



*House Education & Economic Development Subcommittee*  
*February 6<sup>th</sup>, 2019*



*Senate Education, Business & Administration Subcommittee*  
*February 7<sup>th</sup>, 2019*

## LEGISLATIVE SERVICES/ANALYSIS ISSUE & RESPONSE

The Department of Legislative Services (DLS) recommends that MSA brief the committees on its strategies to manage any additional workload realized from the Building Opportunities Act of 2019.

- MSA expects capacity availability for additional work in FY21
- MSA supplements staffing contractually in accordance with the workload
- MSA may need to increase its current staffing level

# THE MARYLAND STADIUM AUTHORITY

## Mission

- To plan, finance, build and manage sports and entertainment facilities in Maryland.
- Provide enjoyment, enrichment, education, and business opportunities for citizens.
- Develop partnerships with local governments, universities, private enterprise and the community.

## Priorities

- Safety and security
- Fiduciary responsibility
  - Financial management
  - Property management
- Diversity of stadium events
- On-time and on-budget construction management

## What We Do

1. Operate and maintain Camden Yards Sports Complex real estate assets on behalf of the State of Maryland.
2. Oversee feasibility studies and construction projects for local municipalities or state agencies upon request.
3. Oversee Baltimore City Schools Construction Program (21st Century Schools).
4. Oversee Project C.O.R.E. demolition program.
5. Promote the use of sports-related facilities across Maryland to foster economic development.

## HIGHLIGHTS

This year our agency's trophy case grew, as employees, events, projects and stadiums were highlighted with multiple awards.

- [2018 USA Cycling Amateur Road Nationals](#): Maryland Tourism Council *Visionary Impact & Sports Destination Management 2018 Champions of Economic Impact in Sports Tourism*
- [Ashley Harper Cottrell, Project Manager, Maryland Sports/Creative & Web Manager, MSA](#): 2018 Connect Sports Game Changers & 2018 Daily Record Leading Women
- [Dorothy I. Height Elementary School](#): AIA Baltimore & the Baltimore Architecture Foundation 2018 Social Equity Award
- [Governor's Challenge](#): Sports Destination Management 2018 *Champions of Economic Impact in Sports Tourism*
- [Lisa Johnson, Manager, Compliance & Procurement](#): Maryland Minority Contractors Association 2018 HONOREE Minority Outreach

## SECURITY & PUBLIC SAFETY

- ✓ Participated in the Maryland Department of Health's Opioid Overdose Response Program.
- ✓ Partnered with University of Maryland Medical Center's Shock Trauma doctors and nurses to provide "Stop the Bleed" training to staff.
- ✓ Offered Maryland State Police's Civilian Response to Active Shooter Events recurring training for staff and CYSC tenants.
- ✓ Conducted scenario based Tabletop Exercises to test the emergency preparedness and response coordination of federal, state and local public safety agencies plus stadium partners during a crisis.
- ✓ Hosted state and federal agencies for a demonstration by ISM Connect / Global Solar Solutions for the use of networked high-definition smart screens and security cameras to provide contextual live event advertising and actionable insights for security such as facial recognition to identify banned or prohibited persons.

## MAINTAINING REAL ESTATE ASSETS

### Oriole Park at Camden Yards

MSA obtained Leadership in Energy and Environmental Design (LEED) certifications for both Oriole Park at Camden Yards LEED Gold and the B&O Warehouse LEED Silver from the U.S. Green Building Council (USGBC). These certifications demonstrate year-round sustainable activities and practices including waste management, recycling, paperless tickets, reduced energy usage and electrical consumption. The project, fully funded by MSA, supports our commitment to sustainability at the CYSC (in 2012, M&T Bank Stadium received a LEED Gold certification, the first outdoor professional sports venue to earn the recognition.) Oriole Park is the fourth MLB stadium to achieve LEED for Existing Buildings Operations + Maintenance Gold certification.

The Orioles announced that, after attracting more than 70 million visitors to downtown Baltimore and the state of Maryland to enjoy baseball at iconic Camden Yards, the ballclub will partner with Live Nation to present legendary musician Billy Joel in an historic, first-ever concert held Friday, July 26 at the ballpark.



### M&T Bank Stadium

M&T Bank Stadium approached its 20th year with ongoing renovations self-funded by the Baltimore Ravens plus infrastructure improvements by the MSA. The three year, \$120 million project aims to deliver unmatched fan entertainment with 4K ultra-high definition video displays, end zone and corner sky suites, new sound system, escalator service to all levels, enhanced Wi-Fi, upgraded concession stands and bar/lounge areas with improved kitchen facilities throughout.

# GENERAL ADMINISTRATIVE FUNDING

## Outstanding Debt Service

Outstanding Debt and Annual Debt Service ~ as of June 30, 2017

	Camden Yards		Hippodrome Performing Arts Center		Montgomery County Conference Center		Total	
	Principal	Debt Service	Principal	Debt Service	Principal	Debt Service	Principal	Debt Service
2019	\$20,066,432	\$23,987,162	\$1,445,000	\$1,581,788	\$1,160,000	\$1,555,000	\$22,671,432	\$27,123,950
2020	\$20,890,006	\$23,886,776	\$1,475,000	\$1,581,443	\$1,220,000	\$1,557,000	\$23,585,006	\$27,025,218
2021	\$8,036,092	\$10,364,879	\$1,505,000	\$1,578,993	\$1,280,000	\$1,556,000	\$10,821,092	\$13,499,872
2022	\$8,439,841	\$10,371,134	\$1,545,000	\$1,583,625	\$1,345,000	\$1,557,000	\$11,329,841	\$13,511,759
2023	\$8,281,576	\$9,783,576	\$0	\$0	\$1,410,000	\$1,554,750	\$9,691,576	\$11,338,326
2024-2047	\$21,900,000	\$24,265,308	\$0	\$0	\$1,485,000	\$1,559,250	\$23,385,000	\$25,824,558
	\$87,613,947	\$102,658,835	\$5,970,000	\$6,325,848	\$7,900,000	\$9,339,000	\$101,483,947	\$118,323,683

Baltimore City Public Schools  
Series 2016

Baltimore City Public Schools  
Series 2018A

Baltimore City Public Schools  
Total

	Principal	Debt Service	Principal	Debt Service	Principal	Debt Service
2019	\$5,310,000	\$20,808,000	\$6,385,000	\$27,327,000	\$11,695,000	\$48,135,000
2020	\$5,575,000	\$20,807,500	\$6,705,000	\$27,327,750	\$12,280,000	\$48,135,250
2021	\$5,850,000	\$20,803,750	\$7,045,000	\$27,332,500	\$12,895,000	\$48,136,250
2022	\$6,145,000	\$20,806,250	\$7,390,000	\$27,325,250	\$13,535,000	\$48,131,500
2023	\$6,450,000	\$20,804,000	\$7,765,000	\$27,330,750	\$14,215,000	\$48,134,750
2024-2047	\$280,630,000	\$478,512,250	\$383,550,000	\$676,698,500	\$664,180,000	\$1,155,210,750
	\$309,960,000	\$582,541,750	\$418,840,000	\$813,341,750	\$728,800,000	\$1,395,883,500

# MARYLAND SPORTS

Maryland's Sports Commission enhances Maryland's economy, image and quality of life through the attraction, promotion, retention and development of sporting events, small and large. Maryland Sports works alongside county partners ([TEAM Maryland](#)), national governing bodies, venues, various sports groups and municipalities to enhance sport tourism throughout the state ([FY18 Results: 348+ events impacted, generating over \\$194.6 million in direct spending](#)).

## Sport Business Recruitment

- Maryland Sports partnered with US Lacrosse and Visit Baltimore to produce a winning bid for the [2021 FIL Women's World Cup](#); the event will be held at Towson University in June 2021.
- The [2026 FIFA World Cup](#)™ is also being pursued by Maryland Sports, as they secured a spot for Baltimore in the winning North American effort to host the event in 2026. A decision on future match and ancillary event sites to be made in late 2020.
- Maryland Sports along with multiple stakeholders won the right from the United States Equestrian Federation to host next [CCI4\\*](#) (Concours Complet International) - a prestigious eventing competition - at Fair Hill. After a small delay on the international level to reevaluate the star system of equestrian events, the group was officially awarded the next/newest CCI5\* by FEI (International Federation for Equestrian) in the spring of 2018. The inaugural [CCI5\\*](#) will be held in October 2020.

## Maryland Sports Youth & Amateur Sports Grant Program

- Maryland Sports and TEAM Maryland partners fought hard during the 2018 legislative session to ensure that the [Maryland Sports Youth & Amateur Sports Grant Program](#) (\$350k) was funded in the BRFA. TEAM Maryland partners, Event Rights Holders, National Governing Bodies and other key stakeholders ended FY18 in preparation of the inaugural launch of the much anticipated program. The program collected 40+ applications requesting over \$500k; 32 applications met the criteria, were approved and have received funds. The [funds awarded represent the potential of over \\$ 50 million in direct spending on Maryland's economy](#).

## Sport Tourism Event Hosting

- Maryland Sports successfully co-hosted the [2018 USA Cycling Amateur Road National Championships](#) with Visit Hagerstown-Washington County CVB this past July. The event was made possible by the [Maryland Sports Youth & Amateur Sports Grant Program](#) and will return in June 2019. The 2018 event won the Maryland Tourism Coalition's Visionary Impact Award at the MTTS .
- The [Star Worlds Championship](#) traveled to Oxford in October 2018 with Maryland Sports as a sponsor of the world class sailing event with over 13 countries represented. [IRONMAN Maryland](#) in Cambridge, which signed a five year extension to continue it Maryland, ranks very competitively annually as the [#1 in overall global athlete satisfaction](#) along with other top 10 rankings.
- Maryland Sports created an event that they own and operate, the [Maryland Sports Spelling Bee](#). In partnership with the Scripps National Spelling Bee in National Harbor, the Maryland Sports Spelling Bee was created to serve as a qualifying spelling bee for 10 counties and the City of Annapolis. The winner of the event went on to compete at the national event, one of 11 students to represent Maryland. The goal of the Maryland Sports Spelling Bee to allow every student across the state to participate in the Scripps program, ultimately have at least one school from each county participate and enhance Maryland's presence at the national event.
- Other events Maryland Sports significantly impacted: Governor's Challenge ([largest high school holiday basketball tournament in the country](#)), 10k Across the Bay, Preakness, Dutta Corp. CCI3/2\*Fair Hill International, SAC Columbia Invitational, US Quidditch Mid-Atlantic Championships, USSSA Eastern World Series, FLW Tournament, Athlex Baseball Nationals, USA Fencing 2018 Women's Sabre World Cup, USA Field Hockey National Summit, US Lacrosse LAXCON, Baltimore and Frederick Running Festivals and more.

Looking ahead to May, [NCAA Women's Lacrosse National Championship](#) is returning to Maryland for the next 4 years. Maryland Sports and their TEAM Maryland partners strive for and continue to pursue excellence in the sport tourism industry annually impacting ALL of Maryland through sports.

#MDSportTourism

# MARYLAND SPORTS

## Direct Spending Impact

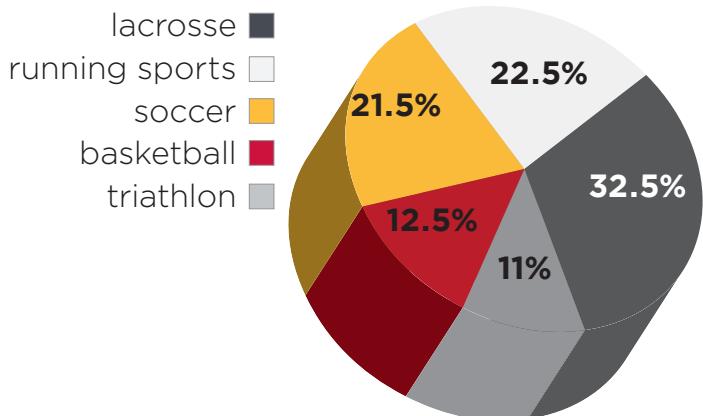
**348** events generating over  
**\$194,645,000**  
 direct spend on Maryland's economy

+6.9%  
 from FY17

**41** sport types  
 represented

+6.3% from...  
 FY17

## Top Five Sports\*:



\*pie chart inclusive of top five sports only

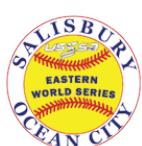
## Retain



\$10,013,000  
 direct spend



\$1,898,000  
 direct spend



\$5,158,000  
 direct spend



\$11,421,000  
 direct spend



\$7,928,000  
 direct spend

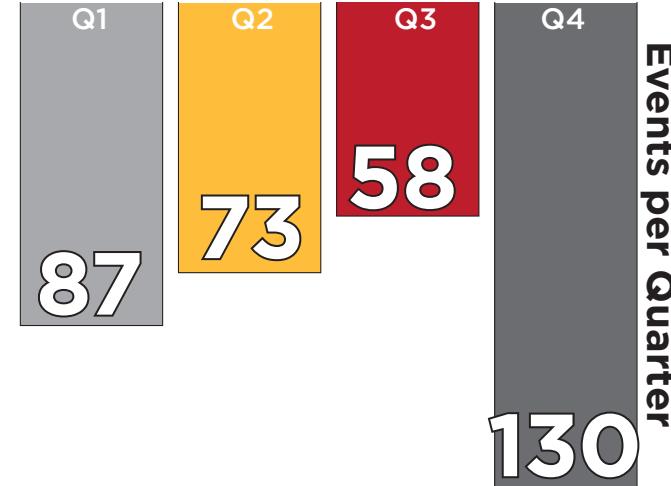


\$1,058,000  
 direct spend



\$1,310,000  
 direct spend

## Attract & Promote



Events per Quarter



AMATEUR ROAD  
 NATIONAL CHAMPIONSHIPS  
 2018-2019 • HAGERSTOWN, MD



UNITED2026



# CAPITAL PROJECTS & STUDIES

## Current Projects

### FAIR HILL SPECIAL EVENT ZONE

- ⇒ **Request:** The Maryland Department of Natural Resources requested MSA provide design and engineering services for site improvements at Fair Hill Natural Resources Management Area in anticipation of hosting a premier CCI5\* three-day equestrian eventing competition. In addition to the State's investment, funds are being raised through the Fair Hill Foundation, Inc.
- ⇒ **Budget:** \$ 20 million (50/50 public and private funds)
- ⇒ **Timeline:** TBD

### MDOT MTA / MARC CAMDEN STATION REPLACEMENT PROJECT

- ⇒ **Request:** The Maryland Transit Administration (MDOT MTA) requested MSA perform project management services to redevelop the MARC Camden Station located on the east side of the Warehouse. The project, fully funded by MDOT MTA, is underway.
- ⇒ **Budget:** \$ 7.2 million (\$ 6 million from Federal Highway Administration TAP grant)
- ⇒ **Timeline:** TBD

### NEW PEDESTRIAN BRIDGE NORTH BETHESDA CONFERENCE CENTER PARKING STRUCTURE

- ⇒ **Request:** Upon completion of the parking structure, Montgomery County requested MSA design and construct a pedestrian bridge to connect the garage to the conference center with remaining funds. The project is under construction.
- ⇒ **Budget:** \$ 2,307,680
- ⇒ **Timeline:** TBD

### OCEAN CITY CONVENTION CENTER EXPANSION

- ⇒ **Request:** Governor Hogan authorized MSA, in conjunction with the Town of Ocean City, to move forward with funding the final phase of the addition and renovation of the Roland E. Powell Ocean City Convention Center. MSA anticipates receiving approval of funding to complete the design and construction of the expansion project.
- ⇒ **Budget:** \$ 34,018,885
- ⇒ **Timeline:** 2021

## Current Studies

### BALTIMORE CITY CONVENTION CENTER RENOVATION / EXPANSION STUDY- PHASE 1 & 2

- ⇒ **Request:** At the request of the City of Baltimore, MSA managed the Baltimore City Convention Center (BCCC) Phase 1 study to evaluate venue combinations of a convention center, hotel and arena. Building upon the Phase 1 study's recommended BCCC expansion and renovation with a new hotel, Phase 2 will outline preliminary design and a cost estimate. The Phase 2 study is underway.
- ⇒ **Budget:** \$ 475,200 (Includes unspent funds from Phase 1, \$ 422,098)
- ⇒ **Timeline:** Spring / Summer 2019

# CAPITAL PROJECTS & STUDIES

## **BALTIMORE STATE CENTER ALTERNATIVE LAND USE STUDY**

- **Request:** Maryland Department of General Services' requested MSA to oversee a multi-step solicitation, which would engage the private sector in the development of the State Center site. The first, of a three step process, the expression of interest, has started and the responses are under review.
- **Budget:** \$ 79,080
- **Timeline:** TBD

## **CIRCUIT COURT OF BALTIMORE CITY STUDY OF ALTERNATE USE PROGRAMS**

- **Request:** The Baltimore City Administrative Judge requested MSA to conduct research and analysis of potential alternative uses for the Circuit Court Complex. The final draft is under review.
- **Budget:** \$ 40,460
- **Timeline:** Spring 2019

## **HAGERSTOWN MiLB BALLPARK – MARKET AND SITE ASSESSMENT**

- **Request:** The City of Hagerstown requested MSA to manage a preliminary due diligence, market analysis, facility programming and site assessment study for a proposed new minor league ballpark. The study is now underway.
- **Budget:** \$ 36,000.00
- **Timeline:** Spring 2019

## **PIMLICO RACE COURSE STUDY, PHASE 2**

- **Request:** MSA received and approved a request from the Maryland Racing Commission to manage Phase 2 of the Pimlico Race Course Study. Given the findings of Phase 1 study, Phase 2 identified potential development options that would create an optimal venue for the Preakness Stakes with year-round, non-racing options at Pimlico. Phase 2 study was completed in December 2018, and received a positive reception from the stakeholders and press.
- **Budget:** \$ 426,335
- **Timeline:** Completed

## BALTIMORE CITY PUBLIC SCHOOLS CONSTRUCTION

The 21st Century School Buildings Program continues to create inspiring educational and recreational environments in Baltimore City. The program is a partnership between MSA, Baltimore City Public Schools, the City of Baltimore, and the Interagency Committee on Public School Construction. MSA expects to build or renovate 27 - 28 schools in this historic billion dollar building program that may serve as catalysts for urban renewal and local employment. MSA is delighted that many of these schools have already received environmental, engineering and design awards.

- Currently, of the eleven (11) Year 1 schools, two (2) opened in the summer of 2017, two (2) opened in the spring of 2018, five (5) opened in the summer of 2018, one (1) is in construction and one (1) is completing final design.
- Of the seventeen (17) Year 2 schools, four (4) are under construction, seven (7) are in design, three (3) are in procurement for design and three (3) in the feasibility study phase.
- MSA issued the second series of revenue bonds for the Baltimore City Public Schools Construction and Revitalization program. The bond sale was for \$426 million and successfully generated an additional \$70 million in premium.
- With regard to Local Hiring, there have been 257 position commitments for hiring Baltimore City residents for nine (9) construction sites to date and a student internship initiative has recently been incorporated into the program.
- MSA also entered into an Owners Controlled Insurance Program (OCIP). MSA not only expects cost savings from this initiative but also a greater pool of trade contractors and safer project sites. Currently, the Year One schools are 5% below budget.

- SUMMER 2017

- Fort Worthington Elementary / Middle
- Frederick Elementary

- SPRING 2018

- Dorothy I Height Elementary / Middle
- Wildwood Elementary / Middle

- SUMMER 2018

- Forest Park High School
- Arundel Elementary
- Cherry Hill Elementary / Middle
- Pimlico Elementary Middle
- Robert Poole Building

- SUMMER 2019

- Arlington Elementary
- Fairmount Harford Building

- WINTER 2019

- John Ruhrah Elementary/Middle
- Calvin M. Rodwell Elementary/Middle
- Bay-Brook Elementary/Middle

# BALTIMORE CITY PUBLIC SCHOOLS CONSTRUCTION

## Year 1 Program Summary

School	Project Type	Program Phase
Frederick Elementary PK-5	Renovation + Addition	Occupied
Ft. Worthington K-8	Replacement	Occupied
Wildwood PK-8	Renovation + Addition	Occupied
Dorothy I. Heights Elementary	Renovation + Addition	Occupied
Robert Poole Building	Renovation + Addition	Occupied
Cherry Hill 3-8	Renovation + Addition	Occupied
Arundel PK-2	Replacement	Occupied
Forest Park High School	Renovation + Addition	Occupied
Pimlico PK-8	Renovation + Addition	Occupied
Arlington PK-5	Renovation + Addition	Construction
Patterson High School	Replacement	Final Site Design

## Year 2 Program Summary

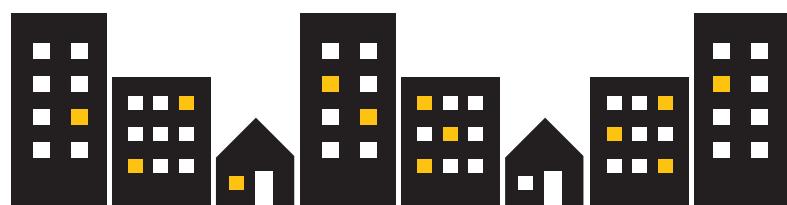
School	Project Type	Program Phase	Expected Phase Completion
Govans Elementary	Replacement	Design	March 2019
John Ruhrah Elementary/Middle	Renovation & Addition	Construction	November 2019
Medfield Heights Elementary	Replacement	Design	March 2019
Harford Heights Elementary and Sharp-Leadenhall Elementary	Renovation & Addition	Design	August 2019
Calverton Grades 3-8	Replacement	Design	September 2019
Cross Country Elementary/Middle	Renovation	Design	December 2019
Fairmount-Harford High School	Renovation & Addition	Construction	August 2019
Robert W. Coleman Elementary	Renovation	Design	January 2020
Bay-Brook Elementary	Replacement	Construction	November 2019
Calvin M. Rodwell Elementary/Middle	Replacement	Construction	November 2019
Commodore John Rodgers Elementary/Middle	Addition	Feasibility Study	March 2019
Highlandtown #237 Elementary/Middle	Addition	Feasibility Study	March 2019
James Mosher PK-2	Renovation & Addition	Design	January 2020
Montebello Elementary/Middle	Renovation	Feasibility Study	January 2019
Northwood Elementary	TBD	Architect Procurement	March 2019
Mary E. Rodman Elementary	Renovation & Addition	Design	February 2019
Walter P. Carter Elementary/Middle and Lois T. Murray Elementary/Middle	Replacement	Design	January 2019

## PROJECT C.O.R.E.

### Project C.O.R.E.- Creating Opportunities for Renewal and Enterprise

Project C.O.R.E. is a partnership between the Maryland Department of Housing and Community Development, Housing Authority of Baltimore City with the MSA to demolish the vacant properties that are a blight on Baltimore's communities.

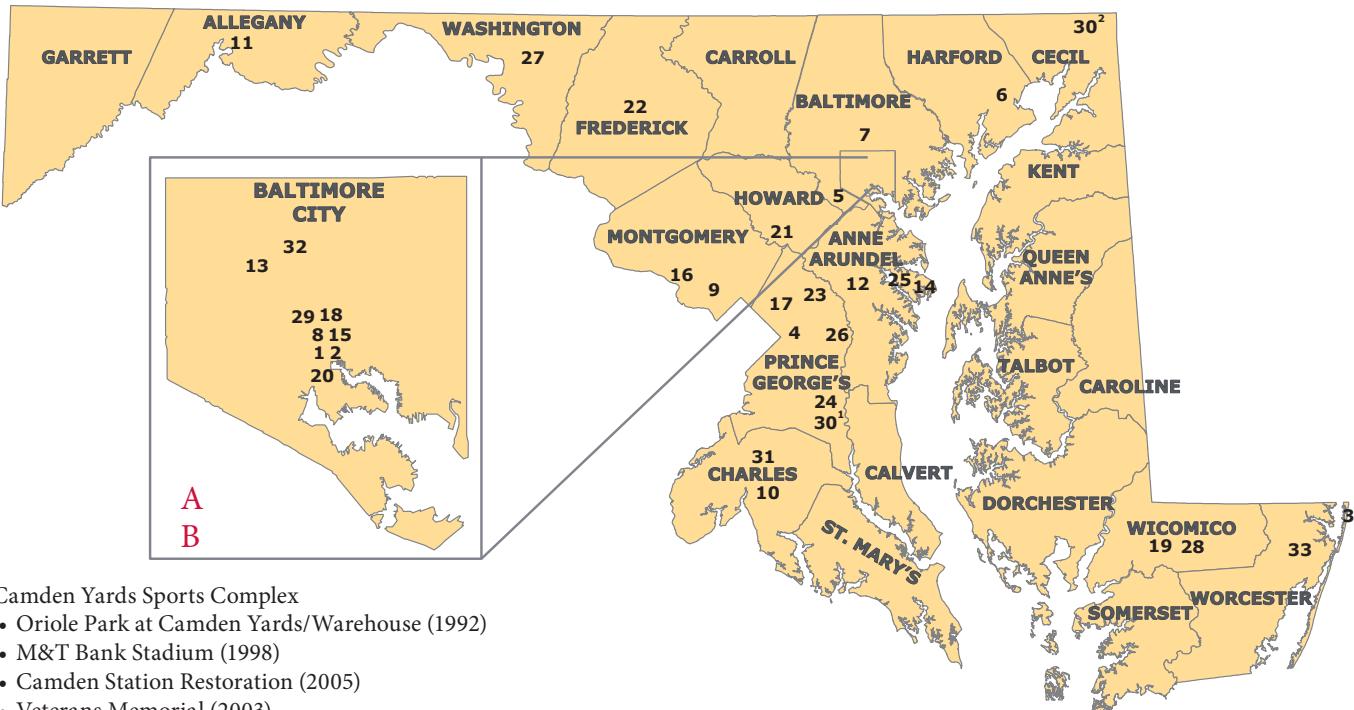
- State provided \$75 million for this initiative, supported by an additional \$18 million in funds from the City of Baltimore.
- Combined demolition efforts have removed more than 1,700 blighted units and cleared the way for new green space and mixed use development. According to DHCD, total 4,000 units through FY2019.
- Prioritized removal of 500 properties the State and City consider to be significant, contributing factors to crime in Baltimore.



# PROJECT C.O.R.E.

CREATING OPPORTUNITIES for RENEWAL and ENTERPRISE

# PROJECTS & STUDIES 1992- 2018



1. Camden Yards Sports Complex
  - Oriole Park at Camden Yards/Warehouse (1992)
  - M&T Bank Stadium (1998)
  - Camden Station Restoration (2005)
  - Veterans Memorial (2003)
  - Baltimore Gran Prix Pit Lane Improvements (2011)
  - MTA/MARC Camden Station Replacement
2. Baltimore City Convention Center
  - BCCC Expansion (1996)
  - BCCC Expansion/Arena Study (2011)
  - BCCC Expansion Study (2016)
3. Ocean City Convention Center
  - OCCC Expansion (1996)
  - OCCC Study & Expansion (2011)
  - OCCC Performing Arts Center (2014)
  - OCCC Expansion Study & Phase 3
4. University of Maryland, College Park
  - Comcast Center (2002)
  - Softball Field (2002)
  - Parking Garage (2002)
5. UMBC Commons (2002)
6. Ripken Stadium (2005)
7. Unitas Stadium at Towson University (2002)
8. Hippodrome Theater/France-Merrick Center (2004)
9. Montgomery County Conference Center (2004)
  - North Bethesda Conference Center Parking Structure (2014)
10. Charles County Minor League Stadium (2008)
11. Allegany Motor Sports Park Feasibility Study (2007)
12. Maryland Horse Park Feasibility Study (2007)
13. Coppin State University Physical Education Complex (2010)
14. National Sailing Hall of Fame Feasibility Study (2008)
15. Baltimore Arena Feasibility Study (2007)
16. Montgomery County Arena Study (2007)
17. MLS Stadium Study in Prince George's County (2009)
18. Baltimore City Circuit Courthouse Study
  - Baltimore City Circuit Courthouse (2011)
  - Baltimore City Circuit Courthouse (2016)
19. Wicomico County Youth and Civic Center Study (2012)
20. Baltimore City Soccer Stadium Study (2010)
21. Troy Park Tennis Feasibility Study (2012)
22. City of Frederick Conference Center Study (2012)
23. Washington Redskins Training Center/Headquarters Study (2012)
24. Show Place Arena Study (2012)
25. Annapolis Arts Center Study (2012)
26. Bowie Lacrosse Stadium Study (2012)
  - Green Branch Multi-Field Sports Complex Study (2014)
  - Collington Stream Valley Park Lacrosse Complex (2015)
27. Hagerstown Stadium Lease Study (2012)
28. Perdue Stadium Improvements Study (2012)
29. State Center (2014)
  - Baltimore State Center Alternative Land Use Study (2016)
30. Market and Economic Analysis for the Proposed New Maryland Horse Park System (2015)
31. Market and Economic Analysis for a Proposed New Multi-Purpose Civic Center in Waldorf (2015)
32. Market and Economic Study of Pimlico Racecourse (2016)
33. Worcester County Arena & Sports Complex (2016)

A. Baltimore City Public Schools Program

B. Project C.O.R.E.



Est.  
1986

Our mission to **plan, finance, build and manage sports and entertainment facilities** in Maryland is **still holding strong after 30+ years**;

We endeavor to provide **enjoyment, enrichment, education, and business opportunities for citizens every day**;

We continuously **develop partnerships** with local governments, universities, private enterprise and **the community**;

**And we will continue to do so for the next 30+ years!**

MDSTAD.COM

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