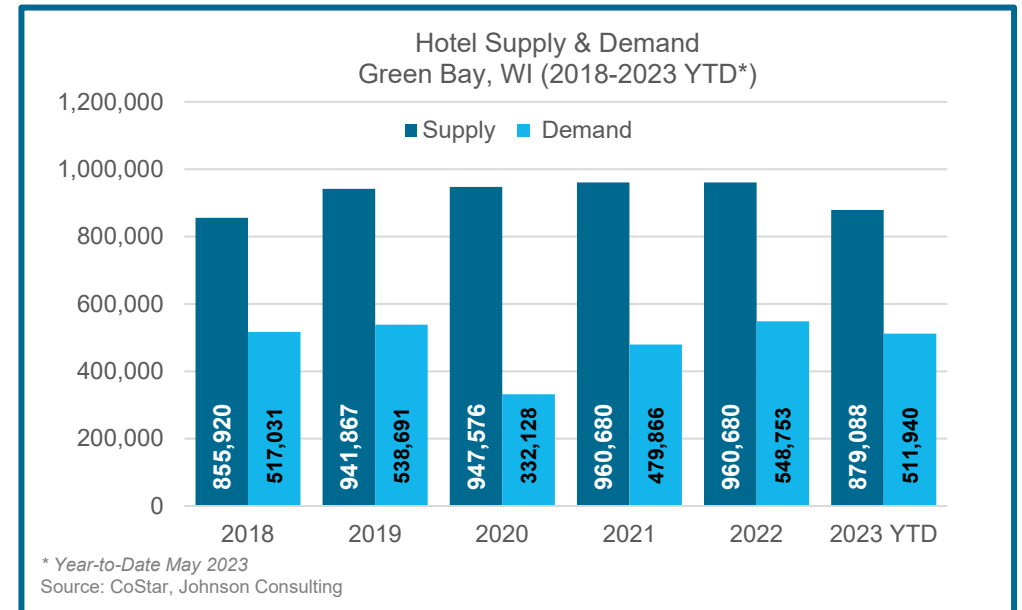
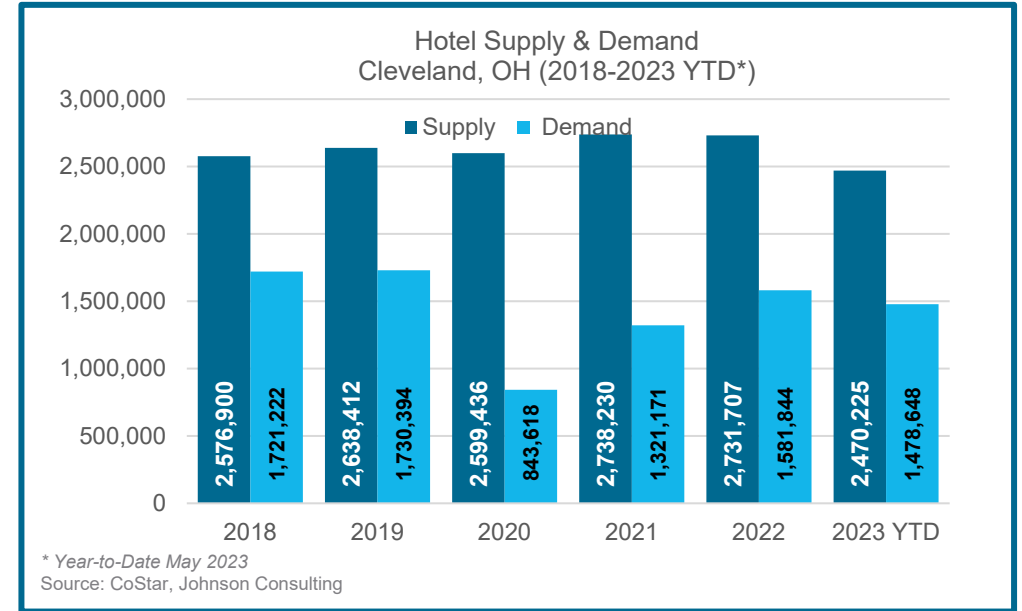
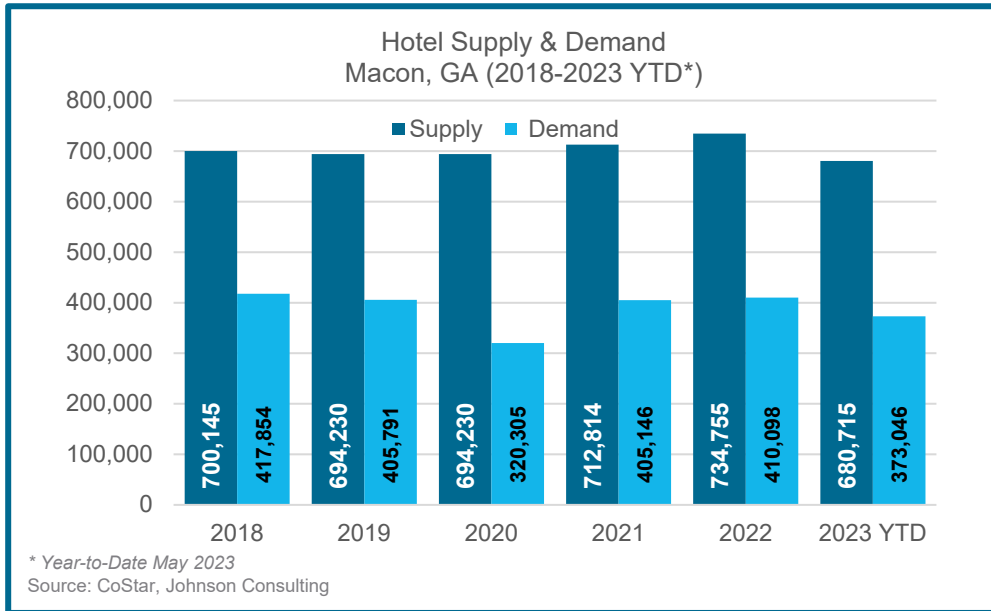
In order to attract larger groups for convention events or for tourism to the mixed-use district that will be adjacent to the Ocmulgee Mounds National Historic Park, Macon will need a healthy supply of quality room blocks to offer groups and event planners.



Real Estate Analysis - Hotel

Supply, Demand & Performance

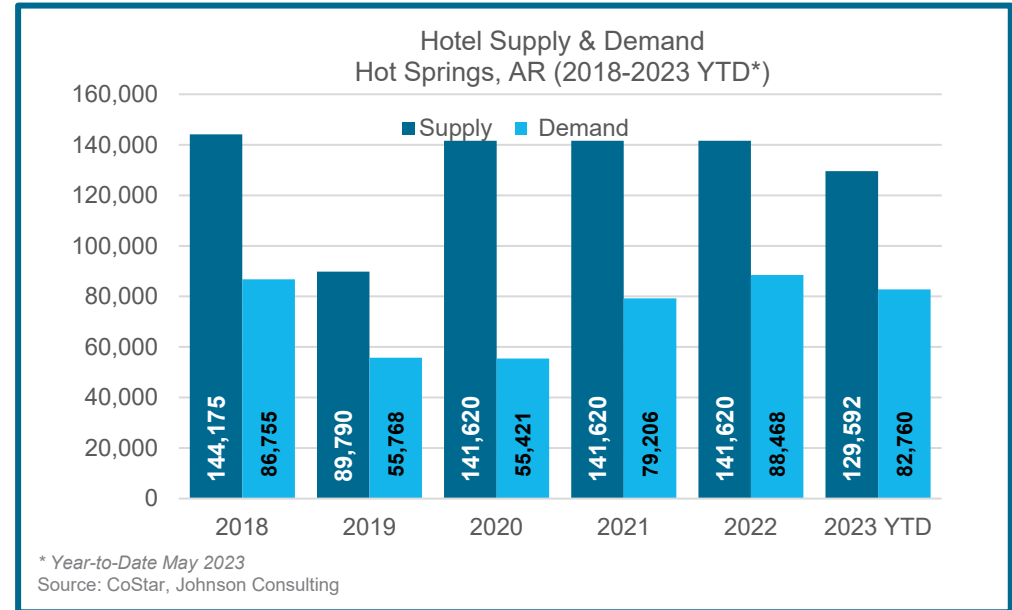
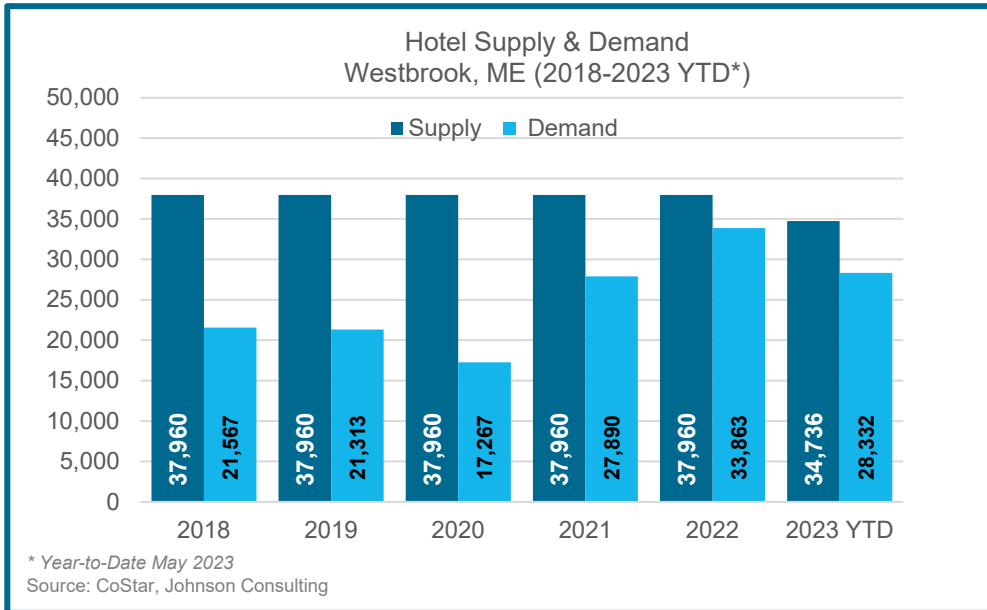
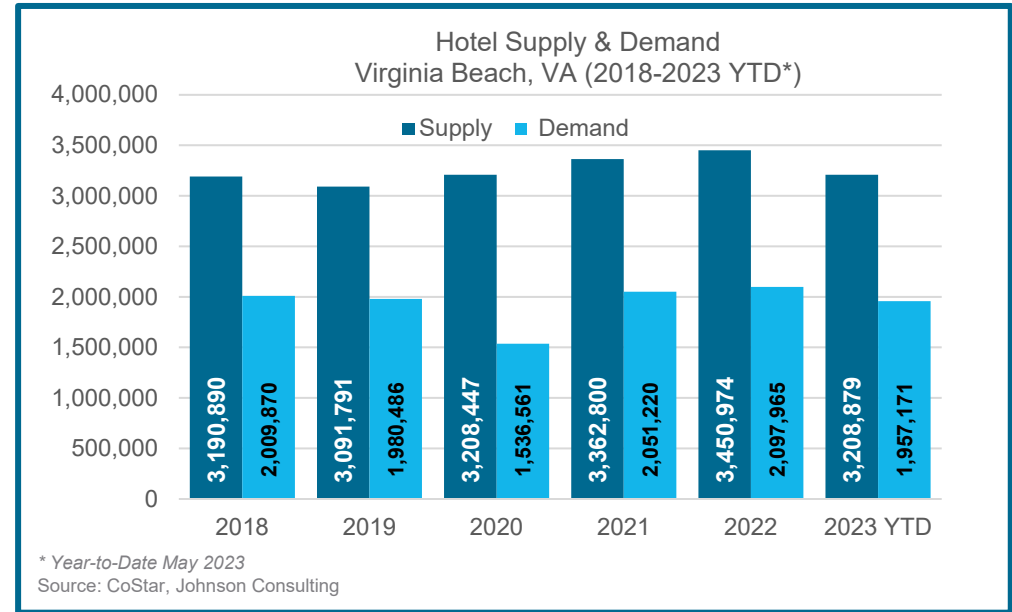
All markets in the comparative set have a hotel supply that outweighs demand but keeping the gap small will drive up performance metrics. Introducing amenities, like a mixed-use convention district, to the Macon market will generate hotel demand.



Real Estate Analysis - Hotel

Supply, Demand & Performance

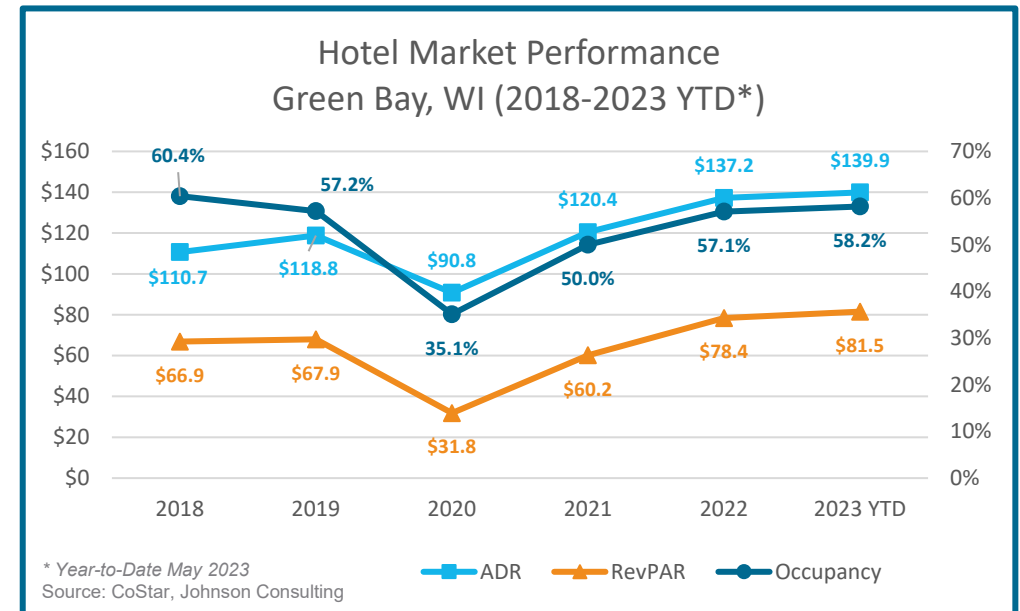
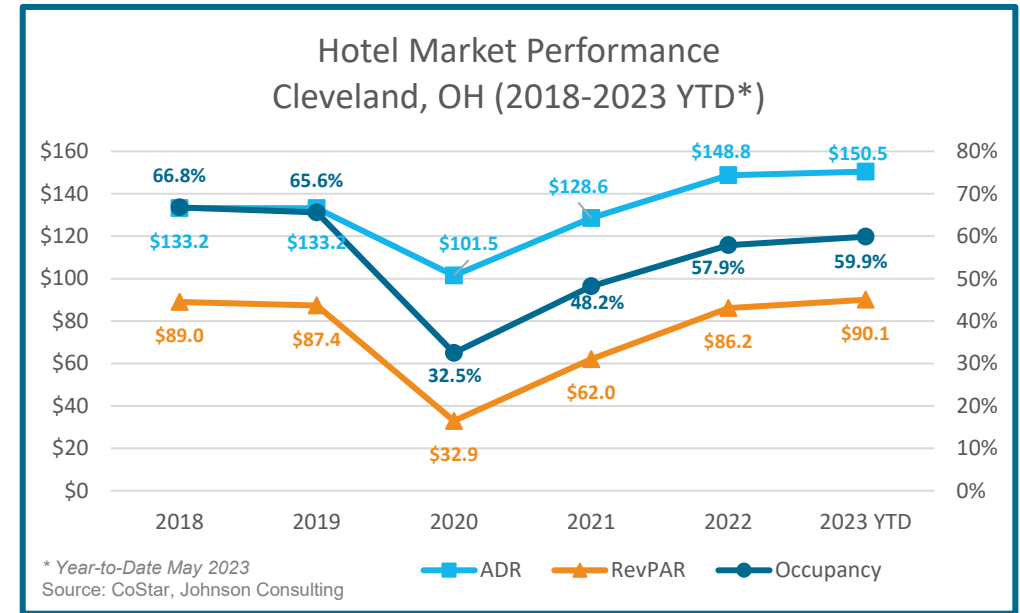
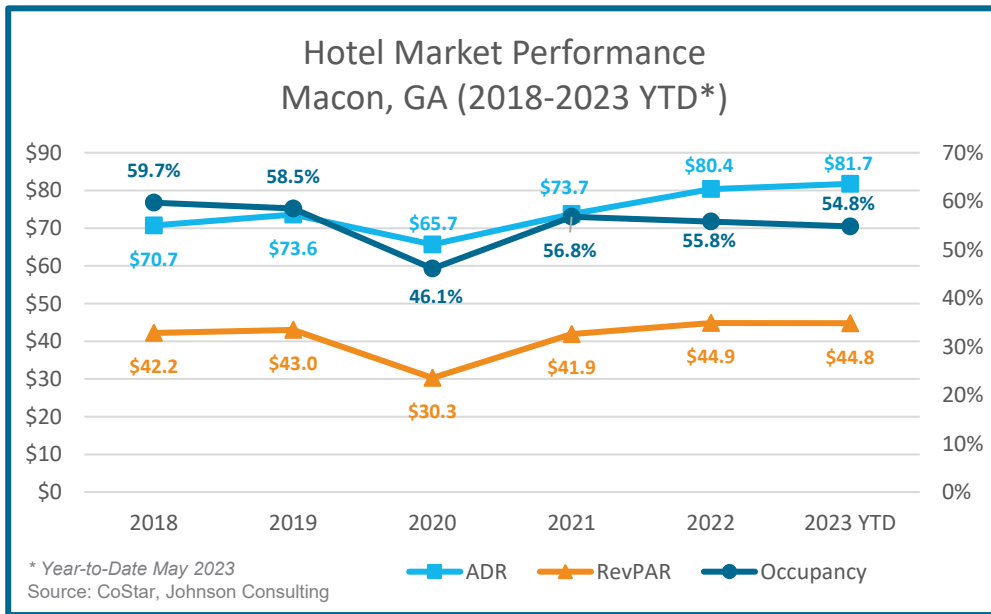
Westbrook has a relatively small ratio of supply and demand, but there is only one hotel in this market with more than 100 rooms, creating a higher demand for that 104-room hotel.



Real Estate Analysis - Hotel

Supply, Demand & Performance

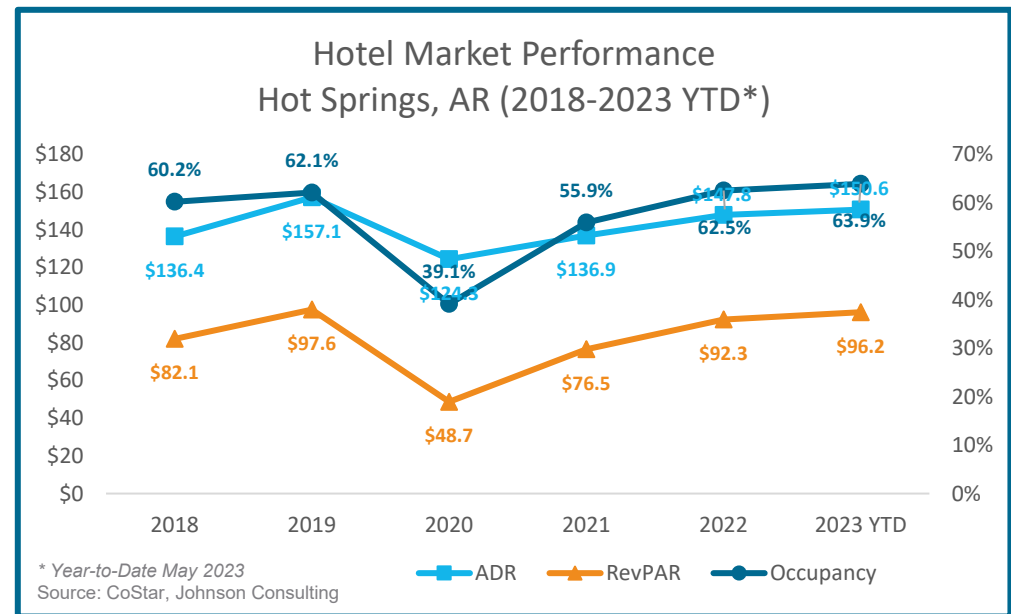
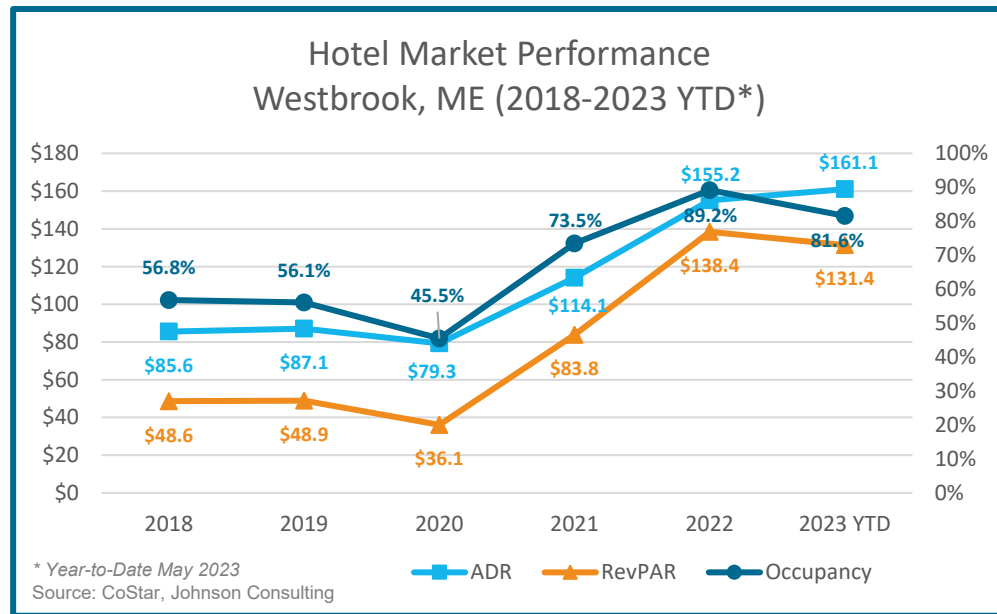
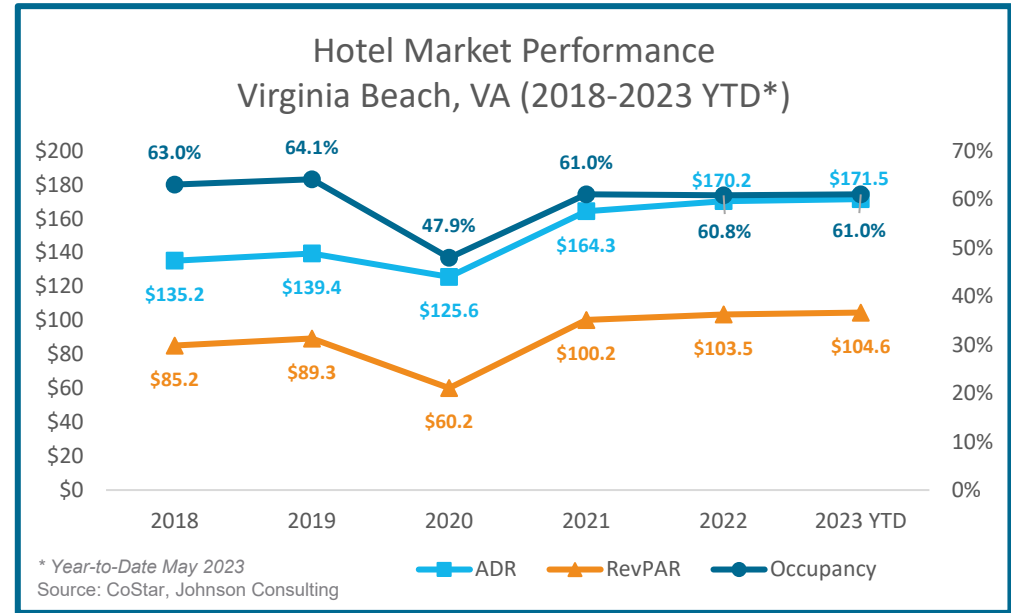
Compared to the entire Macon market, Macon's hotel supply with 100+ rooms performs slightly better. This may suggest that there is a market for higher-end, larger hotels in Macon.



Real Estate Analysis - Hotel

Supply, Demand & Performance

Overall, Macon's hotel performance is the lowest out of the comparative set. There is potential to increase occupancy rates as well as room night profits with the introduction of a product in Macon that the other markets are have or are proposing.



Real Estate Analysis

Implications

Summary of Assessment of Market Potential: Macon-Bibb County							
	Inventory*	Vacancy Rate*	5 Year Avg. Annual Absorption*	Other New Supply in the Market	Marketwide Demand Potential	Market Supportable	Observations
Hotel	5,604 rooms	-	-	0 rooms	+/- 100 rooms	✓	A new hotel will increase inventory of hotel rooms close to the Macon Centreplex, will be strategically located, and will support conference space; Fundamentals are forecast to improve prior to any new hotel that would be developed on the Bibb-Mill site. An improved convention center and arena will increase demand potential for more hotel rooms.
Retail/ Restaurants	16.2M SF	4.3%	172,728 SF	14,306 SF	2,974,393 SF	✓	Significant retail spend leakage from local market area; New types of retailers and restaurants will serve residents, students, workers and visitors; Unique retail offerings will draw from significant catchment area.
Office	7.0M	8.5%	10,080 SF	0 SF	(42,147)	✗	Speculative office development is not recommended, however a modest amount of office space that is either pre-leased or will serve a supportive function for existing corporations would be appropriate. Once development occurs, there may be an opportunity for a HQ office on the north side of Coliseum Drive.
Multi-Family Housing	1,458 units	3.1%	19 units	0 units	(118)	✓	Marketwide demand is negative due to projected declining population. However, once development occurs, site attributes including location, park frontage, mixed-use amenities, and proximity to highway will be very attractive.
Retreat/ Conference Space	14 Facilities / 215,504SF	-	-	0 SF	80,000 SF Total Space / 40,000 SF Largest Space	✓	Market is sufficiently saturated with smaller event venues, but a facility with 80,000-100,000 SF of total space and a high-quality large meeting space of 40,000-60,000 SF does not currently exist within the market; the improvement or construction of a new facility should not interfere with the Macon Centreplexes' current operations
Other Educational/ Institutional/ Cultural Uses							

* Defined submarket areas
Source: Johnson Consulting

Key Takeaway: The current market is soft → the project will have to induce demand for the short-term → stronger market in the future

Real Estate Analysis

Implications

- Macon has an opportunity to distinguish the community by executing a successful district development.
- An attractive mixed-use district, anchored by the Arena and the Convention Center, can be quite dynamic while filling a gap in the market.
- The Bibb-Mill site lends itself to a themed, mixed-use environment to support visitors to the Ocmulgee Mounds National Historic Park, Coliseum, and Convention Center, and could be accomplished by leveraging the relationship with the Muscogee Tribe.
- Retail, residential, and office should be programmed into the district.
- Reserving 5 to 10 acres for a future business hub north of Coliseum Drive, for companies considering Macon, would be prudent once energy for district is formed.
- Presently, the Convention Center and Arena restrict evolution of a strong, mixed-use environment. The nature and quality of the buildings are older and increasing in obsolescence.
- An improved Coliseum and Convention Center, paired with a vibrant, mixed-use district adjacent to the Ocmulgee Mounds National Historic Park would be mutually beneficial.

→ Once the park and the interstate are open, that will be a signal to accelerate development.

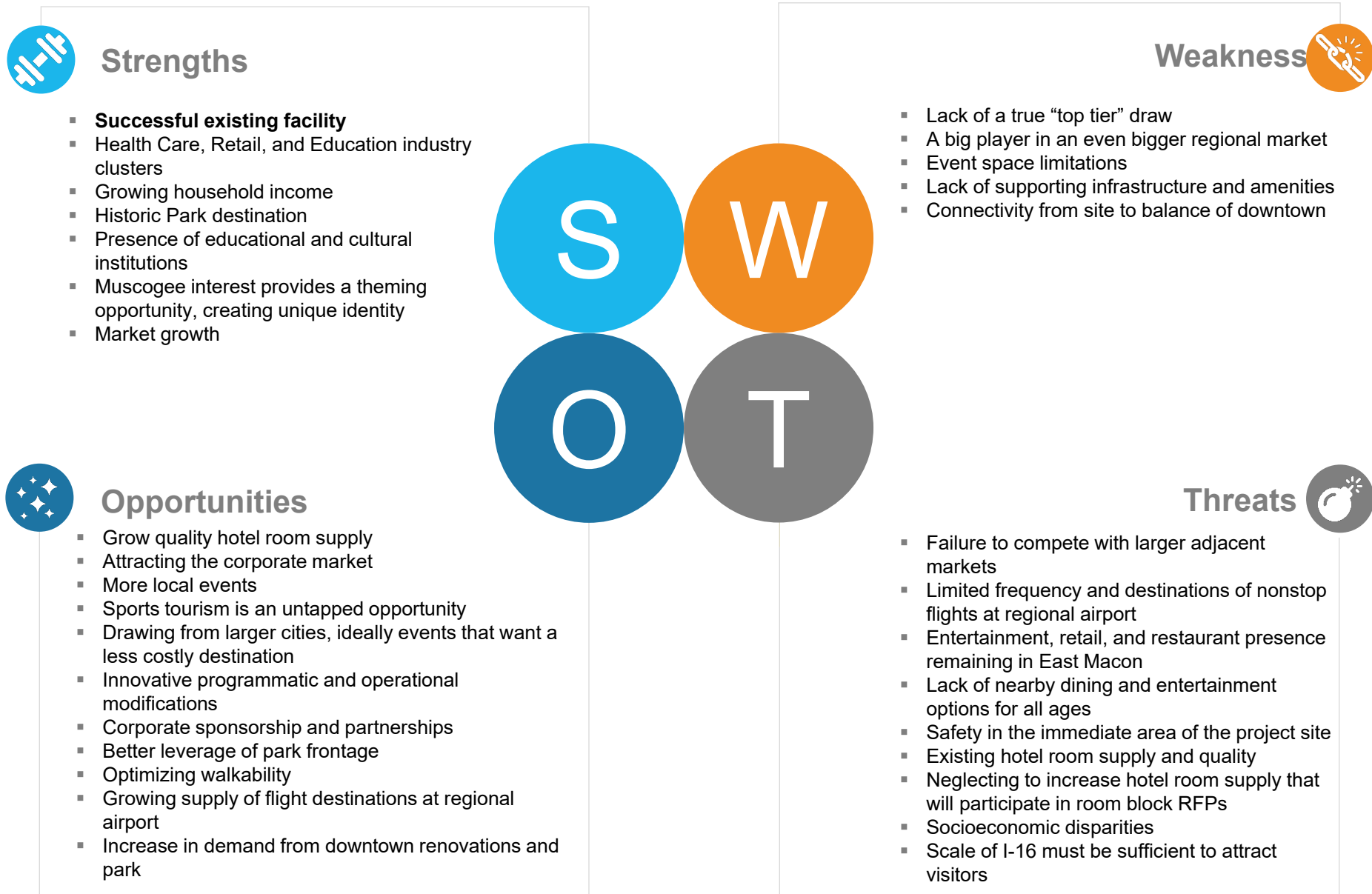
Section 4

Program Recommendations



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Program Recommendations



Program Recommendations

Justification

- The Macon Coliseum and the Convention Center are isolated from the majority of development in Macon and are in need of major updates and improvements to maintain and grow business
- Any convention center and arena project should be designed to host competitive sports- ideal for Macon market
- The area surrounding both facilities is not up to par with comparable event venues, as there is a clear lack of supporting land uses including hotels and retail.
- Upgrades to the Macon Coliseum and the Convention Center and a diverse supporting environment is key in the continuing success of the district.
- Hotels, restaurants, shops, and entertainment options are all important land uses to have in close proximity to both venues. The Bibb Mill site is advantageously located across Coliseum Drive from both venues, abutting the Ocmulgee Mounds National Historic Park, and the 14-lane interstate that is underway. The 70-acre site is optimal for a mixed-use district to support the Macon Coliseum and the Convention Center.
- A diverse supporting environment will also encourage an expansion of both the Macon Coliseum and the Convention Center as the district attracts more demand.
- Demand is exceeding supply at the Macon Coliseum for programming and events, resulting in a recommendation for another 1 and ½ ice sheets for events and athletic team practice space.
- The Convention Center expansion recommendations include tripling the exhibit hall, ballroom, and meeting room spaces. This will allow for a wider array of event and programming types, such as youth sports tourism and larger meeting events, which in turn will be supported by the new mixed-use district proposed south of Coliseum Drive. The State should be approached for a new venue, as supported in Savannah, Jekyll Island, and Dalton, as well as Atlanta.

Program Recommendations

Proposed Program

Key Program Elements

Phased development!

- Addition of 1 and ½ ice sheets to the arena
- Expanding the convention center to offer a total of 100,000 SF of exhibit space and 25,000 SF of ballroom and 25,000 SF meeting room space
- A target of 1,300 hotel rooms (3-4 hotels)
- 200,000 SF of retail on either side of Coliseum Drive
- Some office on the Bibb-Mill project site and reserving 5-10 acres for a future HQ corporate campus
- 1,000 residential units
- Additional parking

Ocmulgee Gateway Mixed-Use Development, Macon, Georgia				
Proposed Development Program				
County-owned Site North of the MLK Jr. Drive/ Coliseum Drive				
	Existing	Additions	Total Buildout	
Macon Coliseum	Capacity: 9,000	-	9,000 seats	
	Practice Ice Sheet(s): 1.0	1.5	2.0 ice sheet(s)	
Edgar H. Wilson Convention Center				
Exhibit Hall	30,800	69,200	100,000	SF*
Ballroom	9,100	15,900	25,000	SF*
Meeting Rooms	8,937	16,063	25,000	SF*
Total Function Space	48,837	101,163	150,000	SF*
Macon Marriott City Center - Hotel	220	-	220	rooms
Macon Marriott City Center - Event Space	4,558	-	4,558	SF*
New Development	South of Coliseum Dr.	North of Coliseum Dr.	Potential Future Additions	Total
Hotels	500	500	300	1,300 rooms
	262,500	262,500	157,500	682,500 SF**
Retail/Restaurants	200,000	200,000	-	400,000 SF
Office	20,000	-	300,000	320,000 SF
Residential	500	500	-	1,000 units
	500,000	500,000	-	1,000,000 SF
Parking	260	260	-	520 spaces
	44,000	44,000	-	88,000 SF
Total	1,026,500	1,006,500	457,500	2,490,500 SF
Opening Year	2026	2030	tbd	

**Reflecting the total square footage of function space, e.g., exhibit hall, ballrooms, and meeting rooms.*

***Assuming an average of 525 SF per room.*

Source: Respective facilities, HGOR, Johnson Consulting

Program Recommendations

Phasing

A factor to consider for the proposed new development is the timing and phasing of each program element. As shown below, it is suggested to develop a moderate level of each land use; one hotel, some retail, and build on residential units and parking over time as the development scales upwards. The future additions are long-term considerations, likely after the main program is built out successfully. A ramp up of events and programming at both the area and the convention center should follow a similar pattern, but most of the development South of Coliseum Drive should be completed prior to expanding the arena and convention center.

This is a low to mid-density project, reflective of the market potential. TVS has created a hypothetical site plan to reflect this program.

Land Use	Proposed Development Timeline										Future
	South of Coliseum Dr.					North of Coliseum Dr.					
	2026	2027	2028	2029	2030	2030	2031	2032	2033	2034	
Hotels	300	-	-	200	-	300	-	-	200	-	300 rooms
	157,500	0	0	105,000	0	157,500	0	0	105,000	0	157,500 SF**
Retail/Restaurant	100,000	-	-	100,000	-	100,000	-	-	100,000	-	- SF
Office	20,000	-	-	-	-	-	-	-	-	-	300,000 SF
Residential	100	100	100	100	100	100	100	100	100	100	- units
	100,000	100,000	100,000	100,000	100,000	100,000	100,000	100,000	100,000	100,000	- SF
Parking	60	50	50	50	50	60	50	50	50	50	- spaces
	10,200	8,500	8,500	8,500	8,500	10,200	8,500	8,500	8,500	8,500	- SF
	387,700	108,500	108,500	313,500	108,500	367,700	108,500	108,500	313,500	108,500	457,500

Source: Johnson Consulting

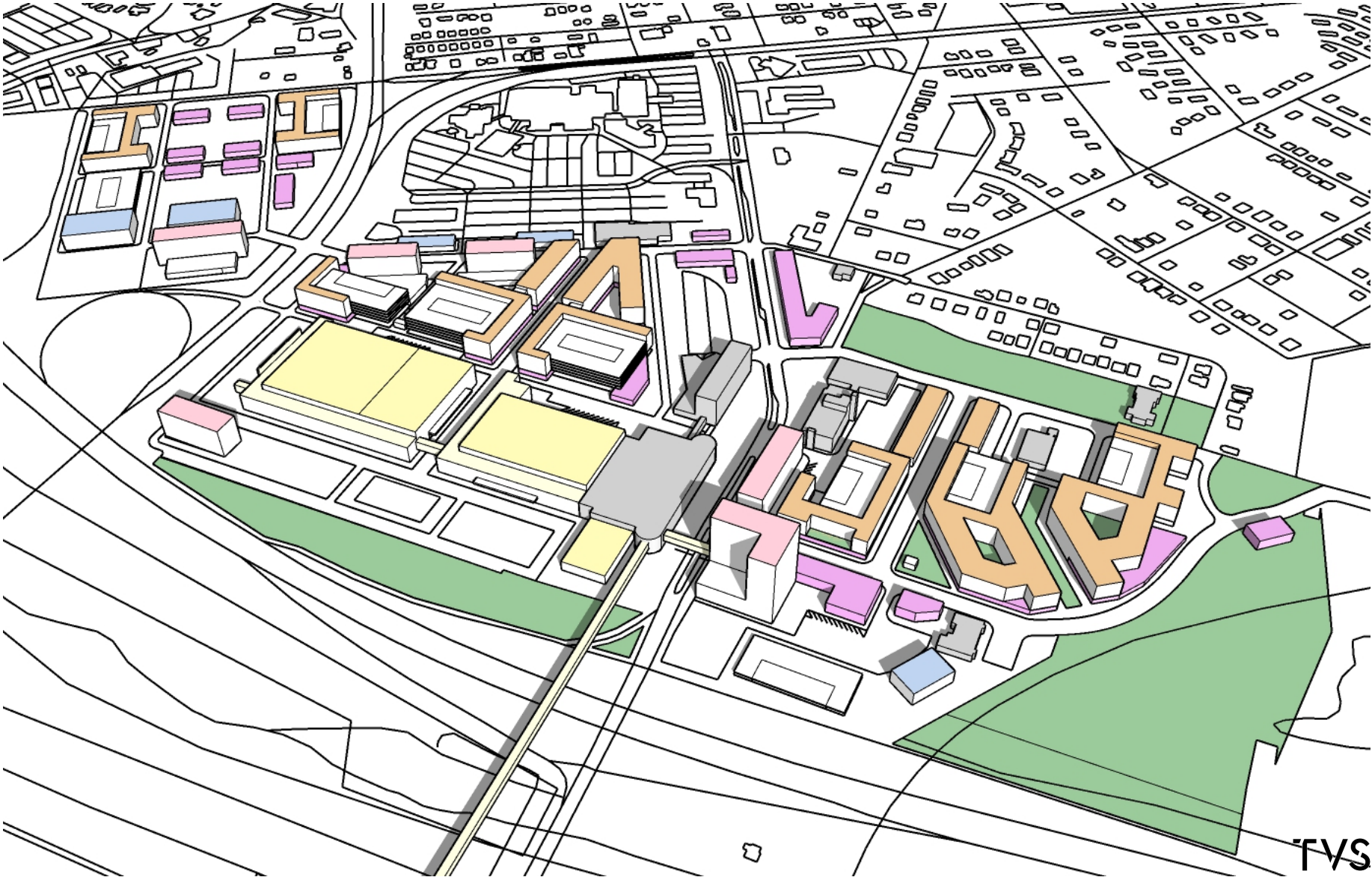
Program Recommendations

Proposed Site Plan – Land Use (View 1)



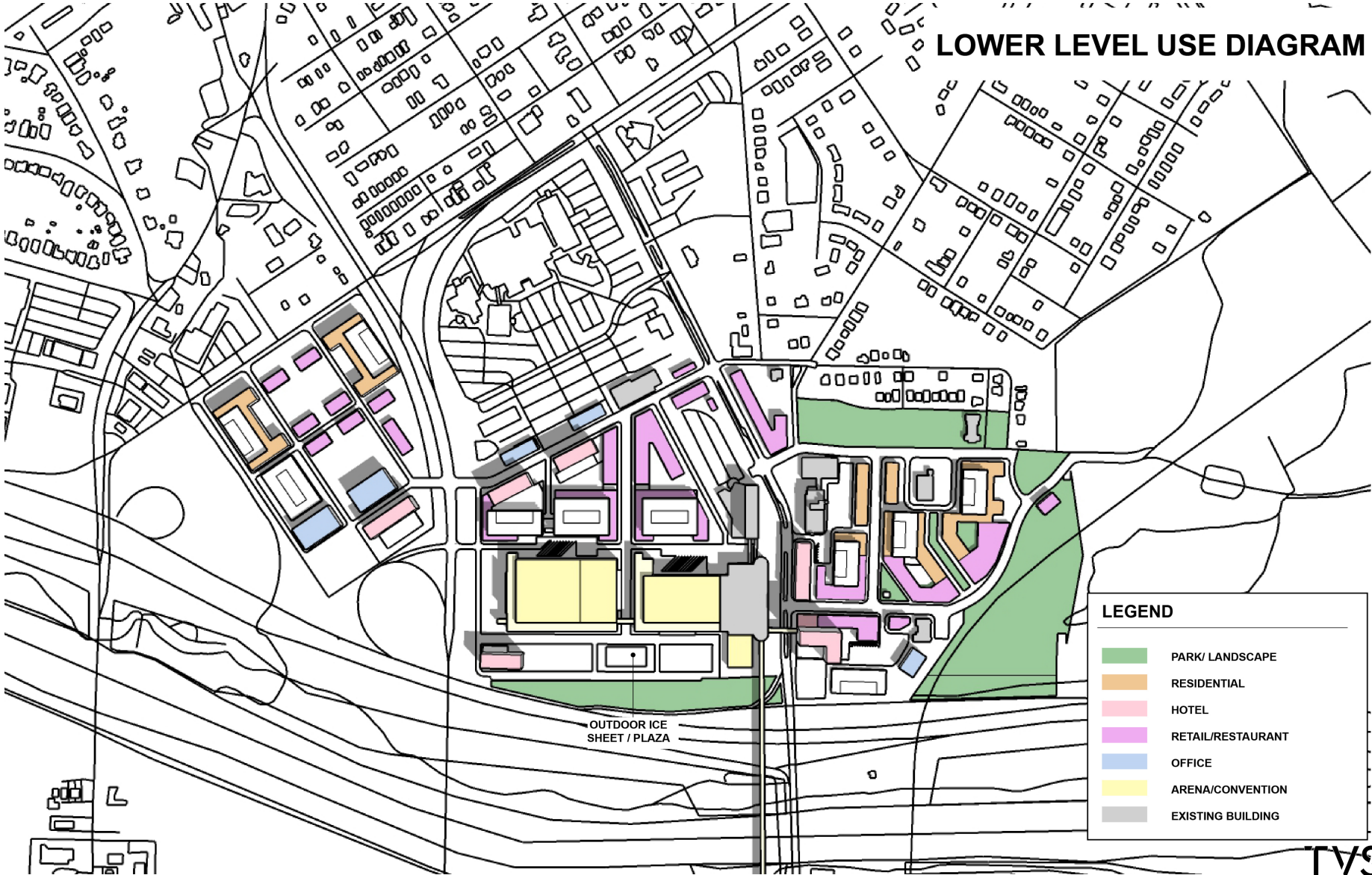
Program Recommendations

Proposed Site Plan – Land Use (View 2)



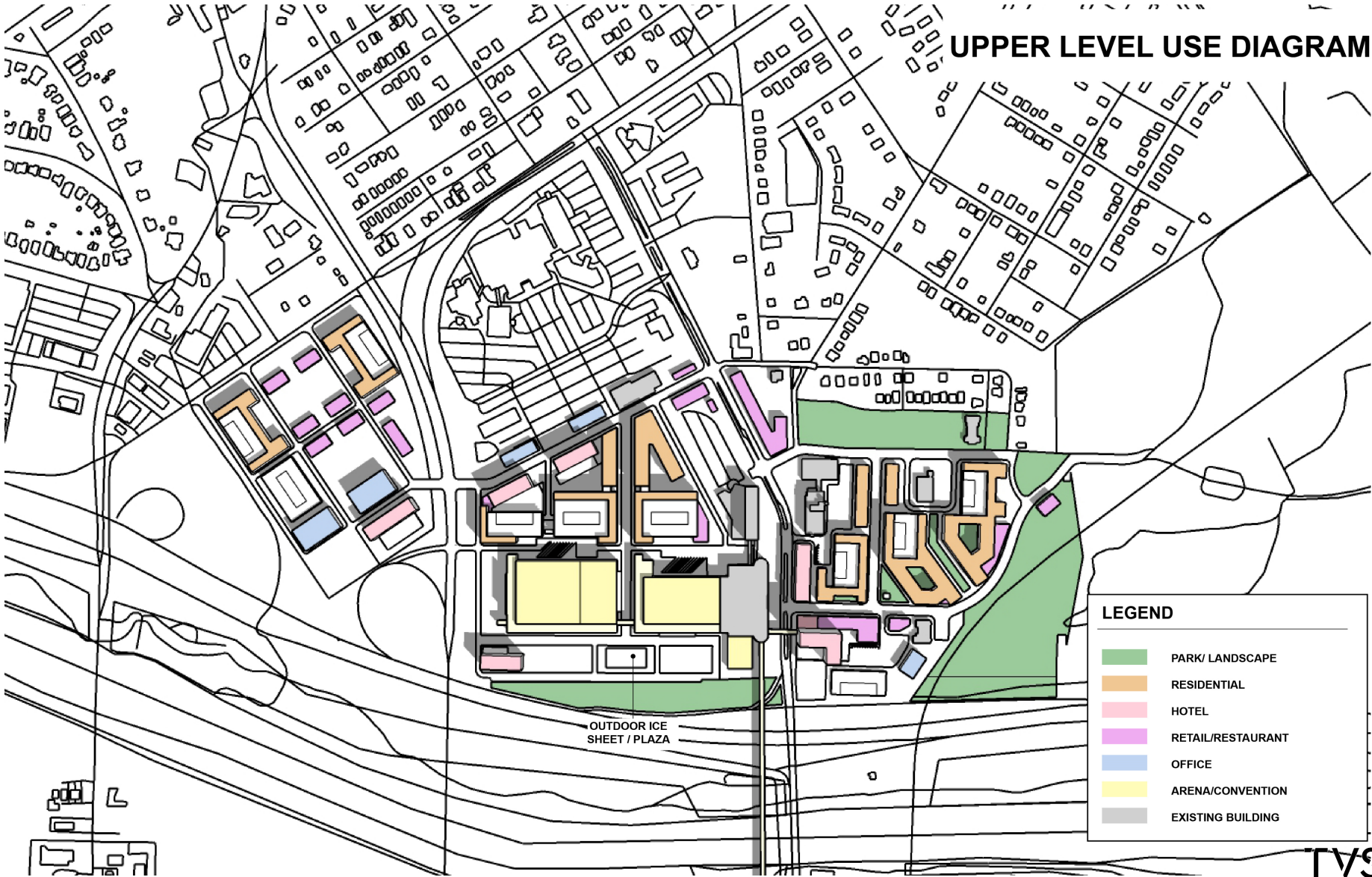
Program Recommendations

Proposed Site Plan – Land Use (Lower Level)



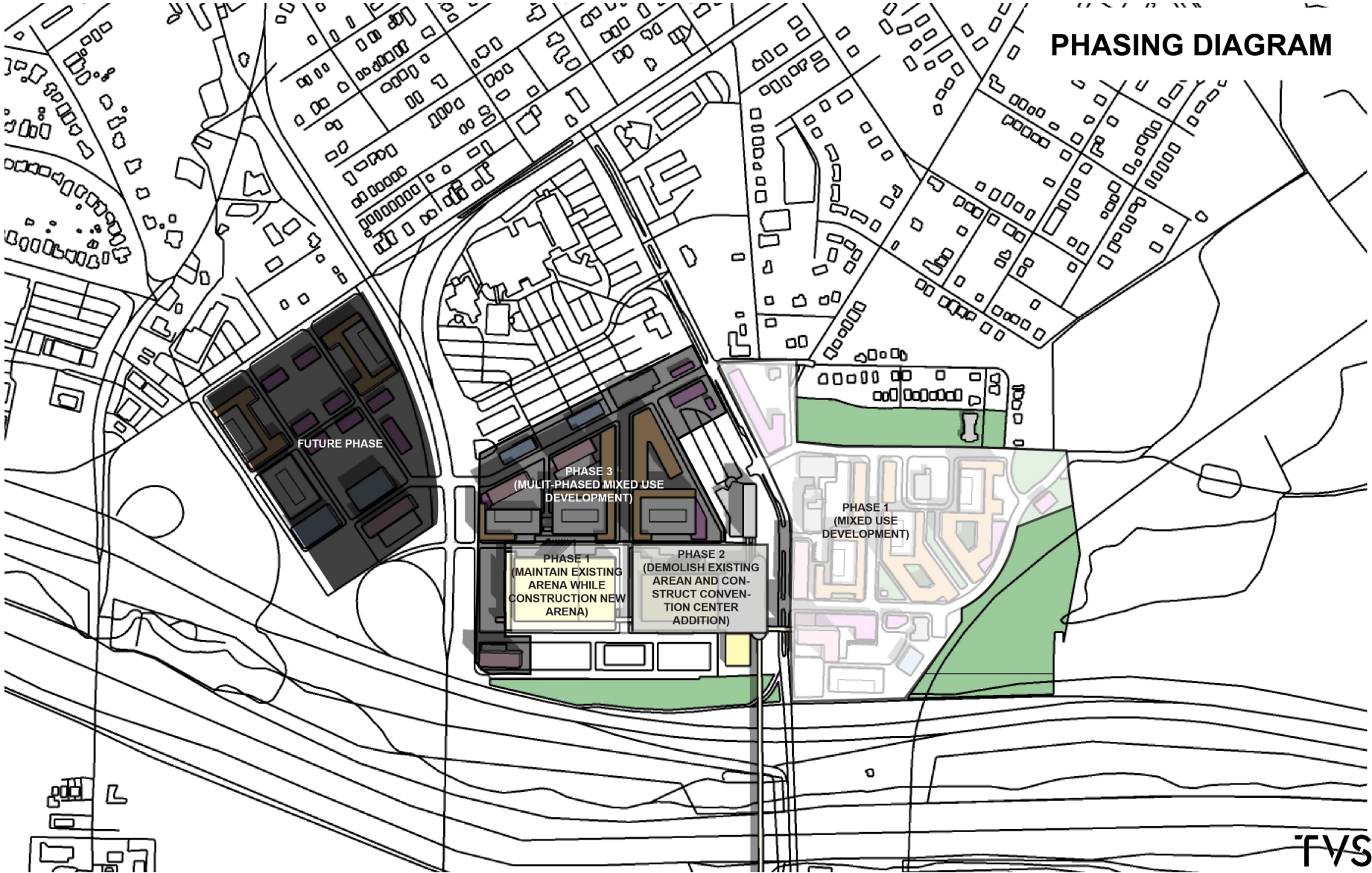
Program Recommendations

Proposed Site Plan – Land Use (Upper Level)



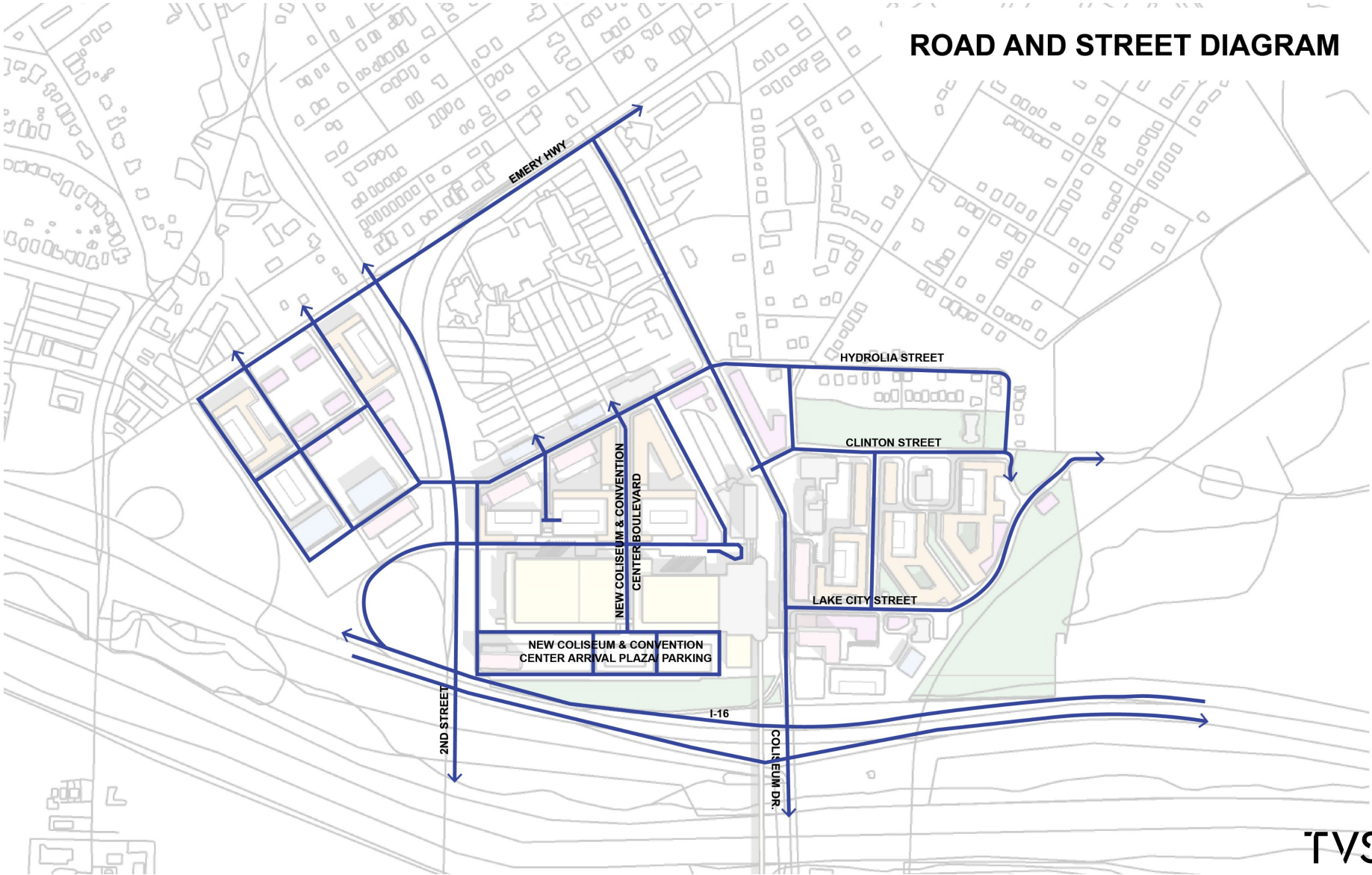
Program Recommendations

Proposed Site Plan – Phasing Diagram



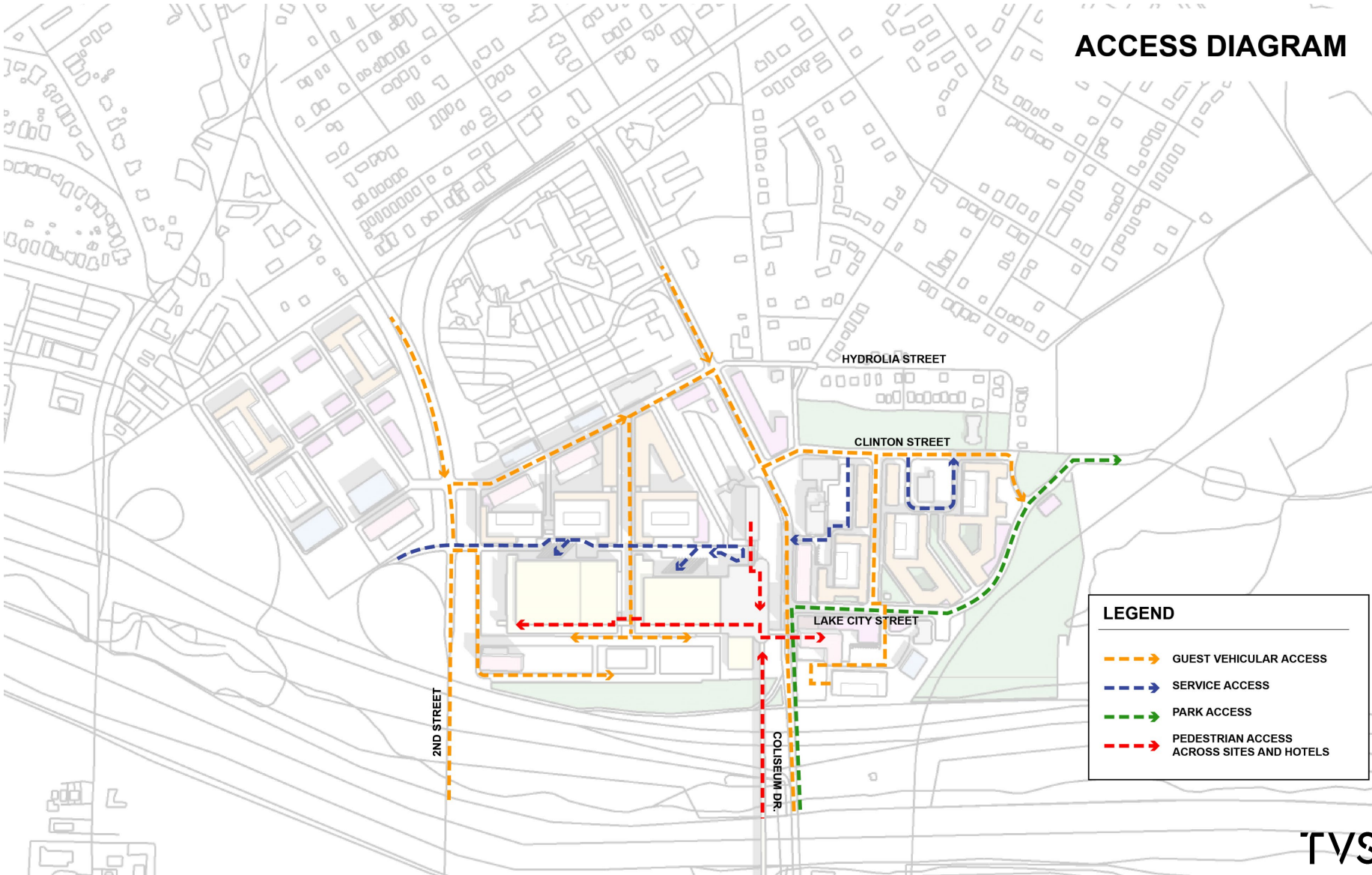
Program Recommendations

Proposed Site Plan – Road & Street Diagram



Program Recommendations

Proposed Site Plan – Access Diagram



Section 5

Demand & Financial Projections



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Demand & Financial Projections

Introduction

These next two sections present hypothetical financial analysis and economic and fiscal impacts for this roughly 70-acre parcel. This is a complex project, and this report provides general direction and sets the stage for next step planning and analysis. There are major infrastructure needs that will create the value for this site. Most importantly, the National Park designation and the interest of the Muscogee Tribe in the park provides a possible nucleus around which to frame this entertainment and residential district. There are big public infrastructure moves that need to be addressed, notably the replacement of the Coliseum (warranted), and reconsideration of the convention center strategy- its placement, and how it is used regarding local, convention, trade show, consumer show and competitive sports tournaments. Unless the current convention center is rethought, it will limit the market in potential. Its placement as the focal point of southern edge of the northern parcel affects real estate opportunities.

The acreage closest to the Park can be executed quickly and its planning for execution should commence. As this proceeds, substantial further analysis is needed for the entire district and how it interfaces with the adjoining neighborhoods. A full district urban plan should be developed, and once policy decisions are made regarding the broader matters laid out in this report, further economic analysis, funding analysis and technical analysis is needed. Exploratory interviews should be held with the development community, stakeholders, the general public. Another major effort is devising a funding plan. This report allocates taxes on local and state levels which will help in formulating a funding plan. Through layers of analysis, this planning results in final conception of the project, making a commitment to move forward, and then developing an implementation plan.

Note: these are very initial financial parameters, based on current market conditions, adjusted for the nature of the project. There are still a multitude of variables to be addressed. This analysis should be continually updated as decisions regarding the project are made. The analysis helps set the stage for policy regarding infrastructure, potential funding partners, to inform the state, if state resources or legislation is sought, etc.

Hypothetical Demand & Financial Projections

New Development at South of Coliseum Drive

Between the two sides (north and south parcels) of the proposed mixed-use development, the area on the south of the Coliseum Drive is recommended to be developed first, to open in 2026. The table on the top right summarizes the proposed development program and timeline, as well as the estimated construction cost.

The following pages summarize the proforma top lines of the land uses within the area on the south of the Coliseum Drive, which include: two hotels, retail/ restaurants, office, residential, and parking. The projections are based on the estimated potential rents and occupancy rates as summarized on the table on the bottom right. As shown, it is estimated that the new development is able to command higher rates, and enjoy higher occupancy/ lower vacancy, than the Macon-wide average.

Ocmulgee Gateway Mixed-Use Development, Macon, Georgia New Development - South of Coliseum Dr. Estimated Development Costs (Inflated \$000)									
Proposed Program and Development Timeline							Estimated Construction Cost		
		2026	2027	2028	2029	2030	Total	Unit Cost	Total (\$000)*
Hotels	(rooms)	300	-	-	200	-	500	\$250,000 / room	\$135,528
Retail/Restaurants	(SF)	100,000	-	-	100,000	-	200,000	\$165 / SF	36,099
Office	(SF)	20,000	-	-	-	-	20,000	\$165 / SF	3,450
Residential	(units)	100	100	100	100	100	500	\$145,000 / unit	80,481
Parking	(spaces)	60	50	50	50	50	260	\$30,000 / space	8,639
Total	(SF)	387,700	108,500	108,500	313,500	108,500	1,026,700	Total Cost (\$000):	\$264,198

**In inflated \$-amounts.
Source: Respective facilities, HGOR, Johnson Consulting*

Ocmulgee Gateway Mixed-Use Development, Macon, Georgia New Development - South of Coliseum Dr. Summary of Key Operating Assumptions				
	Rents		Stabilized Occupancy or Vacancy Rate	
	Macon 2023 YTD (CoStar)	Project Potential	Macon 2023 YTD (CoStar)	Project Potential
Hotels	\$81.74	\$92.00 (ADR)	54.8%	70.0% (occupancy)
Retail/Restaurants	\$11.16	\$18.50 / SF per year	4.3%	2.5% (vacancy)
Office	\$15.68	\$18.75 / SF per year	8.5%	5.5% (vacancy)
Residential	\$1.02	\$1.25 / SF per month	3.9%	3.0% (vacancy)
Parking	na	\$10.50 / space per day	na	100.0% (occupancy)

Source: CoStar, Johnson Consulting

Demand & Financial Projections

Hotel

South of Coliseum Dr. - Hotels Operating Projections (\$000)												
	Year 1 2026	Year 2 2027	Year 3 2028	Year 4 2029	Year 5 2030	Year 6 2031	Year 7 2032	Year 8 2033	Year 9 2034	Year 10 2035	Year 15 2040	Year 20 2045
# of Rooms Built	300	-	-	200	-	-	-	-	-	-	-	-
Available Number of Rooms	300	300	300	500	500	500	500	500	500	500	500	500
Occupancy Rate	55%	60%	65%	64%	66%	68%	70%	70%	70%	70%	70%	70%
Average Daily Rate (ADR)	\$101	\$104	\$107	\$110	\$113	\$117	\$120	\$124	\$127	\$131	\$152	\$176
Projected Total Revenues	\$7,665	\$8,612	\$9,636	\$16,243	\$17,253	\$18,309	\$19,467	\$19,996	\$20,596	\$21,213	\$24,660	\$28,509
Net Operating Income	\$2,910	\$3,269	\$3,658	\$6,166	\$6,550	\$6,951	\$7,390	\$7,591	\$7,819	\$8,053	\$9,361	\$10,823

Retail/ Restaurants

South of Coliseum Dr. - Retail/Restaurants Operating Projections (\$000)												
	Year 1 2026	Year 2 2027	Year 3 2028	Year 4 2029	Year 5 2030	Year 6 2031	Year 7 2032	Year 8 2033	Year 9 2034	Year 10 2035	Year 15 2040	Year 20 2045
Retail/Restaurants GSF Built	100,000	-	-	100,000	-	-	-	-	-	-	-	-
Available Retail GSF	100,000	100,000	100,000	200,000	200,000	200,000	200,000	200,000	200,000	200,000	200,000	200,000
Vacancy Rate	7.50%	6.25%	5.00%	5.63%	4.38%	3.75%	3.13%	2.50%	2.50%	2.50%	2.50%	2.50%
Annual Rental Rate	\$20.22	\$20.82	\$21.45	\$22.09	\$22.75	\$23.44	\$24.14	\$24.86	\$25.61	\$26.38	\$30.58	\$35.45
Projected Gross Rental Income	\$3,437	\$3,588	\$3,744	\$7,663	\$7,997	\$8,291	\$8,595	\$8,910	\$9,177	\$9,453	\$10,958	\$12,704
Net Operating Income	\$1,087	\$1,168	\$1,252	\$2,528	\$2,709	\$2,844	\$2,985	\$3,131	\$3,225	\$3,322	\$3,851	\$4,465

Office

South of Coliseum Dr. - Office Operating Projections (\$000)												
	Year 1 2026	Year 2 2027	Year 3 2028	Year 4 2029	Year 5 2030	Year 6 2031	Year 7 2032	Year 8 2033	Year 9 2034	Year 10 2035	Year 15 2040	Year 20 2045
Office GSF Built	20,000	-	-	-	-	-	-	-	-	-	-	-
Available Office GSF	20,000	20,000	20,000	20,000	20,000	20,000	20,000	20,000	20,000	20,000	20,000	20,000
Vacancy Rate	10.50%	9.25%	8.00%	6.75%	5.50%	5.50%	5.50%	5.50%	5.50%	5.50%	5.50%	5.50%
Annual Rental Rate	\$20.49	\$21.10	\$21.74	\$22.39	\$23.06	\$23.75	\$24.46	\$25.20	\$25.95	\$26.73	\$30.99	\$35.93
Projected Gross Rental Income	\$669	\$699	\$730	\$762	\$795	\$819	\$844	\$869	\$895	\$922	\$1,069	\$1,239
Net Operating Income	\$199	\$215	\$231	\$248	\$266	\$274	\$283	\$291	\$300	\$309	\$358	\$415

Demand & Financial Projections

Residential

South of Coliseum Dr. - Residential Operating Projections (\$000)												
	Year 1 2026	Year 2 2027	Year 3 2028	Year 4 2029	Year 5 2030	Year 6 2031	Year 7 2032	Year 8 2033	Year 9 2034	Year 10 2035	Year 15 2040	Year 20 2045
Available Residential Units	100	200	300	400	500	500	500	500	500	500	500	500
Vacancy Rate	8.00%	7.38%	6.75%	6.13%	5.50%	4.50%	3.75%	3.25%	3.00%	3.00%	3.00%	3.00%
Monthly Rental Rate per SF	\$1.37	\$1.41	\$1.45	\$1.49	\$1.54	\$1.58	\$1.63	\$1.68	\$1.73	\$1.78	\$2.07	\$2.40
Projected Gross Rental Income	\$1,538	\$3,190	\$4,962	\$6,860	\$8,891	\$9,255	\$9,607	\$9,947	\$10,272	\$10,580	\$12,265	\$14,218
Net Operating Income	\$1,050	\$2,184	\$3,408	\$4,726	\$6,143	\$6,424	\$6,692	\$6,944	\$7,179	\$7,394	\$8,572	\$9,937

Parking

South of Coliseum Dr. - Parking Operating Projections (\$000)												
	Year 1 2026	Year 2 2027	Year 3 2028	Year 4 2029	Year 5 2030	Year 6 2031	Year 7 2032	Year 8 2033	Year 9 2034	Year 10 2035	Year 15 2040	Year 20 2045
Parking Spaces Built	60	50	50	50	50	-	-	-	-	-	-	-
Accumulative Spaces Built	60	110	160	210	260	260	260	260	260	260	260	260
Projected Revenues	\$251	\$474	\$711	\$961	\$1,226	\$1,262	\$1,300	\$1,339	\$1,379	\$1,421	\$1,647	\$1,909
Net Operating Income	\$138	\$261	\$391	\$529	\$674	\$694	\$715	\$737	\$759	\$781	\$906	\$1,050

Combined NOI

Ocmulgee Gateway Mixed-Use Development, Macon, Georgia South of Coliseum Dr. - All Land Uses Summary of Net Operating Income (\$000, Inflated)												
	Year 1 2026	Year 2 2027	Year 3 2028	Year 4 2029	Year 5 2030	Year 6 2031	Year 7 2032	Year 8 2033	Year 9 2034	Year 10 2035	Year 15 2040	Year 20 2045
South of Coliseum Dr.												
Hotels	\$2,910	\$3,269	\$3,658	\$6,166	\$6,550	\$6,951	\$7,390	\$7,591	\$7,819	\$8,053	\$9,361	\$10,823
Retail/Restaurants	1,087	1,168	1,252	2,528	2,709	2,844	2,985	3,131	3,225	3,322	3,851	4,465
Office	199	215	231	248	266	274	283	291	300	309	358	415
Residential	1,050	2,184	3,408	4,726	6,143	6,424	6,692	6,944	7,179	7,394	8,572	9,937
Parking	138	261	391	529	674	694	715	737	759	781	906	1,050
Combined NOI	\$5,384	\$7,097	\$8,940	\$14,197	\$16,342	\$17,188	\$18,064	\$18,694	\$19,281	\$19,860	\$23,048	\$26,690

Demand & Financial Projections

Potential Returns of the Development at South of Coliseum Drive

Ocmulgee Gateway Mixed-Use Development, Macon, Georgia														
South of Coliseum Dr. - All Land Uses														
Return Analysis with Conventional Financing (\$000)														
	2024	2025	Year 1 2026	Year 2 2027	Year 3 2028	Year 4 2029	Year 5 2030	Year 6 2031	Year 7 2032	Year 8 2033	Year 9 2034	Year 10 2035	Year 15 2040	Year 20 2045
Net Operating Cash Flow	-	-	\$5,384	\$7,097	\$8,940	\$14,197	\$16,342	\$17,188	\$18,064	\$18,694	\$19,281	\$19,860	\$23,048	\$26,690
Principal Payments	-	-	(1,678)	(1,796)	(1,921)	(2,056)	(2,200)	(2,354)	(2,518)	(2,695)	(2,883)	(3,085)	(4,327)	(6,069)
Interest Payments	-	-	(11,096)	(10,979)	(10,853)	(10,719)	(10,575)	(10,421)	(10,256)	(10,080)	(9,891)	(9,689)	(8,447)	(6,705)
Equity Investment	(\$22,887)	(\$26,968)	(6,993)	(22,173)	(22,838)	(3,821)	-	-	-	-	-	-	-	-
Loan Principal Balance	-	-	-	-	-	-	-	-	-	-	-	-	-	(\$89,723)
Reversionary Value in Year 10 (a)	-	-	-	-	-	-	-	-	-	-	-	-	-	392,285
Sales Cost (b)	-	-	-	-	-	-	-	-	-	-	-	-	-	(11,769)
Net Project Cash Flows	(\$22,887)	(\$26,968)	(\$14,384)	(\$27,850)	(\$26,672)	(\$2,398)	\$3,568	\$4,413	\$5,290	\$5,919	\$6,507	\$7,085	\$10,274	\$304,709
Net Project Cash Flows in PRESENT VALUE	(\$20,712)	(\$22,086)	(\$10,661)	(\$18,680)	(\$16,190)	(\$1,317)	\$1,774	\$1,985	\$2,154	\$2,181	\$2,170	\$2,138	\$1,882	\$33,878
Net Present Value of Cash Flows (c)	(\$26,537)													
Estimated IRR (Levered)	8.0%													

Notes:

(a) Based on a 7% capitalization rate on Year 11 NOI.

(b) Assumed at 3% of reversionary value.

(c) Assuming a 10.5% discount rate.

Source: Johnson Consulting

Ocmulgee Gateway Mixed-Use Development, Macon, Georgia

New Development - South of Coliseum Dr.

Estimated IRR of Individual Land Uses

	Estimated IRR
Hotels	(2.6%)
Retail/Restaurants	10.7%
Office	10.8%
Residential	10.6%
Parking	10.5%
All Land Uses Combined	8.0%

Source: CoStar, Johnson Consulting

Demand & Financial Projections

New Development at North of Coliseum Drive

The area on the north of the Coliseum Drive is recommended to be developed later, to open in 2030. The table on the top right summarizes the proposed development program and timeline, as well as the estimated construction cost.

The following pages summarize the proforma top lines of the land uses within the area on the north of the Coliseum Drive, which include: two hotels, retail/ restaurants, office, residential, and parking. The projections are based on the estimated potential rents and occupancy rates as summarized on the table on the bottom right. As shown, it is estimated that the new development is able to command higher rates, and enjoy higher occupancy/ lower vacancy, than the Macon-wide average.

Ocmulgee Gateway Mixed-Use Development, Macon, Georgia New Development - North of Coliseum Dr. Estimated Development Costs (Inflated \$000)									
Proposed Program and Development Timeline							Estimated Construction Cost		
		2030	2031	2032	2033	2034	Total	Unit Cost	Total (\$000)*
Hotels	(rooms)	300	-	-	200	-	500	\$250,000 / room	\$152,538
Retail/Restaurants	(SF)	100,000	-	-	100,000	-	200,000	\$165 / SF	40,630
Office	(SF)	-	-	-	-	-	0	\$165 / SF	0
Residential	(units)	100	100	100	100	100	500	\$145,000 / unit	90,582
Parking	(spaces)	60	50	50	50	50	260	\$30,000 / space	9,724
Total	(SF)	367,700	108,500	108,500	313,500	108,500	1,006,700	Total Cost (\$000):	\$293,475

**In inflated \$-amounts.
Source: Respective facilities, HGOR, Johnson Consulting*

Ocmulgee Gateway Mixed-Use Development, Macon, Georgia New Development - North of Coliseum Dr. Summary of Key Operating Assumptions				
	Rents		Stabilized Occupancy or Vacancy Rate	
	Macon 2023 YTD (CoStar)	Project Potential	Macon 2023 YTD (CoStar)	Project Potential
Hotels	\$81.74	\$92.50 (ADR)	54.8%	70.0% (occupancy)
Retail/Restaurants	\$11.16	\$18.60 / SF per year	4.3%	2.5% (vacancy)
Office	\$15.68	\$18.85 / SF per year	8.5%	5.5% (vacancy)
Residential	\$1.02	\$1.30 / SF per month	3.9%	3.0% (vacancy)
Parking	na	\$10.50 / space per day	na	100.0% (occupancy)

Source: CoStar, Johnson Consulting

Demand & Financial Projections

Hotel

	North of Coliseum Dr. - Hotels Operating Projections (\$000)											
	Year 1 2030	Year 2 2031	Year 3 2032	Year 4 2033	Year 5 2034	Year 6 2035	Year 7 2036	Year 8 2037	Year 9 2038	Year 10 2039	Year 15 2044	Year 20 2049
# of Rooms Built	300	-	-	200	-	-	-	-	-	-	-	-
Available Number of Rooms	300	300	300	500	500	500	500	500	500	500	500	500
Occupancy Rate	55%	60%	65%	64%	66%	68%	70%	70%	70%	70%	70%	70%
Average Daily Rate (ADR)	\$114	\$117	\$121	\$124	\$128	\$132	\$136	\$140	\$144	\$148	\$172	\$199
Projected Total Revenues	\$8,674	\$9,746	\$10,905	\$18,381	\$19,524	\$20,719	\$22,029	\$22,628	\$23,307	\$24,006	\$27,905	\$32,262
Net Operating Income	\$3,293	\$3,700	\$4,140	\$6,978	\$7,412	\$7,866	\$8,363	\$8,590	\$8,848	\$9,113	\$10,594	\$12,247

Retail/ Restaurants

	North of Coliseum Dr. - Retail/Restaurants Operating Projections (\$000)											
	Year 1 2030	Year 2 2031	Year 3 2032	Year 4 2033	Year 5 2034	Year 6 2035	Year 7 2036	Year 8 2037	Year 9 2038	Year 10 2039	Year 15 2044	Year 20 2049
Retail GSF Built	100,000	-	-	100,000	-	-	-	-	-	-	-	-
Available Retail GSF	100,000	100,000	100,000	200,000	200,000	200,000	200,000	200,000	200,000	200,000	200,000	200,000
Vacancy Rate	7.50%	6.25%	5.00%	5.63%	4.38%	3.75%	3.13%	2.50%	2.50%	2.50%	2.50%	2.50%
Annual Rental Rate	\$22.88	\$23.56	\$24.27	\$25.00	\$25.75	\$26.52	\$27.31	\$28.13	\$28.98	\$29.85	\$34.60	\$40.11
Projected Gross Rental Income	\$3,878	\$4,048	\$4,225	\$8,646	\$9,023	\$9,355	\$9,698	\$10,054	\$10,355	\$10,666	\$12,365	\$14,334
Net Operating Income	\$1,233	\$1,324	\$1,420	\$2,867	\$3,071	\$3,224	\$3,383	\$3,549	\$3,656	\$3,766	\$4,365	\$5,061

Office – N/A

Demand & Financial Projections

Residential

North of Coliseum Dr. - Residential Operating Projections (\$000)												
	Year 1 2030	Year 2 2031	Year 3 2032	Year 4 2033	Year 5 2034	Year 6 2035	Year 7 2036	Year 8 2037	Year 9 2038	Year 10 2039	Year 15 2044	Year 20 2049
Available Residential Units	100	200	300	400	500	500	500	500	500	500	500	500
Vacancy Rate	8.00%	7.38%	6.75%	6.13%	5.50%	4.50%	3.75%	3.25%	3.00%	3.00%	3.00%	3.00%
Monthly Rental Rate per SF	\$1.60	\$1.65	\$1.70	\$1.75	\$1.80	\$1.85	\$1.91	\$1.97	\$2.03	\$2.09	\$2.42	\$2.80
Projected Gross Rental Income	\$1,800	\$3,734	\$5,808	\$8,030	\$10,407	\$10,833	\$11,246	\$11,643	\$12,023	\$12,384	\$14,356	\$16,643
Net Operating Income	\$1,229	\$2,557	\$3,989	\$5,532	\$7,191	\$7,520	\$7,833	\$8,128	\$8,403	\$8,655	\$10,034	\$11,632

Parking

North of Coliseum Dr. - Parking Operating Projections (\$000)												
	Year 1 2030	Year 2 2031	Year 3 2032	Year 4 2033	Year 5 2034	Year 6 2035	Year 7 2036	Year 8 2037	Year 9 2038	Year 10 2039	Year 15 2044	Year 20 2049
Parking Spaces Built	60	50	50	50	50	-	-	-	-	-	-	-
Accumulative Spaces Built	60	110	160	210	260	260	260	260	260	260	260	260
Projected Revenues	\$283	\$534	\$800	\$1,082	\$1,379	\$1,421	\$1,463	\$1,507	\$1,552	\$1,599	\$1,854	\$2,149
Net Operating Income	\$156	\$294	\$440	\$595	\$759	\$781	\$805	\$829	\$854	\$879	\$1,020	\$1,182

Combined NOI

Ocmulgee Gateway Mixed-Use Development, Macon, Georgia North of Coliseum Dr. - All Land Uses Summary of Net Operating Income (\$000, Inflated)												
	Year 1 2030	Year 2 2031	Year 3 2032	Year 4 2033	Year 5 2034	Year 6 2035	Year 7 2036	Year 8 2037	Year 9 2038	Year 10 2039	Year 15 2044	Year 20 2049
North of Coliseum Dr.												
Hotels	\$3,293	\$3,700	\$4,140	\$6,978	\$7,412	\$7,866	\$8,363	\$8,590	\$8,848	\$9,113	\$10,594	\$12,247
Retail/Restaurants	1,233	1,324	1,420	2,867	3,071	3,224	3,383	3,549	3,656	3,766	4,365	5,061
Office	0	0	0	0	0	0	0	0	0	0	0	0
Residential	1,229	2,557	3,989	5,532	7,191	7,520	7,833	8,128	8,403	8,655	10,034	11,632
Parking	156	294	440	595	759	781	805	829	854	879	1,020	1,182
Combined NOI	\$5,910	\$7,875	\$9,988	\$15,972	\$18,433	\$19,391	\$20,384	\$21,097	\$21,761	\$22,413	\$26,012	\$30,122

Demand & Financial Projections

Potential Returns of the Development at North of Coliseum Drive

Ocmulgee Gateway Mixed-Use Development, Macon, Georgia North of Coliseum Dr. - All Land Uses Return Analysis with Conventional Financing (\$000)														
	2028	2029	Year 1 2030	Year 2 2031	Year 3 2032	Year 4 2033	Year 5 2034	Year 6 2035	Year 7 2036	Year 8 2037	Year 9 2038	Year 10 2039	Year 15 2044	Year 20 2049
Net Operating Cash Flow	-	-	\$5,910	\$7,875	\$9,988	\$15,972	\$18,433	\$19,391	\$20,384	\$21,097	\$21,761	\$22,413	\$26,012	\$30,122
Principal Payments	-	-	(1,864)	(1,995)	(2,134)	(2,284)	(2,443)	(2,615)	(2,798)	(2,993)	(3,203)	(3,427)	(4,807)	(6,742)
Interest Payments	-	-	(12,326)	(12,195)	(12,056)	(11,906)	(11,747)	(11,576)	(11,393)	(11,197)	(10,987)	(10,763)	(9,383)	(7,448)
Equity Investment	(\$24,994)	(\$29,565)	(7,871)	(24,955)	(25,704)	(4,301)	-	-	-	-	-	-	-	-
Loan Principal Balance	-	-	-	-	-	-	-	-	-	-	-	-	-	(\$99,665)
Reversionary Value in Year 10 (a)	-	-	-	-	-	-	-	-	-	-	-	-	-	442,727
Sales Cost (b)	-	-	-	-	-	-	-	-	-	-	-	-	-	(13,282)
Net Project Cash Flows	(\$24,994)	(\$29,565)	(\$16,151)	(\$31,271)	(\$29,906)	(\$2,519)	\$4,243	\$5,201	\$6,194	\$6,907	\$7,571	\$8,223	\$11,822	\$345,712
Net Project Cash Flows in PRESENT VALUE	(\$15,171)	(\$16,241)	(\$8,029)	(\$14,068)	(\$12,176)	(\$928)	\$1,415	\$1,569	\$1,691	\$1,707	\$1,693	\$1,664	\$1,452	\$25,781
Net Present Value of Cash Flows (c)	(\$26,974)													
Estimated IRR (Levered)	8.3%													

Notes:

(a) Based on a 7% capitalization rate on Year 11 NOI.

(b) Assumed at 3% of reversionary value.

(c) Assuming a 10.5% discount rate.

Source: Johnson Consulting

Ocmulgee Gateway Mixed-Use Development, Macon, Georgia New Development - North of Coliseum Dr. Estimated IRR of Individual Land Uses

	Estimated IRR
Hotels	(2.4%)
Retail/Restaurants	10.9%
Office	0.0%
Residential	11.7%
Parking	10.5%
All Land Uses Combined	8.3%

Source: CoStar, Johnson Consulting

Section 6

Economic & Fiscal Impact Analysis



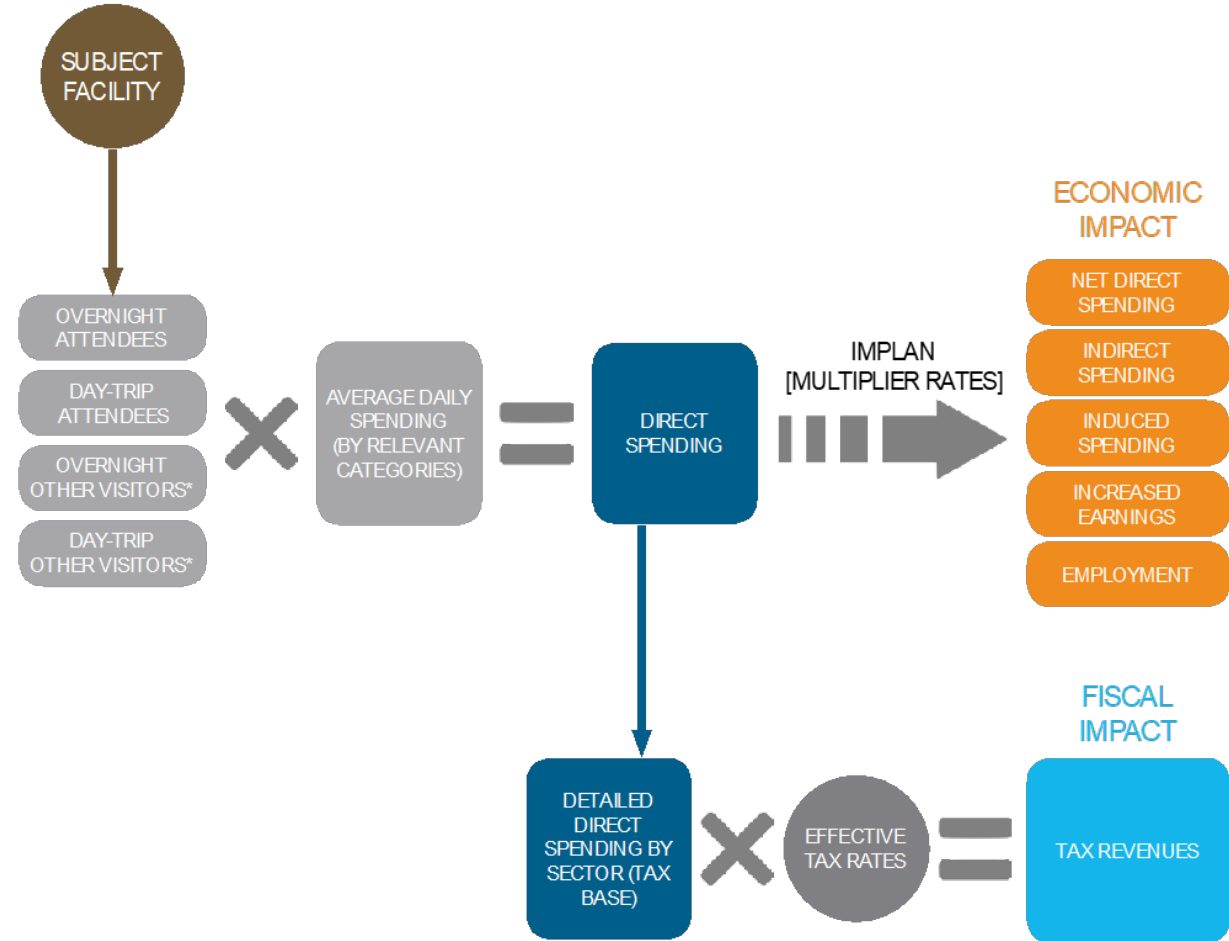
**JOHNSON
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Economic and Fiscal Impact Analysis

Introduction to Economic and Fiscal Impact Analysis

Economic Impact is defined as incremental new spending in an economy that is the direct result of certain activities, facilities, or events. For the purpose of this analysis, impact totals are discussed in terms of the Macon-Bibb County economy. The levels of impacts are described as follows:

- **Direct Spending** – spending that occurs as a direct result of the facility’s operation (example: attendee purchases meal at restaurant nearby)
- **Indirect Spending** – re-spending of the initial direct expenditures on goods and services (example: restaurant purchases more food from supplier)
- **Induced Spending** – changes in local consumption due to the personal spending by employees whose incomes are supported by direct and indirect spending (example: waiter at the restaurant has more personal income to spend)
- **Increased Earnings** – measures increased employee and worker compensation related to the facility’s operation
- **Employment** – measures the number of full-time equivalent (FTE) jobs supported in the local economy as a result of the facility’s operation
- **Fiscal Impact** – reflects tax revenues to local and state governments that result from the facility’s operation
- This project will take years to build out, so these impacts will be phased in over time.



Economic and Fiscal Impact Analysis

Multiplier Rates for Economic Impact Analysis

The table on the right summarizes the multiplier rates utilized in the economic impact estimates to calculate indirect spending, induced spending, increased earnings, and employment. These multiplier rates are derived from an IMPLAN input-output model, which is a nationally recognized analytical tool commonly used to estimate economic impacts. An input-output model analyzes the commodities and income that normally flow through various sectors of the economy.

The following tables summarize the estimated economic and fiscal impact resulting from various activities within the various land uses of the proposed mixed-use development

Applicable Tax Rates for Fiscal Impact Analysis

Summarized below are the applicable tax rates utilized in the fiscal impact estimates, focused on major categories of tax revenues that are directly affected by a visitor's activity: sales tax and hotel/ motel occupancy excise tax.

- **Sales Tax** – is 8.0 percent total, which includes 4.0 percent State sales tax and 4.0 percent Bibb County sales tax.
- **Hotel/ Motel Occupancy Excise Tax** – is 8 percent (on top of the 8 percent sales tax)
- **Property Tax** has not been included and still needs to be analyzed based on the next level land use assumptions. However, property tax is estimated at \$3 per developed commercial and residential square footage. This is approximately 1.3 million square feet, or approximately \$4 million per year. This will be used to help structure the project and increase the county's tax base.
- This proposed development will also be a prime candidate for a Tax Allocation District (TAD), which will further help to fund public infrastructure projects in Macon

Ocmulgee Gateway Mixed-Use Development, Macon, Georgia Economic Impact Multipliers		
	Multiplier	Base
Indirect Spending	0.304	per \$1.00 of direct spending
Induced Spending	0.407	per \$1.00 of direct spending
Increased Earnings	0.345	per \$1.00 of direct spending
Increased Employment	14.155	per \$1 million of direct spending

Source: Impact studies for Georgia

Economic and Fiscal Impact Analysis - South

Hotel

South of Coliseum Dr. - Hotels												
Estimated Economic and Fiscal Impact (\$Million)												
	Year 1	Year 2	Year 3	Year 4	Year 5	Year 6	Year 7	Year 8	Year 9	Year 10	Year 15	Year 20
	2026	2027	2028	2029	2030	2031	2032	2033	2034	2035	2040	2045
Economic Impact												
Direct Spending	\$7.7	\$8.6	\$9.6	\$16.2	\$17.3	\$18.3	\$19.5	\$20.0	\$20.6	\$21.2	\$24.7	\$28.5
Indirect Spending	2.3	2.6	2.9	4.9	5.3	5.6	5.9	6.1	6.3	6.5	7.5	8.7
Induced Spending	3.1	3.5	3.9	6.6	7.0	7.5	7.9	8.1	8.4	8.6	10.0	11.6
Total Spending	\$13.1	\$14.7	\$16.5	\$27.8	\$29.5	\$31.3	\$33.3	\$34.2	\$35.3	\$36.3	\$42.2	\$48.8
Increased Earnings	\$2.6	\$3.0	\$3.3	\$5.6	\$6.0	\$6.3	\$6.7	\$6.9	\$7.1	\$7.3	\$8.5	\$9.8
Increased Employment (Jobs)	99	108	118	193	199	205	211	211	211	211	211	211
Fiscal Impact												
Sales Tax	\$0.61	\$0.69	\$0.77	\$1.30	\$1.38	\$1.46	\$1.56	\$1.60	\$1.65	\$1.70	\$1.97	\$2.28
Hotel/ Motel Tax	0.48	0.54	0.61	1.03	1.09	1.16	1.23	1.26	1.30	1.34	1.56	1.80
Total	\$1.10	\$1.23	\$1.38	\$2.33	\$2.47	\$2.62	\$2.79	\$2.86	\$2.95	\$3.04	\$3.53	\$4.08

Retail/ Restaurants

South of Coliseum Dr. - Retail/Restaurants												
Estimated Economic and Fiscal Impact (\$Million)												
	Year 1	Year 2	Year 3	Year 4	Year 5	Year 6	Year 7	Year 8	Year 9	Year 10	Year 15	Year 20
	2026	2027	2028	2029	2030	2031	2032	2033	2034	2035	2040	2045
Economic Impact												
Direct Spending	\$31.5	\$32.8	\$34.3	\$70.1	\$73.2	\$75.9	\$78.7	\$81.5	\$84.0	\$86.5	\$100.3	\$116.3
Indirect Spending	9.6	10.0	10.4	21.3	22.3	23.1	23.9	24.8	25.6	26.3	30.5	35.4
Induced Spending	12.8	13.4	14.0	28.6	29.8	30.9	32.0	33.2	34.2	35.2	40.8	47.3
Total Spending	\$53.8	\$56.2	\$58.7	\$120.0	\$125.3	\$129.9	\$134.6	\$139.6	\$143.7	\$148.1	\$171.6	\$199.0
Increased Earnings	\$10.9	\$11.3	\$11.8	\$24.2	\$25.3	\$26.2	\$27.2	\$28.2	\$29.0	\$29.9	\$34.6	\$40.2
Increased Employment (Jobs)	407	413	418	831	842	848	853	859	859	859	859	859
Fiscal Impact												
Sales Tax	\$2.52	\$2.63	\$2.74	\$5.61	\$5.85	\$6.07	\$6.29	\$6.52	\$6.72	\$6.92	\$8.02	\$9.30
Hotel/ Motel Tax	na	na	na	na	na	na	na	na	na	na	na	na
Total	\$2.52	\$2.63	\$2.74	\$5.61	\$5.85	\$6.07	\$6.29	\$6.52	\$6.72	\$6.92	\$8.02	\$9.30

Economic and Fiscal Impact Analysis - South

Office

South of Coliseum Dr. - Office												
Estimated Economic and Fiscal Impact (\$Million)												
	Year 1	Year 2	Year 3	Year 4	Year 5	Year 6	Year 7	Year 8	Year 9	Year 10	Year 15	Year 20
	2026	2027	2028	2029	2030	2031	2032	2033	2034	2035	2040	2045
Economic Impact												
Direct Spending*	\$0.7	\$0.7	\$0.7	\$0.8	\$0.8	\$0.8	\$0.8	\$0.9	\$0.9	\$0.9	\$1.1	\$1.2
Indirect Spending	0.2	0.2	0.2	0.2	0.2	0.2	0.3	0.3	0.3	0.3	0.3	0.4
Induced Spending	0.3	0.3	0.3	0.3	0.3	0.3	0.3	0.4	0.4	0.4	0.4	0.5
Total Spending	\$1.1	\$1.2	\$1.2	\$1.3	\$1.4	\$1.4	\$1.4	\$1.5	\$1.5	\$1.6	\$1.8	\$2.1
Increased Earnings	\$0.2	\$0.2	\$0.3	\$0.3	\$0.3	\$0.3	\$0.3	\$0.3	\$0.3	\$0.3	\$0.4	\$0.4
Increased Employment (Jobs)	9	9	9	9	9	9	9	9	9	9	9	9
Fiscal Impact												
Sales Tax	\$0.05	\$0.06	\$0.06	\$0.06	\$0.06	\$0.07	\$0.07	\$0.07	\$0.07	\$0.07	\$0.09	\$0.10
Hotel/ Motel Tax	na	na	na	na	na	na	na	na	na	na	na	na
Total	\$0.05	\$0.06	\$0.06	\$0.06	\$0.06	\$0.07	\$0.07	\$0.07	\$0.07	\$0.07	\$0.09	\$0.10

*Reflecting rental revenues only.

Residential

South of Coliseum Dr. - Residential												
Estimated Economic and Fiscal Impact (\$Million)												
	Year 1	Year 2	Year 3	Year 4	Year 5	Year 6	Year 7	Year 8	Year 9	Year 10	Year 15	Year 20
	2026	2027	2028	2029	2030	2031	2032	2033	2034	2035	2040	2045
Economic Impact												
Direct Spending*	\$1.5	\$3.2	\$5.0	\$6.9	\$8.9	\$9.3	\$9.6	\$9.9	\$10.3	\$10.6	\$12.3	\$14.2
Indirect Spending	0.5	1.0	1.5	2.1	2.7	2.8	2.9	3.0	3.1	3.2	3.7	4.3
Induced Spending	0.6	1.3	2.0	2.8	3.6	3.8	3.9	4.1	4.2	4.3	5.0	5.8
Total Spending	\$2.6	\$5.5	\$8.5	\$11.7	\$15.2	\$15.8	\$16.4	\$17.0	\$17.6	\$18.1	\$21.0	\$24.3
Increased Earnings	\$0.5	\$1.1	\$1.7	\$2.4	\$3.1	\$3.2	\$3.3	\$3.4	\$3.5	\$3.7	\$4.2	\$4.9
Increased Employment (Jobs)	20	40	61	81	102	103	104	105	105	105	105	105
Fiscal Impact												
Sales Tax	\$0.12	\$0.26	\$0.40	\$0.55	\$0.71	\$0.74	\$0.77	\$0.80	\$0.82	\$0.85	\$0.98	\$1.14
Hotel/ Motel Tax	na	na	na	na	na	na	na	na	na	na	na	na
Total	\$0.12	\$0.26	\$0.40	\$0.55	\$0.71	\$0.74	\$0.77	\$0.80	\$0.82	\$0.85	\$0.98	\$1.14

*Reflecting rental revenues only.

Economic and Fiscal Impact Analysis - South

Parking

South of Coliseum Dr. - Parking												
Estimated Economic and Fiscal Impact (\$Million)												
	Year 1 2026	Year 2 2027	Year 3 2028	Year 4 2029	Year 5 2030	Year 6 2031	Year 7 2032	Year 8 2033	Year 9 2034	Year 10 2035	Year 15 2040	Year 20 2045
Economic Impact												
Direct Spending	\$0.3	\$0.5	\$0.7	\$1.0	\$1.2	\$1.3	\$1.3	\$1.3	\$1.4	\$1.4	\$1.6	\$1.9
Indirect Spending	0.1	0.1	0.2	0.3	0.4	0.4	0.4	0.4	0.4	0.4	0.5	0.6
Induced Spending	0.1	0.2	0.3	0.4	0.5	0.5	0.5	0.5	0.6	0.6	0.7	0.8
Total Spending	\$0.4	\$0.8	\$1.2	\$1.6	\$2.1	\$2.2	\$2.2	\$2.3	\$2.4	\$2.4	\$2.8	\$3.3
Increased Earnings	\$0.1	\$0.2	\$0.2	\$0.3	\$0.4	\$0.4	\$0.4	\$0.5	\$0.5	\$0.5	\$0.6	\$0.7
Increased Employment (Jobs)	3	6	9	11	14	14	14	14	14	14	14	14
Fiscal Impact												
Sales Tax	\$0.02	\$0.04	\$0.06	\$0.08	\$0.10	\$0.10	\$0.10	\$0.11	\$0.11	\$0.11	\$0.13	\$0.15
Hotel/ Motel Tax	na	na	na	na	na	na	na	na	na	na	na	na
Total	\$0.02	\$0.04	\$0.06	\$0.08	\$0.10	\$0.10	\$0.10	\$0.11	\$0.11	\$0.11	\$0.13	\$0.15

Economic and Fiscal Impact Analysis - North

Hotel

North of Coliseum Dr. - Hotels												
Estimated Economic and Fiscal Impact (\$Million)												
	Year 1	Year 2	Year 3	Year 4	Year 5	Year 6	Year 7	Year 8	Year 9	Year 10	Year 15	Year 20
	2030	2031	2032	2033	2034	2035	2036	2037	2038	2039	2044	2049
Economic Impact												
Direct Spending	\$8.7	\$9.7	\$10.9	\$18.4	\$19.5	\$20.7	\$22.0	\$22.6	\$23.3	\$24.0	\$27.9	\$32.3
Indirect Spending	2.6	3.0	3.3	5.6	5.9	6.3	6.7	6.9	7.1	7.3	8.5	9.8
Induced Spending	3.5	4.0	4.4	7.5	8.0	8.4	9.0	9.2	9.5	9.8	11.4	13.1
Total Spending	\$14.8	\$16.7	\$18.7	\$31.5	\$33.4	\$35.5	\$37.7	\$38.7	\$39.9	\$41.1	\$47.8	\$55.2
Increased Earnings	\$3.0	\$3.4	\$3.8	\$6.3	\$6.7	\$7.2	\$7.6	\$7.8	\$8.0	\$8.3	\$9.6	\$11.1
Increased Employment (Jobs)	100	109	118	194	200	206	212	212	212	212	212	212
Fiscal Impact												
Sales Tax	\$0.69	\$0.78	\$0.87	\$1.47	\$1.56	\$1.66	\$1.76	\$1.81	\$1.86	\$1.92	\$2.23	\$2.58
Hotel/ Motel Tax	0.55	0.62	0.69	1.16	1.23	1.31	1.39	1.43	1.47	1.52	1.76	2.04
Total	\$1.24	\$1.40	\$1.56	\$2.63	\$2.80	\$2.97	\$3.15	\$3.24	\$3.34	\$3.44	\$4.00	\$4.62

Retail/ Restaurants

North of Coliseum Dr. - Retail/Restaurants												
Estimated Economic and Fiscal Impact (\$Million)												
	Year 1	Year 2	Year 3	Year 4	Year 5	Year 6	Year 7	Year 8	Year 9	Year 10	Year 15	Year 20
	2030	2031	2032	2033	2034	2035	2036	2037	2038	2039	2044	2049
Economic Impact												
Direct Spending	\$31.5	\$32.8	\$34.3	\$70.1	\$73.2	\$75.9	\$78.7	\$81.5	\$84.0	\$86.5	\$100.3	\$116.3
Indirect Spending	9.6	10.0	10.4	21.3	22.3	23.1	23.9	24.8	25.6	26.3	30.5	35.4
Induced Spending	12.8	13.4	14.0	28.6	29.8	30.9	32.0	33.2	34.2	35.2	40.8	47.3
Total Spending	\$53.8	\$56.2	\$58.7	\$120.0	\$125.3	\$129.9	\$134.6	\$139.6	\$143.7	\$148.1	\$171.6	\$199.0
Increased Earnings	\$10.9	\$11.3	\$11.8	\$24.2	\$25.3	\$26.2	\$27.2	\$28.2	\$29.0	\$29.9	\$34.6	\$40.2
Increased Employment (Jobs)	362	367	372	739	748	753	758	763	763	763	763	763
Fiscal Impact												
Sales Tax	\$2.52	\$2.63	\$2.74	\$5.61	\$5.85	\$6.07	\$6.29	\$6.52	\$6.72	\$6.92	\$8.02	\$9.30
Hotel/ Motel Tax	na	na	na	na	na	na	na	na	na	na	na	na
Total	\$2.52	\$2.63	\$2.74	\$5.61	\$5.85	\$6.07	\$6.29	\$6.52	\$6.72	\$6.92	\$8.02	\$9.30

Economic and Fiscal Impact Analysis - North

Residential

North of Coliseum Dr. - Residential												
Estimated Economic and Fiscal Impact (\$Million)												
	Year 1	Year 2	Year 3	Year 4	Year 5	Year 6	Year 7	Year 8	Year 9	Year 10	Year 15	Year 20
	2030	2031	2032	2033	2034	2035	2036	2037	2038	2039	2044	2049
Economic Impact												
Direct Spending*	\$1.8	\$3.7	\$5.8	\$8.0	\$10.4	\$10.8	\$11.2	\$11.6	\$12.0	\$12.4	\$14.4	\$16.6
Indirect Spending	0.5	1.1	1.8	2.4	3.2	3.3	3.4	3.5	3.7	3.8	4.4	5.1
Induced Spending	0.7	1.5	2.4	3.3	4.2	4.4	4.6	4.7	4.9	5.0	5.8	6.8
Total Spending	\$3.1	\$6.4	\$9.9	\$13.7	\$17.8	\$18.5	\$19.2	\$19.9	\$20.6	\$21.2	\$24.6	\$28.5
Increased Earnings	\$0.6	\$1.3	\$2.0	\$2.8	\$3.6	\$3.7	\$3.9	\$4.0	\$4.2	\$4.3	\$5.0	\$5.7
Increased Employment (Jobs)	21	42	63	85	106	108	108	109	109	109	109	109
Fiscal Impact												
Sales Tax	\$0.14	\$0.30	\$0.46	\$0.64	\$0.83	\$0.87	\$0.90	\$0.93	\$0.96	\$0.99	\$1.15	\$1.33
Hotel/ Motel Tax	na	na	na	na	na	na	na	na	na	na	na	na
Total	\$0.14	\$0.30	\$0.46	\$0.64	\$0.83	\$0.87	\$0.90	\$0.93	\$0.96	\$0.99	\$1.15	\$1.33

*Reflecting rental revenues only.

Parking

North of Coliseum Dr. - Parking												
Estimated Economic and Fiscal Impact (\$Million)												
	Year 1	Year 2	Year 3	Year 4	Year 5	Year 6	Year 7	Year 8	Year 9	Year 10	Year 15	Year 20
	2030	2031	2032	2033	2034	2035	2036	2037	2038	2039	2044	2049
Economic Impact												
Direct Spending	\$0.3	\$0.5	\$0.8	\$1.1	\$1.4	\$1.4	\$1.5	\$1.5	\$1.6	\$1.6	\$1.9	\$2.1
Indirect Spending	0.1	0.2	0.2	0.3	0.4	0.4	0.4	0.5	0.5	0.5	0.6	0.7
Induced Spending	0.1	0.2	0.3	0.4	0.6	0.6	0.6	0.6	0.6	0.7	0.8	0.9
Total Spending	\$0.5	\$0.9	\$1.4	\$1.9	\$2.4	\$2.4	\$2.5	\$2.6	\$2.7	\$2.7	\$3.2	\$3.7
Increased Earnings	\$0.1	\$0.2	\$0.3	\$0.4	\$0.5	\$0.5	\$0.5	\$0.5	\$0.5	\$0.6	\$0.6	\$0.7
Increased Employment (Jobs)	3	6	9	11	14	14	14	14	14	14	14	14
Fiscal Impact												
Sales Tax	\$0.02	\$0.04	\$0.06	\$0.09	\$0.11	\$0.11	\$0.12	\$0.12	\$0.12	\$0.13	\$0.15	\$0.17
Hotel/ Motel Tax	na	na	na	na	na	na	na	na	na	na	na	na
Total	\$0.02	\$0.04	\$0.06	\$0.09	\$0.11	\$0.11	\$0.12	\$0.12	\$0.12	\$0.13	\$0.15	\$0.17

Economic and Fiscal Impact Analysis – North & South

All Land-Uses,
Combined

Ocmulgee Gateway Mixed-Use Development, Macon, Georgia North of Coliseum Dr. - All Land Uses Estimated Economic and Fiscal Impact (\$Million)												
	Year 1 2030	Year 2 2031	Year 3 2032	Year 4 2033	Year 5 2034	Year 6 2035	Year 7 2036	Year 8 2037	Year 9 2038	Year 10 2039	Year 15 2044	Year 20 2049
Economic Impact												
Direct Spending	\$42.2	\$46.8	\$51.8	\$97.6	\$104.5	\$108.8	\$113.4	\$117.3	\$120.9	\$124.5	\$144.4	\$167.3
Indirect Spending	12.8	14.3	15.8	29.7	31.8	33.1	34.5	35.7	36.8	37.9	43.9	50.9
Induced Spending	17.2	19.1	21.1	39.8	42.6	44.3	46.2	47.8	49.2	50.7	58.8	68.1
Total Spending	\$72.2	\$80.2	\$88.6	\$167.1	\$178.9	\$186.3	\$194.1	\$200.8	\$206.9	\$213.1	\$247.1	\$286.4
Increased Earnings	\$14.6	\$16.2	\$17.9	\$33.7	\$36.1	\$37.6	\$39.2	\$40.5	\$41.7	\$43.0	\$49.9	\$57.8
Increased Employment (Jobs)	486	523	562	1,028	1,069	1,081	1,093	1,098	1,098	1,098	1,099	1,098
Fiscal Impact												
Sales Tax	\$3.38	\$3.75	\$4.14	\$7.81	\$8.36	\$8.71	\$9.07	\$9.39	\$9.67	\$9.96	\$11.55	\$13.38
Hotel/ Motel Tax	0.55	0.62	0.69	1.16	1.23	1.31	1.39	1.43	1.47	1.52	1.76	2.04
Total	\$3.92	\$4.36	\$4.83	\$8.97	\$9.59	\$10.02	\$10.46	\$10.82	\$11.14	\$11.48	\$13.32	\$15.42

Ocmulgee Gateway Mixed-Use Development, Macon, Georgia South of Coliseum Dr. - All Land Uses Estimated Economic and Fiscal Impact (\$Million)												
	Year 1 2026	Year 2 2027	Year 3 2028	Year 4 2029	Year 5 2030	Year 6 2031	Year 7 2032	Year 8 2033	Year 9 2034	Year 10 2035	Year 15 2040	Year 20 2045
Economic Impact												
Direct Spending	\$41.6	\$45.8	\$50.3	\$95.0	\$101.4	\$105.5	\$109.9	\$113.7	\$117.1	\$120.6	\$139.9	\$162.1
Indirect Spending	12.7	13.9	15.3	28.9	30.8	32.1	33.4	34.6	35.6	36.7	42.6	49.3
Induced Spending	16.9	18.7	20.5	38.7	41.3	43.0	44.7	46.3	47.7	49.1	57.0	66.0
Total Spending	\$71.2	\$78.4	\$86.1	\$162.5	\$173.5	\$180.6	\$188.1	\$194.6	\$200.5	\$206.5	\$239.5	\$277.5
Increased Earnings	\$14.4	\$15.8	\$17.4	\$32.8	\$35.0	\$36.4	\$37.9	\$39.3	\$40.5	\$41.7	\$48.3	\$56.0
Increased Employment (Jobs)	539	576	614	1,126	1,167	1,179	1,192	1,197	1,198	1,198	1,198	1,198
Fiscal Impact												
Sales Tax	\$3.33	\$3.66	\$4.02	\$7.60	\$8.11	\$8.44	\$8.79	\$9.10	\$9.37	\$9.65	\$11.19	\$12.97
Hotel/ Motel Tax	0.48	0.54	0.61	1.03	1.09	1.16	1.23	1.26	1.30	1.34	1.56	1.80
Total	\$3.81	\$4.21	\$4.63	\$8.62	\$9.20	\$9.60	\$10.02	\$10.36	\$10.67	\$10.99	\$12.75	\$14.77

Note: It is too premature to project property taxes, but an estimated \$4 million annually would be collected assuming 1.3 million sf in commercial and residential development.

Economic and Fiscal Impact Analysis – Implications

The summary table below projects the 20-year fiscal impacts of redevelopment on both the North and the South sides of Coliseum Drive. As shown, by Year 20, there will be a total of \$310.8M in Direct Spending, \$531.9M in Total Spending, 2,296 jobs, and \$28.5M in total tax generation. As shown, property taxes were not calculated into the projections at this point, but property taxes will have a significant and positive impact on the total fiscal impact of the development.

Ocmulgee Gateway Mixed-Use Development, Macon, Georgia												
All Blocks - All Land Uses												
Estimated Economic and Fiscal Impact (\$Million)												
	Year 1	Year 2	Year 3	Year 4	Year 5	Year 6	Year 7	Year 8	Year 9	Year 10	Year 15	Year 20
	2026	2027	2028	2029	2030	2031	2032	2033	2034	2035	2040	2045
Direct Spending												
Hotels	\$7.7	\$8.6	\$9.6	\$16.2	\$25.9	\$28.1	\$30.4	\$38.4	\$40.1	\$41.9	\$49.5	\$57.2
Retail/Restaurants	31.5	32.8	34.3	70.1	104.6	108.7	112.9	151.7	157.2	162.4	189.4	219.6
Office	0.7	0.7	0.7	0.8	0.8	0.8	0.8	0.9	0.9	0.9	1.1	1.2
Residential	1.5	3.2	5.0	6.9	10.7	13.0	15.4	18.0	20.7	21.4	25.0	29.0
Parking	0.3	0.5	0.7	1.0	1.5	1.8	2.1	2.4	2.8	2.8	3.3	3.8
Direct Spending Total	\$41.6	\$45.8	\$50.3	\$95.0	\$143.6	\$152.4	\$161.7	\$211.3	\$221.6	\$229.5	\$268.2	\$310.8
Economic Impact												
Direct Spending	\$41.6	\$45.8	\$50.3	\$95.0	\$143.6	\$152.4	\$161.7	\$211.3	\$221.6	\$229.5	\$268.2	\$310.8
Indirect Spending	12.7	13.9	15.3	28.9	43.7	46.4	49.2	64.3	67.4	69.8	81.6	94.6
Induced Spending	16.9	18.7	20.5	38.7	58.5	62.1	65.8	86.1	90.3	93.5	109.2	126.6
Total Spending	\$71.2	\$78.4	\$86.1	\$162.5	\$245.7	\$260.8	\$276.7	\$361.7	\$379.3	\$392.8	\$459.1	\$531.9
Increased Earnings	14.4	15.8	17.4	32.8	49.6	52.6	55.8	73.0	76.5	79.3	92.6	107.3
Increased Employment (Jobs)	539	576	614	1,126	1,652	1,703	1,754	2,226	2,266	2,278	2,297	2,296
Fiscal Impact												
Sales Tax	\$3.3	\$3.7	\$4.0	\$7.6	\$11.5	\$12.2	\$12.9	\$16.9	\$17.7	\$18.4	\$21.5	\$24.9
Hotel/ Motel Tax	0.5	0.5	0.6	1.0	1.6	1.8	1.9	2.4	2.5	2.6	3.1	3.6
Property Tax	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
Total	\$3.8	\$4.2	\$4.6	\$8.6	\$13.1	\$14.0	\$14.9	\$19.3	\$20.3	\$21.0	\$24.6	\$28.5

Source: Johnson Consulting