

©2013

Stephen J. Dixon

ALL RIGHTS RESERVED

PUBLICLY OWNED SINGLE PURPOSE STADIUMS AND MULTIPURPOSE
ARENAS: A COMPARATIVE ANALYSIS OF ECONOMIC CHARACTERISTICS
AND USE DIVERSITY

By

STEPHEN J. DIXON

A Dissertation submitted to the

Graduate School-New Brunswick

Rutgers, The State University of New Jersey

in partial fulfillment of the requirements

for the degree of

Doctor of Philosophy

Graduate Program in Planning and Public Policy

written under the direction of

Dr. David Listokin

and approved by

New Brunswick, New Jersey

May 2013

ABSTRACT OF THE DISSERTATION

Publicly Owned Single Purpose Stadiums and Multipurpose Arenas: A
Comparative Analysis of Economic Characteristics and Use Diversity

By

STEPHEN J. DIXON

Dissertation Director:

Professor David Listokin

This dissertation examines the economic characteristics and use diversity of publicly owned single purpose stadiums and multipurpose arenas with a major league professional sports team tenant and multipurpose arenas with a minor league sports team tenant for a one year period. The purpose of this research is to ascertain whether differences exist and may be driven by categories of facility type (single purpose stadiums and multipurpose arenas) and tenancy (major league or minor league sports team). Despite a significant body of literature arguing the expenditure of public funds for major league professional sports is not a wise investment, the trend of public subsidization of new and rehabilitated facilities continues. Facilities constructed for minor league sports have not received significant attention.

Comparisons of economic characteristics, such as leakage and facility capital cost, and comparisons of use diversity and civic utilization are performed between single purpose stadiums and multipurpose arenas with major league sports tenants. These same comparisons were made between multipurpose arenas with a major league tenant and those with a minor league sports team

primary tenant. The findings of this reconnaissance comparative planning analysis are that significant differences in economic characteristics and use diversity exist, in particular between multipurpose arenas with a major league tenant and those with a minor league tenant.

This dissertation does not investigate or argue that the investment of public funds into facilities utilized for professional sports is fiscally prudent. It does, however, find that facilities utilized for professional sports should not be classified as a single category and future research should consider type and tenancy. Additional detailed longitudinal analyses are warranted and are needed to provide public officials committed to a sports-based economic development strategy with the data needed to make the wisest, least risky investment decisions.

ACKNOWLEDGEMENTS

An accomplishment such as this is not possible without support and inspiration from colleagues, family and friends. I am so fortunate and so grateful. My thanks go to Professor Susan Fainstein who admitted me to the program to begin this journey and who taught and inspired me. Thanks also to Professors Briavel Holcomb, Julia Sass Rubin and Gwendolyn Harris for serving on my dissertation committee and providing helpful critiques, support and advice.

My highest gratitude goes to my dissertation director, Professor David Listokin, who with both compassion and sternness provided encouragement, advice, and motivation along the way; who taught me the basics of academic research and writing; and who, during personal crisis, would not allow me to walk away from my academic dreams without a fight. For those reasons, I will forever consider him a mentor and a friend.

My appreciation goes to my fellow classmates over the years and in particular to John Posey who was always available from afar to provide insight, encouragement and suggestions.

I am so grateful to my children, grown now into fine young adults. They have encouraged me in this quest since it began. Without their support, I would not have been able to dedicate the time necessary for this undertaking. This work is dedicated to my late mother, a woman who, along with my father, was able only to finish the eighth grade of school before being required to enter

the workforce at fourteen years of age. She always valued education and always believed in my ability to achieve. It was my hope for her to see that I valued it as well. I believe she did.

TABLE OF CONTENTS

ABSTRACT	ii
ACKNOWLEDGEMENTS	iv
TABLE OF CONTENTS	vi
LIST OF TABLES	viii
LIST OF CHARTS	x
LIST OF FIGURES	xi
LIST OF MAPS	xii
1. Introduction	1
2. The History of Single Purpose Stadiums and Multipurpose Arenas and the Evolution of Public Ownership	18
3. A Review of Literature on Publicly Owned Single Purpose Stadiums and Multipurpose Arenas, The Dissertation Hypothesis and Research Questions	34
4. Methods and Data Collection.....	62
5. Data and Findings	84
6. Diversity of Multipurpose Arena Use and Major League Sports in Glendale, Arizona.....	125
7. Diversity of Multipurpose Arena Use and Minor League Sports in Trenton, NJ.....	135
8. Conclusions, Research Recommendations, Research Limitations and Policy Implications	153

APPENDIX A - Arena Data Sheets	173
APPENDIX B - Arena Based Minor League Sports Salaries	326
BIBLIOGRAPHY	334
CURRICULUM VITA	341

List of Tables

Table 1.1	2008 Ownership of Single Purpose Stadiums and Multipurpose Arenas With a Major League Sports Tenant	3
Table 1.2	2008 Ownership of Single Purpose Stadiums and Multipurpose Arenas With a Minor League Sports Tenant.....	3
Table 1.3	Profile of Publicly Owned Single Purpose Stadiums and Multipurpose Arenas.....	10
Table 5.1	NFL Salary – Ticket Sale Ratio.....	86
Table 5.2	MLB Salary – Ticket Sale Ratio	86
Table 5.3	NHL Salary – Ticket Sale Ratio	87
Table 5.4	NBA Salary – Ticket Sale Ratio	87
Table 5.5	Single Purpose Stadiums with National Football League Tenants ..	91
Table 5.6	Single Purpose Stadiums with Major League Baseball Tenants.....	92
Table 5.7	Multipurpose Arenas with National Basketball Association or National Hockey League Tenants.....	93
Table 5.8	Diversity Table for Publicly Owned Single Purpose Stadiums with a National Football League Tenant	97
Table 5.9	Diversity Table for Publicly Owned Single Purpose Stadiums with a Major League Baseball Tenant	98
Table 5.10	Diversity Table for Publicly Owned Single Purpose Stadiums with a National Hockey League or National Basketball Association Tenant	99
Table 5.11	AHL Salary – Ticket Sale Ratio	102
Table 5.12	ECHL Salary – Ticket Sale Ratio	103
Table 5.13	CHL Salary – Ticket Sale Ratio	104
Table 5.14	IHL Salary – Ticket Sale Ratio	104
Table 5.15	SPHL Salary – Ticket Sale Ratio	105

Table 5.16 WNBA Salary – Ticket Sale Ratio.....	105
Table 5.17 National Basketball Association Income Comparison.....	108
Table 5.18 National Hockey League Income Comparison.....	108
Table 5.19 American Hockey League Income Comparison.....	109
Table 5.20 East Coast Hockey League Income Comparison	109
Table 5.21 Central Hockey League Income Comparison	110
Table 5.22 International Hockey League Income Comparison	110
Table 5.23 Southern Professional Hockey League Income Comparison.....	110
Table 5.24 Women’s National Basketball Association Income Comparison....	110
Table 5.25 Multipurpose Arenas with Minor League Primary Tenancy.....	112-113
Table 5.26 Diversity Table for Publicly Owned Multipurpose Arenas with a Minor League Sports Team Tenant.....	116-117
Table 5.27 Responding Arena Civic Use Data	122
Table 5.28 Responding Arena Civic Use Data	124
Table 8.1 Conclusions	163

List of Charts

Chart 1.1	Major League – Minor League Sports Relationships	10
Chart 5.1	Engineering News Record Construction Cost Index History	88
Chart 5.2	Publicly Owned Multipurpose Arenas with Major League Tenant Median Event Diversity 2008.....	118
Chart 5.3	Publicly Owned Multipurpose Arenas with Minor League Tenant Median Event Diversity 2008.....	119
Chart 5.4	Publicly Owned Multipurpose Arena Event Diversity 2008	121
Chart 5.5	Civic and Community Events Held in 2008	124

List of Figures

Figure 1	The Roman Coliseum	20
Figure 2	Veterans Memorial Stadium – Philadelphia, PA 1971-2003	20
Figure 3	Roebling Factory Area – Prior to Arena Development	143
Figure 4	Roebling Factory Area – Pre-demolition Arena Site	146
Figure 5	Sovereign Bank Arena – Opened 1999	147

List of Maps

Map 1	Glendale and Phoenix, AZ Arenas	129
Map 2	Trenton Stadium and Arena Locations	152

CHAPTER ONE

INTRODUCTION

For more than three decades, the use of the construction of facilities for professional sports as a publicly funded economic tool has attracted a considerable amount of analysis. The literature has been dominated by academics examining the quest by cities for major league professional sports teams,¹ the pressure on cities by existing professional sports teams for new facilities, rent concessions demanded by team owners and the lack of measurable economic benefits generated by their presence (Baade, 1994; Baade and Dye, 1988; Carbaugh, 2010; Coates and Humphrey, 1999; Noll and Zimbalist, 1997; Propheter, 2012; Rosentraub, 1999; et al). As of 2012, 125 of the 140 teams from the four most notable major leagues (NHL, NBA, MLB and NFL) with the addition of Major League Soccer, are playing in stadiums or arenas that were constructed or significantly renovated since 1990 (Baade and Matheson, 2013).

Undoubtedly, the supply and demand dynamic of major league sports provides the leagues with the negotiating upper hand. With major leagues effectively cartels, cities that refuse to provide public funding for new facilities or significant rehabilitation efforts on older facilities can expect their tenants to

¹ For purposes of this dissertation major league refers to the National Basketball Association (NBA), the National Football League (NFL), Major League Baseball (MLB) or the National Hockey League (NHL). Professional minor league hockey and baseball are commonly divided into varying levels of proficiency with Triple A (AAA) considered one level below major league status. Double A (AA) and Single A (A) levels follow.

discuss leaving the facility and city. Cities that lose a major league team cannot expect a replacement team in the near future due to the closed nature of major league sports (Haddock, Jacobi, and Sag, 2012). From 1991 to 2006, sixty-four stadiums and arenas were constructed just for teams in the four major leagues and subsidies are growing (Feng and Humphreys, 2008).

Historical records of civilizations providing some type of facility for spectator events span several millennia. From dirt arenas with stone seats to majestic structures, facilities utilized for sporting events were often an integral part of community life. As discussed later in Chapter Two, save for a few municipal stadiums built in the early 20th century in the United States, most large stadiums constructed for professional sports prior to the 1950s were privately funded and owned, typically by the resident sports organization (Riess, 2000).

Public subsidies play a large role in the financing of all facilities used for professional sports both publicly owned and those owned by private entities (Long, 2002). The trend toward public ownership of facilities for professional sports use began to change in the 1950s. According to Billboard's AudArena Stadia 2009 International Guide and The National Sports Law Institute at Marquette University (NSLI, 2010) public ownership of single purpose stadiums and multipurpose arenas with professional sports team tenancy is now the predominant ownership structure (Tables 1.1 and 1.2)

In 2008, nearly 80 percent of facilities with a major league professional sports tenant and over 80 percent of facilities with a minor league professional sports tenant were under public ownership (Tables 1.1 and 1.2).

Table 1.1				
	2008 Ownership of Single Purpose Stadiums and Multipurpose Arenas With A Major League Sports Tenant (National Sports Law Institute)			
	Privately Owned	Publicly Owned	Total Facilities with Major League Tenant	Percentage Publicly Owned
Primary Sports Tenant Single Purpose Stadia	Facilities	Facilities		
Major League Baseball	7	21	28	75.00%
National Football League	4	24	28	85.71%
Total Single Purpose	11	46	57	80.70%

Primary Sports Tenant Multipurpose Arenas				
National Basketball Association	7	18	25	72.00%
National Hockey League	2	13	15	86.67%
Total Multipurpose	9	31	40	77.50%

Total Single Purpose Stadia and Multipurpose Arenas With A Major League Tenant	20	77	97	79.38%
---	-----------	-----------	-----------	---------------

Notes:	1. Verizon Center hosts both NBA and NHL teams. The arena building is privately owned but the land is leased from the City			
	2. There is one Canadian NBA team and seven NHL teams			
	3. The privately owned Staples Center hosts two NBA Teams			
	4. Four privately owned arenas host NHL and NBA Teams			

Table 1.2				
	2008 Ownership of Single Purpose Stadiums and Multipurpose Arenas With a Minor League Sports Tenant (National Sports Law Institute)			
	Privately Owned	Publicly Owned	Total Facilities with Minor League Tenant	Percentage Publicly Owned
Primary Sports Tenant Single Purpose Stadia	Facilities	Facilities		
AAA Minor League Baseball	5	25	30	83.33%
AA Minor League Baseball	12	18	30	60.00%
A Minor League Baseball	0	30	30	100.00%
Total Single Purpose	17	73	90	81.11%

Primary Sports Tenant Multipurpose Arenas				
AAA Minor League Hockey	1	21	22	95.45%
AA Minor League Hockey	6	30	36	83.33%
A Minor League Hockey	0	5	5	100.00%
Misc. Minor League Sports	0	15	15	100.00%
Total Multipurpose	7	71	78	91.03%

Total Single Purpose Stadia and Multipurpose Arenas With A Minor League Tenant	24	144	168	85.71%
---	-----------	------------	------------	---------------

Unlike several two-sport stadiums constructed in the 1960s and 1970s (typically for professional major league baseball and football and as described in Chapter Two and below), new stadiums are designed to be sports specific for baseball or football. Recently replaced stadiums were often used for both major league football and baseball. For example, Three Rivers stadium in Pittsburgh, PA hosted both the NFL Steelers and the MLB Pirates; Veterans Stadium in Philadelphia, PA was home to the NFL Eagles and MLB Phillies; and Busch Memorial Stadium in St. Louis was used for the NFL and MLB Cardinals. Each major league baseball and football team now has a stadium designed specifically for their use (NSLI, 2010).

Multipurpose arenas are designed to accommodate numerous uses including multiple sports. More specifically, multipurpose arenas have historically been designed for both hockey and basketball use. However, dual major league sports tenancy is rare.

Of the 31 publicly owned multipurpose arenas with a major league tenant, only two host multiple major league tenants. Rather than sharing facilities, NBA and NHL franchises in the Minneapolis, Miami and Phoenix areas each have a publicly owned multipurpose arena where they are the primary tenant. Conversely, of the seven privately owned multipurpose arenas, four have both NBA and NHL tenants. This is perhaps telling as to the influence major league sports have on governing bodies with the ability to demand a publicly funded facility without sharing with a second major league franchise.

It can be assumed that ownership does have some effect on the economics and uses of a facility. With the high percentage of public ownership, my research focuses on publicly owned facilities with a professional sports team as the primary tenant.

The Literature

The overwhelming majority of existing literature has concentrated on major league professional sports teams, the venues at which they play, the public subsidies of facilities and the resulting economic impact on host cities and regions. Scholars who have studied and written extensively on facilities and professional sports teams have found, with few if any exceptions, that single purpose stadiums and multipurpose arenas constructed for major league professional sports over the past half century were subsidized with some type of public funding (Ocker, 1974; Noll, 1974; Baade and Dye, 1988; Baade, 1990; Baim, 1990; Baade, 1994; Baade, 1996; Baade and Sanderson, 1997; Coates and Humphreys, 2000; Zimmerman, 1997; Keating, 1999; Rosentraub, 1999; Noll and Zimbalist, 1997; Zimbalist, 2000; Humphreys, 2001; Long, 2002).

This subsidization has been provided in a variety of forms including land contributions, tax abatements, infrastructure development, parking, financing or operational guarantees, outright monetary contributions or a combination of any or all of these (Long, 2002). It is often argued that public subsidies are actually a form of corporate welfare, increasing the profits of wealthy professional sports team owners and the salaries of already extremely well paid professional athletes

without a compensating public benefit (Ocker, 1974; Noll, 1974; Baade and Dye, 1988; Baade, 1990; Baim, 1990; Baade, 1994; Baade, 1996; Baade and Sanderson, 1997; Coates and Humphreys, 2000; Zimmerman, 1997; Keating, 1999; Rosentraub, 1999; Noll and Zimbalist, 1997; Zimbalist, 2000; Humphreys, 2001).

The literature finds that economic benefits from single purpose stadiums or multipurpose arenas, if they exist, are statistically insignificant within the overall economy of the host city or region (Rosentraub, 1999). Studies conducted to assess economic growth due to the construction of a facility in cities with major league teams have found little or no discernible benefit; i.e., no increase in area sales tax revenue, employment levels or business creation (Ocker, 1974; Noll, 1974; Baade and Dye, 1988; Baade, 1990; Baim, 1990; Baade, 1994; Baade, 1996; Baade and Sanderson, 1997; Coates and Humphreys, 2000; Zimmerman, 1997; Keating, 1999; Rosentraub, 1999; Noll and Zimbalist, 1997; Zimbalist, 2000; Humphreys, 2001) .

It has been argued that, in some cases, negative growth was found, especially when compared to similar cities without major league sports teams (Baade, 1987; Baade, 1994). It is not clear whether this finding may be affected by the inclusion in the study population of cities already in economic decline and that have chosen the construction of facilities for professional sports as a redevelopment tool (Euchner, 1993).

In spite of the seemingly insurmountable amount of literature arguing that the subsidizing of facilities for professional sports is not an effective use of public

funds, investment by city, county and state governing bodies continues (Long, 2002).

Much of the existing literature treats professional sports teams and the facilities in which they play as a single economic unit (Ocker, 1974; Noll, 1974; Baade and Dye, 1988; Baade, 1990; Baim, 1990; Baade, 1994; Baade, 1996; Baade and Sanderson, 1997; Coates and Humphreys, 2000; Zimmerman, 1997; Keating, 1999; Rosentraub 1999; Noll and Zimbalist, 1997; Zimbalist, 2000; Humphreys, 2001). Subsidies to the facility, even publicly owned venues, are often considered as subsidies to the team. This assumption is understandable when professional sports are considered to be the driving motivation for the existence of a facility. The supposition is also reasonable when analyzing a facility that is designed for a professional sports use and accommodates few other non-professional sports uses. It is even more relevant if the professional sports team tenant is given a below market rate lease and controls much of the facility operations and revenue stream.

Despite the great number of facilities with a minor league sports franchise as the primary tenant and the large percentage of these that are publicly owned (Table 1.2), these facilities have received little attention in the literature. The limited amount of academic inquiry for facilities with a minor league sports tenant has been primarily dedicated to single purpose stadiums with minor league professional baseball tenancy (Johnson, 1995; Johnson, 2000; Baade and Sanderson, 1997a). Facility construction costs, sports salaries and ticket prices for minor league sports teams and venues, as demonstrated in Chapter Five, are

a fraction of those in the major leagues and their host facilities so therefore it can be assumed that the economic characteristics will differ as well. In spite of these differences, it is assumed by at least one leading scholar that a study focusing on multipurpose arenas and single purpose stadiums with minor league tenants would render similar results to those of facilities with major league tenancy² (Wirtz, 2001). In other words, given the economic characteristic differences alone, is applying the same findings to facilities with major league sports primary tenancy to those with minor league sports primary tenancy reasonable?

As shown in Table 1.3, surveys of single purpose stadiums and multipurpose arenas with professional sports team tenants reveal economic characteristic and diversity of use differences between the major sports leagues and their venues. Differences are also evident between minor league organizations, major league organizations and the facilities in which they play.

For example, the demand for major league teams by cities aspiring for “major league city” status greatly exceeds the major league dictated supply, creating a somewhat artificial major league franchise worth and strengthened owner bargaining positions (Danielson, 1997; Bast, 1998). Minor league sports franchises, such as hockey, basketball and arena football, are much more open to league expansion, thus eliminating the tightly controlled supply and demand dynamic of the major leagues and the resulting competition between cities for a finite number of teams. Economic impact and franchise finances may also be

² Wirtz (2001) noted that there was a lack of literature dealing with the economics of minor league teams and facilities. He writes that via email he asked Mark Rosentraub why minor league teams were not included in studies. Wirtz stated that the response was that given the lackluster economic benefits with major league sports, there should be little or nothing expected from the minor leagues.

significantly affected by external revenue sources, such as regional and national broadcast agreements that are much more likely found in major league sports than in the minor leagues (Table 1.3). Minor league baseball is an exception in that each level, AAA, AA and A is controlled in large part, including player salaries, stadium requirements and location of the teams, by the affiliated Major League franchise.

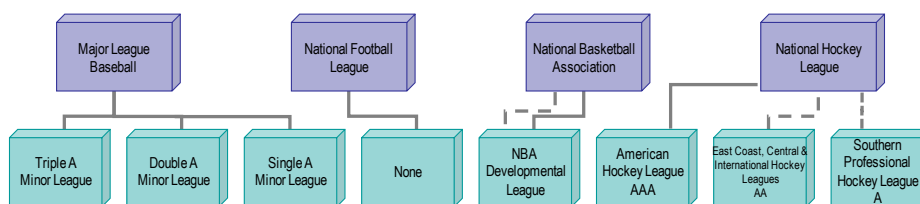
As an illustration, New Jersey's Trenton Thunder began as a Detroit Tigers AA minor league team (Chapter 7). It has since served as a Boston Red Sox franchise for several years and is now affiliated with the New York Yankees. Negotiations for the change in team affiliation, according to Mercer County, New Jersey officials, were conducted at the Major League franchise level. Each Major League franchise is limited to one AA minor league team affiliate.

The Trenton Titans AA professional hockey team, however, has much more flexibility and may be affiliated with multiple NHL franchises. Major league hockey is not restricted to affiliations with just one team at each level of the minor leagues. The creation of another minor league team is controlled by the minor league in which they would like to join and not the NHL. Minor league teams may choose not to affiliate with any major league team. The supply and demand economics, while not completely eliminated, would seem to be dampened.

Table 1.3	Profile of Publicly Owned Single Purpose Stadiums and Multipurpose Arenas			
	Facility Type			
	Single Purpose Stadium w/ Major League Sports	Multipurpose Arena w/ Major League Sports	Single Purpose Stadium w/ Minor League Sports	Multipurpose Arena w/ Minor League Sports
	Team Tenant	Team Tenant	Team Tenant	Team Tenant
Public Subsidy	Yes	Yes	Yes	Yes
Use/Function	Sports	Sports/Shows/Civic	Sports	Sports/Shows/Civic
Supply and Demand	Demand Exceeds Supply	Demand Exceeds Supply	Demand Exceeds Supply	Supply Exceeds Demand
Dynamic	Closed Leagues (1)	Closed Leagues (2)	Closed League (3)	Flexible Leagues (4)
Literature Coverage	Significant (Grouped w/ Single Purpose Stadia)	Significant (Grouped w/ Single Purpose Stadia)	Moderate	Slight to None
Non-sports Uses	Slight	Significant	Slight	Significant
Civic Event Use	Slight	Moderate	Slight	Significant
Tenant Player Income	10X Area Median +	10X Area Median +	Area Median and Below	Below Area Median
Broadcast Revenue	High	High	Slight/Moderate	Slight/Moderate
Economic Impact	None Measurable	None Measurable	Insufficient Analysis	Unknown
1) Major League Baseball - National Football League - Limited Number of Teams				
2) National Hockey League - National Basketball Association - Limited Number of Teams				
3) Minor League Baseball - Limited Number of Teams				
4) Various levels of professional hockey, basketball, indoor soccer, arena football, etc.				

Chart 1.1

Major League – Minor League Sports Relationships



1. Solid line indicates direct control by Major League team or the league organization over players or operations of affiliated Minor League team
2. Dotted line indicates limited influence of Major League over affiliated teams

(NBA Developmental League has a variety of ownership and affiliation structures)

Differences also lie in the flexibility of use between single purpose stadiums and multipurpose arenas. The use diversity of multipurpose arenas, with the ability to accommodate sports, entertainment and community events,

should appeal to a much wider audience than a single purpose facility. This same diversity of use generates multiple revenue sources, potentially changing the fiscal relationship between the tenant professional sports franchise and the facility owner. As shown in Tables 5.8 and 5.9, single purpose stadiums with a professional sports team primary tenant rely almost solely on the primary sports team tenant for facility utilization. Public owners of multipurpose arenas with a diversity of uses, Table 5.10, are presumably in a better bargaining position with professional sports team owners in potentially costly demands for facility upgrades and negotiations for leases that favor team owners. Despite these distinctions, multipurpose arenas are seldom analyzed in a manner that recognizes the hybrid nature of their operations.

Research Questions and Design

It is acknowledged that most if not all professional sports facilities receive some type of subsidy from public sources (i.e., tax revenue) (Long, 2002). It was also found that in 2008 the great majority of facilities with professional sports team tenancy are owned by a public entity (Tables 1.1, 1.2). Given that the large number of facilities utilized for professional sports are under public ownership and to eliminate any variables that may be attributed to private ownership structures of sports facilities, my research is a reconnaissance comparative planning analysis of economic characteristics and use diversity and examines only publicly owned single purpose stadiums and multipurpose arenas with a professional sports team tenant.

A review of the literature raises several limitations. Should future research continue to consider all types of facilities with a major league professional sports team tenant as a single study category? Are the economic impact, event diversity and civic use differentials of publicly owned multipurpose arenas as opposed to that of publicly owned single purpose sports facilities sufficient to warrant more specific analyses?

Additionally, a significant number of facilities with minor league professional sports team tenants are owned by a public entity. Although there is a significant public cost for facilities utilized for professional minor league sports (Table 1.2), there is a lack of academic inquiry specific to those types of facilities. Why is it assumed that the literature on major league sports teams and facilities can be applied to minor league sports teams and the facilities where they are the primary tenant (Wirtz, 2001)? Acceptance that publicly owned single purpose facilities and multipurpose arenas should be both categorized as sports facilities with the same economic and non-economic assumptions seems to cause overly broad brush strokes in the existing academic literature.

Utilizing a mixed method comparative analysis, I demonstrate the need for more detailed tenant and facility specific analyses by answering the following questions:

1. What are the differences in economic characteristics (i.e., economic leakage, facility cost per seat, etc.) between publicly owned single purpose stadiums and publicly owned multipurpose arenas with a

major league sports team tenant and does the literature recognize these differences?

2. Do publicly owned multipurpose arenas serve more as community assets by providing a venue for a diversity of events (i.e., concerts, family shows, etc.) and as a gathering place for civic and community events (i.e., non-profit, political, and religious gatherings and local and exhibition sports and trade shows) than single purpose stadiums?
3. Are the economic characteristics, diversity of use and civic utilization of multipurpose arenas affected by whether their primary tenant is a major league or minor league professional sports team?

This research collects financial factors (e.g. ticket sales, player salaries and facility cost) and facility uses including events by type (i.e., sports, concerts, family shows, and civic and community events) (Appendix A) and performs a comparative analysis by facility type (single purpose stadiums and multipurpose arenas) and primary tenancy (major league professional sports teams and minor league professional sports teams). The study ascertains whether there is a problematic transference of generalized economic conclusions in the literature to all types of stadiums and multipurpose arenas and tenancy and if more specialized research by type and tenancy has merit.

This dissertation also investigates the role played by publicly owned multipurpose arenas in providing a diversity of events, including community events, as compared to publicly owned single purpose stadiums. It then

determines whether use diversity, especially as it pertains to civic and community events, is even greater in stadiums and multipurpose arenas with minor league sports tenants over those with major league sports tenancy.

Dissertation Overview

Chapter Two provides a brief history of publicly owned sports-based facilities. The mechanisms utilized for financing publicly owned facilities and the evolutions of those mechanisms are reviewed. Tax exempt financing instruments and attempts to eliminate their use is discussed.

Chapter Three reviews the existing literature as it relates to the economic benefit or lack thereof provided by professional sports and facilities to the host community. Given that the great majority of existing literature is confined to the four primary major league sports leagues, methods and findings are evaluated as to their applicability to each type facility, including those with minor league teams as the primary tenant. The three previously noted research questions are developed from the literature review.

Limitations of the literature are evaluated and economic characteristics that are unaffected by external economic variables are identified for use in the data collection and analysis to answer the research questions in this dissertation. Local or regional economic trends unaffiliated with facility operations, below market rate facility lease agreements, the availability of alternative leisure spending opportunities, etc., are excluded from the comparison.

This dissertation does not examine whether facilities utilized for professional sports use are worthy of public fund investment, but rather if there are distinct differences in economic characteristics and community value (assets) by type and tenancy. As such, it is important to evaluate the facilities on an even playing field, eliminating external influences on the data for comparison.

Chapter Four discusses the data collection and methods utilized in the study. In this dissertation, a qualitative and quantitative mixed methods approach of data collection and analysis is utilized.

Quantitative analyses are performed utilizing pooled 2008 data. Data is collected for publicly owned facilities with professional sports team tenants for a cross-sectional economic and facility use comparative analyses. Economic characteristics and use diversity factors are examined and compared by facility type and tenancy.

In addition, multiple case studies of two publicly owned multipurpose arenas are used for a qualitative analysis. Studies are performed for Jobing.com Arena in Glendale, Arizona with a major league hockey team tenant and the Sovereign Bank Arena in Trenton, New Jersey with a minor league hockey team tenant.

In *Chapter Five*, 2008 data including facility costs, tenant team salaries, ticket sales and events held for publicly owned single purpose stadiums and multipurpose arenas with a professional sports team tenant is collected. Data is

evaluated to assess economic and use differentials by facility type and tenancy. The identified factors are then used to compare facilities by type and tenancy to reveal economic and use differences. Study questions are answered through analyses of data comparisons.

Chapters Six and Seven are multiple case studies of a publicly owned multipurpose arena with a minor league professional sports tenant in Trenton, New Jersey and a multipurpose arena owned by the City of Glendale, Arizona with a major league professional sports tenant. The two facilities were also selected due to the existence of an arena with a major league sports team primary tenant within a radius considered by event promoters as in the same market area. This characteristic provides each case study arena with similar competitive concerns for non-tenant events.

The studies examine the history of the facilities, their funding, the relationship between their primary tenants and the public ownership body and the facility utilization. The studies are conducted in order to obtain qualitative evidence to augment, expand upon or provide alternate explanations for quantitative findings on use diversity of facilities by tenancy.

Chapter Eight summarizes the findings and limitations of the dissertation. The use of these findings for public actors is described and suggestions are made for future research as well as actions that may be taken by public actors. This study is not an argument for public subsidization or for the positive

economic impact of professional sports teams and the facilities in which they play. The findings of this research make significant progress in demonstrating the differences between the types and tenancy of publicly owned facilities (single purpose stadiums and multipurpose arenas). These results suggest the need for future type and tenant specific studies rather than the major league professional sports team consolidation of most existing literature.

Study limitations include the inability to collect and analyze complete revenues and expenses for the study population, all publicly owned single purpose stadiums and multipurpose arenas utilized for professional sports. Due to the public ownership of the facilities, lease arrangements between the primary tenant professional sports team and the public entity can be collected through Open Public Records requests. However, lease agreements with professional sports teams and third party event use agreements can still provide a level of confidentiality that is exempt from such inquiry. For example, lease and facility event rental terms may not require reporting of ticket sales, total revenues or local expenditures for advertising and concessions to the public ownership entity as they are sometimes considered proprietary information.

CHAPTER TWO

THE HISTORY OF SINGLE PURPOSE STADIUMS AND MULTIPURPOSE ARENAS AND THE EVOLUTION OF PUBLIC OWNERSHIP

Before assessing the cost and possible benefits of current trends of the investment of public funds into stadiums and multipurpose arenas, it is helpful to revisit the historical evolution of facility development. Public ownership of coliseums and outdoor arenas is certainly not a recent phenomenon. As a venue for civic meetings, gladiator contests, animal fights, chariot races and a wide variety of other events, massive Ancient Roman and Grecian stadiums and amphitheatres were undoubtedly publicly owned and definitely multipurpose to the extreme. Some of these elaborate facilities could even be flooded in order to host naval battles (Smith, 2010). In the United States, the advent of government owned stadiums and multipurpose arenas has a much more recent and less violent history. However, similarities to their two thousand year old ancestors in design and terminology remain.

As an example, the term “arena”, once considered the performance and competition floor of a coliseum, is now more often used to describe the entire facility. A less appealingly named design feature in ancient amphitheaters is the vomitoria, passages in and out of the seating areas. It is uncertain as to whether it was named because it accommodated those with difficulty handling the sights and smells of the competitions or because event goers could be quickly purged

from the arena seating area through them. While perhaps less functionally descriptive in modern times, the term is still in use.

Ancient stadiums were constructed with multiple levels, sometimes as many as four. Concourses on each level sometimes circled the entire facility with vomitories leading from the concourse to the seating areas. This basic design was often used in the two-sport stadiums of the late 1960s and 1970s with both professional baseball and professional football tenants. Stadiums such as Veterans Memorial Stadium in Philadelphia, Three Rivers Stadium in Pittsburgh, Busch Memorial Stadium in St. Louis and Riverfront Stadium in Cincinnati bore a remarkable resemblance to the Roman Coliseum and have since been replaced with sports specific stadiums, primarily used for either baseball or football play. The design is often still utilized for multipurpose arenas.



Figure 1
The Roman Coliseum
blog.educastur.es/cil1webquest/files/2009/04...



Figure 2
Veterans Memorial Stadium – Philadelphia, PA 1971-2003
www.ballparksofbaseball.com

Public Funding of Sports Facilities

As noted in Chapter One, facilities constructed for professional sports prior to the 1950s were typically owned by the tenant team and most often used for major league baseball, such as Yankee Stadium, Fenway Park and Wrigley Stadium (NSLI). Public funding and development of sports facilities may have been inspired by university constructed stadiums in early 1900s, such as Harvard Stadium in 1903 (Smith, 2005; Riess, 2000). Publicly owned facilities in the first half of the twentieth century, however, were not developed with professional sports in mind.

Cities, with the urging of urban regimes including local business and political leaders, began building public sports facilities to enhance their city's profile and promote amateur athletics. In 1914, the City of San Diego was in the forefront of publicly funded sports facilities by constructing a 20,000 seat facility that hosted amateur baseball, football and chariot races (Riess, 2000).

Several similar stadiums were publicly constructed over the next few years. The Rose Bowl in 1922, Los Angeles Coliseum in 1923, Chicago's Soldier Field and Baltimore's Memorial Stadium in 1924, and Cleveland Municipal Stadium in 1931 were developed as multipurpose facilities to be used for college football, boxing matches, and high school functions or in an attempt to draw major events, such as the Olympics (Riess, 2000). While professional sports teams ultimately used many of these stadiums as their home fields, the public investment was not directed towards professional sports; at least it was not represented as such.

In the 1950s, elite regimes made up of political, business and social leaders began pursuing major league sports teams in the same manner that businesses and industries were courted. Under the premise that professional sports would enhance the perception of the city, attract investment and increase real estate values, sports franchises were actively sought. The promise of publicly subsidized sports facilities was often used by elite regimes as a carrot to attract professional sports teams or retain an existing team (Riess, 2000).

The practice of using a facility development to attract an existing franchise began in 1953 with the construction of County Stadium in Milwaukee for the relocation of the Boston Braves (Siegfried and Zimbalist, 2000; Shropshire, 1995). This was followed in 1954 by the St. Louis Browns moving to a public stadium in Baltimore and the Athletics leaving a substandard stadium in Philadelphia for a publicly rehabilitated minor league stadium in Kansas City in 1955 (Shropshire, 1995).

Public funding of a private stadium to lure a major league sports team occurred with the Dodgers leaving Brooklyn for Los Angeles in 1958 after owner Walter O'Malley negotiated subsidies from Los Angeles County for a new stadium. The baseball Giants also made the trip from New York to San Francisco the same year (Shropshire, 1995). These high profile moves to the west coast made by major league baseball teams greatly changed the economics and geography of major league sports. With two legendary teams relocating to California, travel for teams located from St. Louis eastward increased dramatically. With a significant major league baseball presence on the

west coast, other franchises were incentivized to locate west of the Mississippi by having local teams to play without incurring excessive travel costs. A national fan base resulted in an increased broadcast and advertising base and presumably higher revenues, a probable precursor to extremely high professional sports player salaries.

New facility construction or substantial rehabilitation to existing facilities provides benefits to many who occupy seats at the urban regime table. In light of that, bankers, trade unions and area business leaders undoubtedly put pressure on political players to seek professional teams with the argument of a dramatic economic impact on the area and the status of being a major league city (Riess, 2000).

Publicly owned single purpose stadiums and multipurpose arenas in the immediate post-World War II era were often constructed for professional sports. Stadiums such as County Stadium in Milwaukee in 1953, and the rehabilitated Kansas City Municipal Stadium in 1955 were developed to attract a major league professional sports team and were successful in doing so (Siegfried and Zimbalist, 2000; Shropshire, 1995). However, the evidence in most cases is that teams paid a fair market rent for their use and public owners also received significant shares of food and parking concessions into the 1970s (Rosentraub, 1997).

In locations where a professional sports team already existed, franchise owners may have applied pressure to officials to develop a publicly funded replacement facility or invest a significant amount of public money into adding

amenities to existing facilities (e.g., luxury suites and other premium priced seating). Requests may have included a veiled or not so veiled threat to relocate to a city that would meet the team's demands. With no shortage of suitors for the limited supply of major league franchises, these threats were and are currently taken very seriously.

Growth coalition has emerged as one theory explaining public stadium subsidies. This theory has more to do with private corporate posturing than team demands. According to Delaney and Eckstein (2007) a driving force behind decisions to publicly finance major league facilities is the belief by corporate leaders that the best and brightest potential employees could not be attracted to a city without a quality sports facility and major league status.

Surveys conducted in cities with existing franchises considering construction of a replacement facility found that growth coalitions made up of corporate leaders were the strongest proponents and expressed the highest level of concern in losing major league city status. It was determined that corporate growth coalitions actually exercised more influence on public officials and facility decisions than team owners. Paul and Brown (2001) found that when referendums are required to approve funding, the opinion of political elites has a positive impact on the population at large. Although corporate leaders often have the resources necessary to attempt to sway opinion, convincing political elites may be all that is necessary. When political elites are unified in their support, this alone may be sufficient to result in a positive outcome.

Euchner (1993) argues that agendas of political actors toward stadium and arena development may be affected by economic downturns. Mayors with philosophical propensity to fund social programs may, in difficult economic climates, focus available funds toward large economic development projects and away from social issues. With changes in the tax law in 1986 designed to stem the tide of public participation, influences of the political elite became more critical to stadium funding and development.

Facility Financing Methods and Reform

Prior to 1986, a preferred method of financing sports facilities in the public and private realm was the tax-exempt private activity bond. Issued by a governmental entity for a private purpose, the interest on these bonds was tax-exempt even with the reliance on private revenue sources for debt service repayment.³ The forgoing of federal taxes on interest income from this type debt instrument has often been criticized as federal subsidization of a sports facility and legislative efforts were made to cease the practice (Zimbalist, 2000).

The passage of the Tax Reform Act of 1986 included the removal of this option and an effort to end the federal subsidy for facilities used for professional sports. Under the Act, regulations governing the financing of sports facilities changed in 1990. The new rules effectively ended the practice of financing projects with tax-exempt private activity bonds.

³ States were limited in the amount of private activity bonds that could be issued in a fiscal year (annual volume cap) based on a per capita formula

Financing of facilities can still be accomplished utilizing tax-exempt government issued general obligation bonds, backed by general tax revenues from the guaranteeing governmental entity. The tax-exempt funding of projects utilizing this type instrument requires that the debt structure pass one of two tests under Section 141(b) or Section 141(c) of the Internal Revenue Code.

The first of these is the Use Test whereby activities of a private, for-profit concern cannot account for more than ten percent of its total use. The second test requires that no more than ten percent of the tax-exempt debt service be paid from revenues directly generated by private activities within the facility. Therefore, the use of revenues from private sources like facility rent and luxury box revenue for debt service would be capped at ten percent. General real estate taxes, sales taxes and fees derived from outside the facility operations could be applied toward debt service (Zimbalist, 2000).

Passing the ten percent use test in any facility with a professional sports team tenant would be virtually impossible. With regular season schedules for the NBA and NHL of 41 games, over 400 total events would have to be held at a multipurpose arena, with over 360 of them public or non-profit use. Stadiums with MLB tenants and an 81 game schedule would require nearly double that amount. Only stadiums with NFL tenants and an eight game regular season schedule would have a logistical opportunity to meet the Internal Revenue Service (IRS) use requirements. The ten percent debt service restriction has been the remaining strategy in order to qualify for tax-exempt financing structures (Zimmerman, 1996, 1997).

Legislators assumed that the new 1986 Tax Reform Act law would eliminate tax-exempt funding options and result in a return to taxable private funding of facilities. It was believed that with the loss of favorable tax-exempt financing options, the benefit of public ownership might be eliminated. In turn, sports revenues dedicated to debt service could increase. However, the new regulations have actually driven many public officials to offer even more favorable lease terms to teams. Tax exempt financing has continued, public contributions to debt service have often increased to satisfy the Tax Reform Act requirements and professional sports teams, by default, are allowed to retain more of their earnings,

Public ownership, often with tax-exempt financing, has continued. Public owners have increased public subsidies, thereby lowering the professional sports team revenue used for debt service to meet the ten percent rule for tax-exempt financing of new facilities. The remaining revenue from team operations, it can be assumed, accrues to team owners. As noted by economist Andrew Zimbalist, the results of this attempt to place more of the debt burden on sports teams “has perversely done the reverse” (Zimbalist, 2000, 62).

The late Senator Daniel Moynihan was a believer in the arguments that sports facilities did not provide significant economic benefit to the federal taxpayers who were providing the subsidy. Moynihan attempted to eliminate this practice a few years after the 1986 Tax Act took effect in 1990. The Senator’s proposed legislation (S. 1880) was introduced in 1996 and called the Stop Tax Exempt Arena Debt Issuance Act (STADIA). The act was intended to require

local public officials and team owners to provide more funding for new facilities by eliminating Federal subsidies, thereby discouraging public participation in facility financing. Whether or not STADIA would have had the desired effect is unknown since action was not taken on the proposed legislation (Zimmerman, 1997). According to the Library of Congress, Senator Moynihan introduced the bill on June 14, 1996 without a co-sponsor (Library of Congress, 2012). The record also indicates the bill was read twice and the last action noted was a referral to the Committee on Finance on the date it was introduced. It can be assumed to have 'died in committee.'

These attempts were aimed at subsidies for facilities with major league professional sports tenancy, but apply as well to those with minor league professional sports tenants. Discussions by the author with county officials from around the United States during a meeting of the County Executives of America hosted by Mercer County, New Jersey in 2002 revealed that some public owners of multipurpose arenas with a minor league professional sports team primary tenant believed that achieving breakeven on operating costs with no contribution to debt service from facility revenues was a goal to which they aspired, but had not attained.⁴

⁴ In 2002 I served as the Executive Director of the Mercer County Improvement Authority, the owner of the Sovereign Bank Arena in Trenton, New Jersey. Mercer County Executive Robert Prunetti hosted the annual meeting of the County Executives of America and asked that I attend to offer insights on our arena operations and redevelopment strategies. At the time, the Sovereign Bank Arena had sufficient operating revenues to cover operating costs and make a minimal contribution to debt service. I explained that the feasibility study indicated more debt service should be retired by net revenues. The County Executives with arenas all responded that they accepted the responsibility to fund debt service and would be happy if they could stop also subsidizing annual operations but that they did not believe that would be possible.

As an example of this reality, it was reported that before entering into a new management agreement with the SFX event and facility management company that included an NBA Development League team and a guaranteed twenty-two concert events, the Crown Coliseum in Fayetteville, North Carolina consistently required an annual subsidy of \$650,000 to cover an operating expense deficit and any debt service due (Deckard, 2001). The year prior, according to the report, "The Crown" had hosted only one SFX promoted concert. With no private contribution toward debt service, tax-exempt bond financing would fit within the IRS 10 percent debt service rule enacted in the 1986 Act.

The excitement that often exists around major league sports teams can result in sufficient taxpayer support for the use of large public facility subsidies. However, using the ten percent debt service tax-exempt bond option for financing facilities without a major league sports team tenant can be a public relations dilemma for local officials seeking public support. A feasibility study may need to show optimistic forecasts that include facility revenues retiring a significant portion of debt service in order to garner taxpayer favor. For a tax attorney to render a tax-exempt opinion, the feasibility study must indicate that less than ten percent of the debt service will be paid with revenues from private sources.

In summary, attempts to reduce public financial participation in stadiums and multipurpose arenas for professional sports use have actually resulted in larger public investments with owners and players reaping the rewards. Attempts to stem this practice, such as the legislation offered by the late Senator Moynihan failed without support of any kind from his colleagues. Clearly future remedies

will have to present alternatives that are palatable to both regimes and professional sports team owners in order to succeed in this climate.

Supply and Demand Dynamic

The supply and demand economics of professional major league sports has created a distinct advantage for team franchise owners. Negotiations with public players vying for a new team or struggling to retain an existing one are dramatically affected by the limited number of franchises. The number of cities seeking major league sports status far exceeds the number of major league sports teams available (Danielson, 1997; Bast, 1998).

Over the past few years, this demand has been exacerbated by cities that in the past would not have been considered large enough to support a major league team competing for franchises. Cities, such as Charlotte, NC and Orlando, FL, used their metropolitan area populations when positioning themselves as viable major league locations. Locations such as Sunrise, Florida and Glendale, Arizona relied on their close proximity to major cities to provide attractive suburban locations for teams.

This proximity may provide an ample fan base for event attendance, but it can also increase the difficulty in measuring economic impact. Without a focused examination of the direct impact on the neighborhood surrounding a facility, a broader based analysis would likely be overshadowed by the adjacent and much larger metropolitan economy.

The simplest solution to the reducing the artificial inflation of franchise value would seem to be to increase the number of teams in the four primary major leagues; NBA, NHL, NFL and MLB. This scenario is not likely given the negotiating leverage currently enjoyed by professional sports team franchise owners over current and prospective host cities and their control over the number of teams allowed. As noted by Michael Danielson, “expansion is often viewed by established teams as a zero-sum game” (1997, 174). In actuality, many existing sports team franchise owners may view it in a far less favorable light, assuming a limited increase in the amount of television revenue divided among more stakeholders at the table. A decrease in individual existing franchise market value due to a slight increase in supply is also a risk that current franchise owners may not be willing to accept.

Professional sports team franchise owners may garner support in their expansion opposition from game purists within various major leagues as well. As an example, major league baseball broadcaster and former star player Keith Hernandez proposed major league contraction rather than expansion (McCarthy, 2010). Responding to a concern that baseball games take too long to sustain fan interest, Hernandez argued that there are too many pitchers in Major League Baseball that belong in the minor leagues. Substandard pitching, he claimed, results in longer games. Hernandez proposed that by eliminating four teams the

total number of players in the major league would be reduced and, specifically, up to fifty pitchers would be relegated to the minor leagues.

Team retention by meeting owner demands for new facilities is often packaged with other projects as an economic development strategy. Projects that included facility construction in Baltimore, Denver and Chicago were couched as redevelopment projects by public officials (Turner and Marichal, 2000) in what may have been an attempt to deflect some of the inevitable criticism for investing public funds into facilities used for major league sports teams.

While facilities utilized for sports play have been prevalent throughout history, the ownership evolution of facilities utilized for professional sports has clearly gravitated toward publicly owned and heavily subsidized single purpose stadiums and multipurpose arenas designed for one primary tenant professional sport. The cost of facilities for this specialized use has often been largely borne by the taxpayers; whether it is the cost of infrastructure, direct subsidies to facility operations, or the loss of Federal and sometimes state taxes through a tax-exempt financing structure. As cities experience financial woes, these subsidizations become much more prevalent in the public conversation.

Efforts made through the Tax Reform Act of 1986 to reduce the subsidization may have exacerbated the situation. The proposed STADIA legislation failed; perhaps due to opposition from trade unions dependent upon

large public projects, government officials with a sport based economic development strategy or simply a large sports fan base.

The limited number of teams allowed in major league sports has created an artificial value for the teams and negotiating leverage for new facilities, funding and amenities from their public landlords. Threats to move a team from the host city can create angst for fans and government officials. Minor league sports do not typically enjoy the same supply and demand dynamic. Suggestions that major league professional sports allow expansion teams to make new teams available to interested cities has met with resistance.

Clearly, the trending facility ownership structures and public subsidizing of professional sports is a concern and action is warranted. It is also apparent that differences lie in facilities used almost entirely for one sport and those that are designed to accommodate numerous other non-sport activities. Finally, the lack of the supply and demand economics of most minor league sports is in stark contrast to that of the major leagues.

CHAPTER THREE

A REVIEW OF LITERATURE ON PUBLICLY OWNED SINGLE PURPOSE STADIUMS AND MULTIPURPOSE ARENAS, THE DISSERTATION HYPOTHESIS AND RESEARCH QUESTIONS

Non-sports fans may often criticize public ownership of facilities where the perceived or actual primary user is a professional sports team. While this may be a personal opposition due to tastes, academics often reinforce this opinion with economic data. This chapter looks at the substantial literature that exists and is critical of public investment in facilities utilized for professional sports. While the existing literature is almost universal in finding that the economic benefits of a facility presence fall short of the investment made, this dissertation examines whether all types of facilities and tenancy are homogeneously considered in the literature without consideration of variations in tenancy, uses and economic characteristics.

New facilities utilized for professional sports are often discussed and speculation as to a potential team move from one city to another due to what they consider is a substandard single purpose stadium or multipurpose arena. While not unheard of in minor league professional sports, these discussions are usually centered on major league professional sports.

The literature is reviewed to ascertain whether all publicly owned facilities used for professional sports are being treated as a singular category. Are single purpose stadiums and multipurpose arenas analyzed in a manner that considers the economic differences in facilities almost entirely used for professional sports and those with significant non-sports utilization? Has the diversity of use in a

multipurpose arena been evaluated as to community benefit? And have facilities been compared by their primary tenancy, minor league professional sports and major league professional sports.

Scholars argue that the lone beneficiaries of public subsidies for single purpose stadiums and multipurpose arenas with a major league sports team tenant are team owners and players (Baade, 1994; Zimbalist, 2000; Rosentraub, 1997a; Keating, 1999; et. al.). On its face, this argument has merit. Financial benefits of publicly subsidized facilities with below market rate franchise rents and substantial shares of ancillary revenues (e.g., parking) certainly accrue to owners and are passed on in part to players with extremely generous salaries.

Various methods and metrics have been utilized in previous studies to ascertain whether the investment of public funds into stadiums and multipurpose arenas that hosts professional sports events is a wise use of taxpayer dollars. Baade and Dye (1988) evaluated the impact of major league professional sports on the median income within several Metropolitan Statistical Areas (MSAs). Baade (1996) examined employment creation and income in the Sports and Entertainment fields. Coates and Humphreys (1999) also looked at employment and income impact in MSAs with major league sports franchises. Baade, Baumann and Matheson (2008) looked at area sales taxes as an indicator of economic activity. These studies and others have typically found no significant impact. In fact, Coates and Humphrey reported a negative economic affect in some areas which they attributed to professional sports. .

Attempts to measure direct and indirect impact of major league

sports teams by looking at regional economic data is confounded by the existence of multiple facilities with major league sports tenants within a relatively close proximity. It is assumed that multiple single purpose stadiums and multipurpose arenas with major league professional sports team tenants within a 30 mile radius will have a shared economic effect on the region. Using this geographic assumption, there are 39 regions in the United States with one or more facilities with a major league sports tenant. Of these, 26 have both types of facilities with at least one single purpose stadium and one multipurpose arena. Seven regions have only single purpose stadium(s) and six have only multipurpose arena(s) (Table 3.1).

The multiplicity of similar facilities with different professional sports franchises in a close proximity further complicates the determination of exactly what type facility or professional sports team tenant may have an economic impact (negative or positive) on a region. Of the 13 of 39 regions that have only one type of facility, four of them have more than one multipurpose arena or single purpose stadium with a major league professional sports tenant (Table 3.1).

	Table 3.1			
	2008 Facilities With Major League Tenancy by Metropolitan Region (Facilities Within 30 miles)			
	Metropolitan Region	St	Single Purpose Stadia	Multipurpose Arena
1	Washington	DC	2	1
2	Phoenix	AZ	2	2
3	Los Angeles	CA	2	2
4	San Francisco	CA	3	0
5	San Jose	CA	0	1
6	San Diego	CA	2	0
7	Sacramento	CA	0	1
8	Denver	CO	2	1
9	Miami	FL	1	2
10	Tampa	FL	2	1
11	Orlando	FL	0	1
12	Jacksonville	FL	1	0
13	Atlanta	GA	2	1
14	Chicago	IL	3	1
15	Indianapolis	IN	1	1
16	New Orleans	LA	1	1
17	Boston	MA	2	1
18	Baltimore	MD	2	0
19	Detroit	MI	2	2
20	Minneapolis	MN	2	2
21	Kansas City	MO	2	0
22	St. Louis	MO	2	1
23	Raleigh	NC	0	1
24	Charlotte	NC	1	1
25	New York City	NY	3	4
26	Buffalo	NY	1	1
27	Cincinnati	OH	1	1
28	Cleveland	OH	1	1
29	Columbus	OH	0	1
30	Philadelphia	PA	2	1
31	Pittsburgh	PA	2	1
32	Memphis	TN	0	1
33	Nashville	TN	1	1
34	Dallas	TX	2	1
35	Houston	TX	2	1
36	San Antonio	TX	0	1
37	Seattle	WA	2	1
38	Green Bay	WI	1	0
39	Milwaukee	WI	1	1

Source: National Sports Law Institute – Marquette University

(<http://law.marquette.edu/national-sports-law-institute/sports-facility-reports>)

Baade, Baumann and Matheson (2008) collected area economic impact data attributed to the existence of facilities with major league professional sports and made assumptions of type or tenancy by looking at regionally generated sales taxes. Economic activity was estimated by tying monthly tax sales to sports seasons, sports events and host facilities. This method does not necessarily consider non-sports events held at a facility. It also cannot assume the long term effect a facility may have on attracting businesses or customers to an area and cannot fully allow for external economic downturns in the region.

Coates and Humphreys critically write that economists generally agree that the subsidizing of facilities for professional sports is not effective use of public funds. Citing their own previous work more than a dozen times in a 29 page article, they argue that their 1999 study indicated no beneficial impact. In fact, they state that negative effects were found in the 37 metropolitan areas with a major league sports presence at the time of the study. No single purpose versus multipurpose facility analysis was conducted in metropolitan areas with both type facilities (Coates and Humphreys, 2008).

Coates and Humphreys (2008) do note that some scholars argue for positive factors like redistribution of investments and revenues in central business districts through constructing stadiums in downtown locations. Arguments are also made that sports is a part of the cultural landscape. However, they are quick to point out that these arguments are from scholars, such as Austrian and Rosentraub, who work in urban planning and policy departments. Notes of exception are also made when cited work is the opinion

of a scholar who does not hold a doctorate in economics. Coates and Humphrey also argue that any public subsidies for cultural reasons should be limited to those with educational value.

Based on a review of much of the literature, it appears that many economists are content with grouping all types of facilities with major league sports as the primary tenant into a single study category with a determination that there is no positive economic effect.

Noll and Zimbalist (1997) and others (e.g. Austrian and Rosentraub, 2002) argue that expenditures for single purpose stadiums and multipurpose arenas used for professional sports should be measured against using the public funds for other uses, including much needed social programs. As noted by Noll and Zimbalist, opportunity cost is not always considered in facility feasibility analyses.

In an economic model, this argument has merit. It assumes that there is a finite amount of public funds that will be spent and any diversion of those funds to sports and entertainment subsidies will be a direct deduction from other and perhaps more socially and economically effective uses. As Baade argues, an economist would be remiss in not including opportunity cost in an analysis (1996). In a political reality, however, it must also be considered that public funding of facilities for sports use is often created through the efforts of and pressure applied by supportive regimes and not necessarily drawn from funds that would be expended for another purpose without this support (Chema, 1996).

Regimes comprised of business leaders and the politicians that depend upon them may not be willing to support an additional sales tax, hotel tax or real estate tax to fund a social project such as an affordable housing development. They may, however, be willing to use their influence to support the institution of these type revenue sources for a signature facility likely to attract a great deal of attention. In some cases it can be argued that opportunity costs are not always based on an actual opportunity.

Multiplier Effects, Leakage and Costs

Literature on the value of public investment into facilities utilized for professional sports has often focused on the validity of multiplier effects (including job creation), area per capita income fluctuations, economic leakage and substitution spending for major league professional sports related activities (Baade, 1987; Rosentraub, 1997a; Rosentraub, 1999; Keating, 1999; Baade, 1996; Rosentraub, 1997).

Economic feasibility studies play an instrumental role in any argument for the publicly subsidized construction of a new single purpose stadium or multipurpose arena, especially if economic growth is cited as a primary motivation. There are major points of disagreement in the determination of a valid economic impact projection of sports teams and facilities on an area.

An economic multiplier represents the number of times a dollar is spent and respent in a designated area prior to leaking out of the local economy. The

higher the multiplier, the more favorably the economic impact attributed to the proposed facility will be projected

An often cited study performed by University of Pennsylvania Wharton School Professor Edward Shils on the impact of Philadelphia sports franchises uses a multiplier calculated with fellow Wharton School Professor F. Gerard Adams. Shils and Adams utilized factors of 1.7 within the City of Philadelphia and 2.6 in the region (Shropshire, 1995).

Hunter found that economic impact studies are often overstated and that public spending decisions should not rely upon them. He found the use of economic impact studies to justify public funding of private projects such as sports facilities particularly troubling (1988).

Baade (1987) conducted a study for the Heartland Institute where he argues against the use of beneficial economic impact projections as the primary rationale for publicly funding facilities for sports team tenancy. Baade is critical of Shils' work, concluding that the overly optimistic multiplier does not factor in the substitution spending of leisure dollars. Baade posits that the finite availability of leisure time and money will cause both resources to be spent on existing pastimes or newly constructed opportunities, but not on both. Baade's argument, therefore, is that ongoing stadium spending is not an entirely newly created economic activity and a multiplier cannot assume that it is (Baade, 1987). Rosentraub cites surveys that found only 11.9 percent to 34 percent of fan based spending is new economic growth and that at least 66 percent of fan spending would occur even without the presence of a team (1997a).

Wilhelm identifies visit motivation as a factor often left out of multiplier calculations. She asserts that attendance at a game while in town for another purpose should be treated differently than if the game was the primary motivating factor. Expenditures at local restaurants and hotels, under that scenario, should not be a part of the multiplier calculation (Wilhelm, 2008). Theoretically this is true, but there may be indirect linkages between the reason for the visit and the existence of a game attendance opportunity. For example, site selection for a conference or vacation may have been predicated on or at least influenced by entertainment possibilities, including professional sporting events.

Coates and Humphreys (2003) agree with research that identifies little or no positive economic impact from facilities hosting major league sports teams, but they find that resulting benefits from major sporting events such as Super Bowls are less certain. Other studies looking at sales taxes generated during sports events, including “mega events”, argue that sales do not increase (Baade, Baumann and Matheson, 2008).

Rosentraub and Swindell (1998) found that in cases where there may be economic benefit to constructing a sports oriented facility, it is likely localized and should be measured as such. If the benefit is local, it can be argued that the tax burden should be shouldered by those who profit. It has been suggested that entertainment or sports districts be created with tax assessments pledged toward multipurpose arena and/or single purpose stadium subsidies (Rosentraub, 2010).

This may be a sound and ultimately fair manner in which to assign funding responsibility. However, there may well be other less easily identified benefits

that extend beyond the immediate funding district. It may be that a vibrant downtown created around a facility with a professional sports tenant has radiating benefits and, conversely, a deteriorating downtown might act a fiscal drag on the regional economy.

Job creation due to the multiplier effect is another area where scholars and feasibility consultants are sometimes in conflict. The job multiplier in this case refers to the number of jobs created in the local economy for every direct job created by a facility with a professional sports team tenant. Humphreys (2001) notes that standard multipliers developed by the Bureau of Economic Analysis within the U.S. Department of Commerce and used in economic studies within urban areas are normally considered to be between .4 to .8. Job multiplier estimates utilized in facility economic impact studies may reach as high as 2.5, but some scholars suggest that it may conservatively be closer to 1.2 (Hamilton and Kahn, 1997).

Baade found that regional per capita income and job creation was not positively affected by the presence of a professional sports team as a tenant in a publicly owned facility (1994). Job creation due to facility operations proves difficult to determine. Rosentraub (1997a) writes that professional sports related employment makes up a small part of any annual county employment or payroll with none reporting the category as more than one percent of the total.

Coates asks if single purpose stadium and/or multipurpose arena funding is economic development or economic redistribution (2007). One could assert that it is, under some circumstances, both. A facility as a part of a downtown

redevelopment strategy may create insufficient revenues to fund construction, but may stem the tide of a crumbling downtown that threatens inner ring neighborhoods. Redistribution of revenues from one area of a city to another in these cases may be a wise investment without demonstrating a net economic increase. It may in the long term prevent future economic downturns, the reasons for which are difficult to attribute.

Baade looked at land value fluctuations in neighborhoods adjacent to single purpose stadiums with a major league tenant in eight cities. His findings showed a significant increase in land value after the new facility was announced. Baade concluded that the increase in value might be overshadowed by the increased strain on public services and the economic leakage from the area due to professional sports (2000).

Economic substitution effect is defined as leisure dollars that will be spent regardless of the creation of another spending opportunity. Academics discount the validity of economic feasibility studies that disregard this potential. For single purpose stadiums and multipurpose arenas, the example used is that residents will forgo other entertainment options such as movies and restaurants and divert spending to professional sports events at a planned facility (Keating, 1999; Baade, 1996; Rosentraub, 1997). Under that premise, economic activity does not increase, but is only redistributed, possibly to an industry with significant economic leakage from the area.

Rosenraub (1996) holds that economic activity from professional spectator sports is not significant enough to be measured in any meaningful way

and Baade responded that economic activity was probably diverted from other spending options available in a large metropolitan area. This argument assumes the presence of readily available and equally attractive alternative spending opportunities in the area. Desirable opportunities in close proximity, but outside the area would mitigate the argument. A case by case evaluation would be necessary to determine whether the generalization holds true.

Rosentraub (1997a) suggests that less than 20 percent of expenditures by sports fans may represent new spending. Baade (1994) argues that spending from outside the area is an increased export and is not creating new spending. While this may be true, it is certainly not unusual in any industry for one region to attempt to attract existing spending from other areas. This phenomenon becomes more problematic in cases where spending is attracted from areas that also, and perhaps unwillingly, participate in the public subsidy.

Baade uses the example that if the Commonwealth of Kentucky provided funding for a facility in Louisville and the state funded facility attracted existing spending from other areas of Kentucky (1996). The same could be said about the Commonwealth of Pennsylvania that provided significant funding to both Philadelphia and Pittsburgh to enable them to demolish their two-sport stadiums and construct new single tenant facilities for baseball and football. While all facilities are locally owned, spending in Philadelphia and Pittsburgh areas may very well be substituted for spending from outside the area, but still within the state. Taxpayers in cities with struggling economies may find themselves subsidizing facilities that exacerbate their own difficult situations.

Literature that does not rely on regional economic data may be more useful in identifying differences by facility type and tenancy. Professional sports team franchise owners and players in the major leagues clearly benefit from public facility subsidies. Average and median salaries for the four primary major leagues, the NHL, the NBA, MLB and the NFL⁵ are exponentially higher than those of the public at large (Tables 5.17 - 5.20).

Rosentraub (1999) asserts that as much as half of major league sports players' salaries are not spent locally. With ever increasing salaries within the four major leagues, Rosentraub's estimate is likely low, especially for marquee players. The amount of income directed toward investments is presumably much higher for the income bracket of most major league sports players. It can also be assumed that a significant amount of these substantial investments will be ultimately spent outside the area in which they were earned. Rosentraub argues that money spent by fans that go to major league player salaries would be more likely have impact if spent other ways.

Rosentraub estimated that sports salaries account for approximately half of the revenues derived from events, including tickets, concessions, advertising and television⁶ (1999). Ticket sales and concessions can certainly be considered local spending. However, it would seem that the origin of advertising and television revenues may well be regional or national in origin. The application of

⁵ Major league median team salaries are available from USA Today's salary data base sortable by season

⁶ An Associated Press story posted on ESPN.com and updated January 22, 2008 reported that the NHL would receive \$72.5 million to broadcast games in 2008. Compensation from other networks and local broadcasting was not available. A June 28, 2007 report in the Los Angeles Times by Chmielewski and Johnson reported ABC and cable networks ESPN and TNT agreed to a contract that would pay an average of \$930 million a year, not including local broadcast revenues.

all revenues from major league sports activities in an economic leakage calculation would seem to be problematic.

Limitations in the Literature

The review of the literature and methods has revealed several limitations:

1. Studies conducted on the economic impact of major league professional sports on an area typically do not conduct separate analyses for single purpose stadiums and multipurpose arenas.
2. The size of some MSAs may economically dwarf a single industry such as professional sports, increasing the difficulty in measuring an industry impact (Rosentraub, 1997a).
3. Other economic factors in a study region, external to sports related facilities, may exist that would cause a downward economic trend. Euchner (1993) found that in an economic downturn, public officials may forego spending on social programs and direct funds toward economic development projects.
4. Baade, Rosentraub, Dye, Noll and others studied areas with facilities that host major league sports teams. Johnson examined the economic impact of minor league baseball (Johnson 1993). Academic attention has not been paid to multipurpose arenas with minor league sports team tenancy but instead it has been assumed by some that the same findings would apply (Wirtz, 2001).

5. Little consideration is given to non-sports uses of facilities. When there is, assumptions are made that often belie the reality.

The literature overwhelmingly looks at sports facilities as a singular category and finds that the benefits to the area, if they exist, are not worthy of the public investment made. The following research questions are designed, not to argue for sustained or increased public investment in facilities for professional sports use, but to determine whether there are economic characteristics differentials and community asset valuation based on type of facility (single purpose stadiums or multipurpose arenas) and that those differences should be studied and the findings utilized in the public investment decision process.

Research Questions

Research Question 1

Are there differences in economic characteristics (i.e. economic leakage, facility cost, etc.) between publicly owned single purpose stadiums and publicly owned multipurpose arenas with a major league sports team tenant and does the literature recognize these differences?

An example of including similar economic assumptions for both single purpose stadiums and multipurpose arenas exists in a relatively recent comprehensive academic work. Judith Grant Long provides an analysis of all

facilities with a tenant from one of the four major leagues. She includes multiple forms of subsidy assumptions, including land provision, infrastructure and foregone property taxes to establish the real cost of sports stadiums and multipurpose arenas (Long, 2002). Long performed a study to determine the total cost of including ongoing operational subsidies and lost tax revenues over time. As with most academic studies, Long's work concentrates on only facilities with major league professional sports team tenants and does not examine those with a minor league professional sports team as the lead tenant.

Due to the difficulty of obtaining privately promoted event data, Long assumed that revenues from non-sports uses to be the same for all facilities in her analysis. Her calculations include the net amount of annual non-sports revenue which she assumes to be \$2,000,000 per facility in net revenue. Conversations by the author with an experienced facility manager about estimated non-sports revenue in facilities with a major league sports tenant⁷ suggest that her assumptions as to net revenue multipurpose arenas with major league sports tenancy may be low and, in some cases, significantly understated. In single purpose stadiums with a major league baseball or football tenant, the revenues may, in some cases, be overstated.

⁷ Global-Spectrum – Comcast Spectacor Regional Vice President Michael Scanlon has over 25 years of executive sports facility management experience and has managed a multiple purpose arena with a major league tenant and several with minor league tenants. He is currently the general manager of a major league soccer stadium and oversees the management of a college football stadium and multiple minor league baseball stadiums. According to Scanlon, aggressive managers of major league indoor arenas can realize \$4,000,000 in net annual revenue to the arena from concert and family shows. Dr. Long's estimate of \$2,000,000 in net annual revenue is considered by Scanlon as a subpar year for revenues from those sources in a major league arena.

Single purpose stadiums would not likely be used for concerts or other events unless it could be assumed that attendance would be near capacity for the type of event. Staging costs, estimated to be as much as \$300,000 per concert by industry managers,⁸ would be prohibitive without assurances of success. A “mega” concert might result in approximately 40,000 tickets sold with approximately \$750,000 net revenue to the venue per event. Two annual events would likely fall short of Long’s assumptions. This is provided the sports team tenant would allow them during the season due to concern for the condition of the playing field.

Long (2002) describes the difficulty in converting outdoor stadiums for alternative uses, especially since the use of natural grass fields has once again become the norm. Scheduling non-sports uses during a sports season requires ample time for the conversion of the field for an alternative use, the conversion back and potentially extended amounts of time for the natural field to recover from the event trauma. She finds that the mere size of outdoor major league stadiums, especially those designed for football use may eliminate the facilities as viable venues for smaller events.

Despite the discouraging logistical difficulty of utilizing single purpose stadiums for non-sports events and the relative ease for multipurpose arenas, Long assumes that non-sports revenues are the same for all facilities with a major league sports team tenant. As she notes, reliable revenues from alternative uses are not easily obtained. Facility managers and event promoters

⁸ Mr. Scanlon estimates that maximizing stadium seating for a concert would require covering the field for both seating and staging at a cost of up to approximately \$300,000.

are not always forthcoming with financial information and assumptions often have to be made. It can be reasonably assumed, however, that there is a distinct difference between multipurpose arenas and single purpose stadiums in the number of alternative uses and the associated revenue to the facility.

Based only on available concert and family show information shared by promoters with trade publications, one could assume that arena alternative use revenues are considerably greater than that of baseball and football stadiums. Identifying the beneficiary of non-team based revenues and the net benefits to a publicly owned facility is dependent upon the terms of the lease agreements between the tenant major league franchises and the public owners. Whether these revenues are used to offset operating costs, retire debt, go directly to the team coffers or some combination of these possibilities differs, sometimes greatly, on a case by case basis.

Aggressive multipurpose arena managers could realize up to twice as much revenue for their facilities as Long assumed. Even if non-sports revenues and events at baseball and football tenant venues are not overstated, an understatement of arena revenues strengthens the argument that the economics of multipurpose arenas may be substantially different than single purpose stadiums.

Disagreements exist on how to measure the extent to which the facility development for professional sports affects the local economy, positively or negatively. The examination may be best performed by measuring conditions before construction and after a significant period of operation of individual

facilities (Baade, 2000). External conditions may still affect the outcome unless considered in the analysis.

What is most certain about the assumptions made in the reviewed literature is their uncertainty. Basing the economic impact of an admittedly small portion of a regional economy (Rosentraub, 1996) without the application of accurate external economic variables seems precarious. In areas where professional sports is being utilized as a redevelopment tool, variables can include an already declining regional economy or, even more difficult to measure, an economy that has recently passed the tipping point of declination with no trending history upon which to rely (Euchner, 1993).

In assessing the economic impact of professional sports and the facilities in which they play on the host region, the literature is consistent in grouping all major league sports and facilities into a single category. Without distinction as to whether the facilities with major league professional sports team tenants are single purpose stadiums or multipurpose arenas, research based on regional economic data is used to argue against the economic benefits of all. Non-sports activity revenue at facilities is often not considered and, in some cases, questionable assumptions are made.

Research Question 2

Do publicly owned multipurpose arenas serve more as community assets by providing a venue for a diversity of events (e.g. concerts, family shows, etc.) and as a gathering place for civic and community events than single purpose stadiums?

The definition of “community asset” may largely lie in the eye of the beholder. While sports fans may consider a single purpose stadium or multipurpose arena with a major league sports team tenant as a community asset, non-sports fans likely disagree.

While median annual attendance for NFL teams is over 500,000 and for MLB teams is more than 2,000,000 (Tables 5.1 and 5.2), the number of actual individuals that use single purpose stadiums is greatly reduced by season ticket holders and regular attendees. Noll (1989) asserts that only 10 to 20 percent of annual sports event attendance represents the number of actual individual ticket buyers.

It is assumed that Noll’s theory also applies to multipurpose arenas with major league tenants. Both the NHL and NBA report median attendances of nearly 700,000 (Tables 5.3 and 5.4). However, multipurpose arenas also serve as a venue for family shows, a concert hall for musical performances and a gathering place for religious, political, trade show, community or non-profit events and could be considered as beneficial to the community in both an economic and non-economic fashion. These events will not appeal to all, but it can be assumed that with the diversity of audience appeal, the number of individuals utilizing the facility would be significantly greater than Noll’s theory.

One method utilized for the quantification of non-economic benefits is the contingent valuation method (CVM) approach. The method is certainly not an exacting one. Various studies have been conducted by surveying individuals as

to what they would pay through fees or taxes in order to acquire something they desire or avoid losing something they have. The process assesses the willingness to pay for certain benefits and, if there was willingness, what would the value be?

Groothius, Johnson and Whitehead (2002) performed this method as it relates to the potential loss of the NHL Pittsburgh Penguins in Pittsburgh,⁹ Santo (2007) conducted the study for a proposed major league baseball team in Portland, Oregon and Owen looked a variety of major league sports teams in Michigan and Minnesota (Owen, 2006.) All three studies found the willingness-to-pay to be less than the public investment thought to be necessary to fund the development of a single purpose stadium or multipurpose arena with a major league tenant.

Had the CVM revealed a willingness to pay more than the public investment cost estimate, a consumer surplus could be calculated as the net positive differential (Groothius, 2005; Wilhelm, 2008). As is the case in the majority of literature that relates to facilities with major league tenants, the focus of the research is the team and not the facility.

Distinguishing between the facility and the team is not as relevant for single use stadiums, but for multipurpose arenas the team is not necessarily the majority user of the facility. Survey questions to assess the value of a facility to

⁹ Recognizing that scholars suggest major league sports facilities and their franchises may have a negative effect on the local economy, Johnson, Groothius and Whitehead (2002) used contingent valuation method (CVM) in an attempt to quantify how much local taxpayers would be willing to pay to keep a team, a willingness to pay. The findings of this survey could be used to justify an assumed negative impact or possibly new expenditures for increased subsidies. In the case of CVM, the literature indicates an absence of questions about a facility hosting non-sports events.

potential patrons must include all of the events held there. For the study to be applicable to multipurpose arenas, contingent valuation questions would need to include the potential loss or potential gain of a facility that is substantially utilized for concerts, family shows and community events.¹⁰

In lieu of a more broadly based CVM survey, one could assume that the offering of numerous and more diverse events at a facility would increase the value of that facility to the community at large.

Research Question 3

Are the economic characteristics, diversity of use and civic utilization of multipurpose arenas affected by whether their primary tenant is a major league or minor league professional sports team?

As shown in Table 1.2, the number of publicly owned facilities with minor league professional sports team tenants greatly outnumbers those with major league professional sports tenancy (Table 1.1). The initial investment in a facility with a minor league sports team primary tenant is less and tenant team salaries are far less than those with major league tenancy. As revealed in a survey of facilities, those with minor league sports team tenants are typically more austere, with fewer luxury amenities and lower ticket prices.

¹⁰ Groothuis, Johnson and Whitehead (2004) conducted a CVM study to determine the value placed on retaining the NHL Pittsburgh Penguins by asking how much they would be willing to pay from their household funds annual to keep the Penguins in Pittsburgh. In the same study, respondents were asked to rate the importance of area amenities to civic pride. While physical institutions such as the Carnegie Museum, Benedum Theater and Pittsburgh Zoo were named in the survey, only professional sports teams and not the facilities were identified.

In general, it can be assumed that minor league teams do not have the supply and demand economic leverage to negotiate deals with public facility owners that are as favorable as a major league team (Table 1.3). Rosentraub opines that public officials may believe that the lack of a major league sports team can cause a city to be characterized as a second or third class municipality (1999). Certainly that fear would be more relevant for major metropolitan areas than for smaller cities that are the most common hosts of professional minor league sports teams.

Minor league baseball is an exception. The major league control over minor league affiliates in professional baseball is much greater than that which exists in other professional sports (Chart 1.1). Minor league baseball teams with a major league team affiliation are limited in number by Major League Baseball, creating some measure of supply and demand value escalation (Table 1.3).

In addition, minor league baseball teams and the stadiums in which they play are subject to the standards outlined in the Professional Baseball Agreement (PBA). The PBA, signed in 1990, required stadiums with major league baseball affiliated minor league teams to enhance their bottom lines. It was maintained that improved stadiums with a minimum number of seats would assist in meeting that goal. Failure to meet stadium standards as dictated within the PBA through new facility construction or existing facility upgrades would result in the team losing its MLB affiliation and contracted players unless a conforming host stadium was found (Baade and Sanderson, 1997a).

A franchise's negotiating leverage for public investment into a new or improved facility is further increased by the limited alternative uses by the public owner of a single purpose stadium optimally designed for baseball. Without the shared use of high school or college baseball teams, the loss of a minor league baseball tenant would leave few options, save opening the space for public play or expending additional capital converting the stadium into another type facility, such as an amphitheater.

Multipurpose arenas by definition do not face the same "eggs in one basket" dilemma as single purpose stadiums. Event diversity may even play a role in developing support for the funding a construction of the facility. Minor league sports team tenant leases are typically used as an important part of an economic feasibility study for a planned facility and community support is often built around the excitement of a hometown sports team, but the ability to draw popular performers and events can play a significant role. However, it is not unusual for multipurpose arenas with minor league sports tenants to lose those tenants, find replacements and change their business models. Hockey teams or leagues that fail to survive may be replaced with a lower level minor league team or with arena football, indoor soccer or lacrosse.

Multipurpose arenas that do not successfully recruit replacement professional sports team primary tenants may successfully intensify their focus on high school and collegiate sporting events, locally promoted concerts, trade shows and more civic engagement to fill the vacancies left in event calendars. However, as explored in the case studies of Glendale, AZ and Trenton, NJ in

Chapters Six and Seven, providing a diversity of events appears to be of much more importance to multipurpose arenas with a minor league professional sports team primary tenant than those with a major league sports team tenant. In Chapter Six, the continued public investment into retaining a major league sports team without apparent concern for non-sports events is illustrated.

In the initial stages of multipurpose arena development and operation, sufficiently capitalized sports tenants are typically welcomed. Facility owners and managers seek to operate with little or no additional subsidy. As the market is tested for various sports activities it may become apparent that some activities or teams will not attract significant attendance.

Crowds of 1,000 or 2,000 fans can be swallowed by the available 7,000 to 11,000 seats in a typically sized multipurpose arena with minor league tenancy. Events drawing small crowds typically provide little income to the facility and may occupy potentially valuable dates during the height of the concert season. Arena management may privately hope that a tenant attracting small attendance will cease operations and in the process open the fall and winter schedule for more profitable non-sports bookings.¹¹ The short term stigma of losing a sports tenant may reap long term economic benefits for the facility.

There are variables that will affect the actual economic impact and should be included in any feasibility analysis. Substitution spending is an important

¹¹ During my tenure as Executive Director of the Mercer County Improvement Authority in Trenton, New Jersey, I served as the contract administrator for the publicly owned Sovereign Bank Arena. Minor league basketball drew very small crowds, often less than 1,000 during the final year of operation.

factor, but arguments are less applicable to communities with few leisure spending options. Leisure spending opportunities can dramatically vary from community to community. For the substitution spending effect to be relevant, acceptable alternative leisure opportunities must be available in the host community. It is also less significant if other professional sports or entertainment venues are in a close enough proximity to the market area and, without a local favorable alternative spending opportunity, could entice leisure spending from the area.

As an example, past zip code reports from the ticket agency utilized by the Sovereign Bank Arena in Trenton indicated nearly half of the sales coming from outside the host County with one fifth of the sales from neighboring Pennsylvania. These statistics are a clear indication of a willingness to travel by those interested in specific events.¹²

.Although construction of the Sovereign Bank Arena was funded by county taxpayers; the clear intent of development was to enhance ongoing redevelopment efforts in the City of Trenton. The City has no movie theater, very limited community theater and few other entertainment choices. Likely, without events held at the publicly owned multipurpose arena, the search for leisure spending opportunities would lead outside the City. Concert and family event goers would have the option of travelling a relatively short distance to Philadelphia, Reading or Wilkes Barre in Pennsylvania for events that are currently available in Trenton at the Sovereign Bank Arena.

¹² Information obtained during the author's tenure as contract administrator for the Sovereign Bank Arena

Providing a local spending opportunity alone is not a justification of public funding of the facility, but certainly substitution spending should not be assumed to be the same as in a city with more entertainment venues. Rosentraub cites random surveys taken in Ft. Wayne, Indiana that indicated a significant share of respondents (39.9 percent) claimed to have travelled outside the area to attend an event that could be held locally if a facility was constructed. In a follow-up question, 12.7 percent of respondents indicated that they would cancel some of their out-of-town visits if a local option was available (Rosentraub, 1999). A survey taken at two events in Cincinnati revealed that only 23 percent and 19 percent of attendees respectively said that their attendance at the event replaced spending they would have made elsewhere (Cobb and Weinberg, 1993).

Differentials in player salaries, ticket prices and facility costs between major league sports and minor league sports facility tenants suggest significant differences in economic impact that are not discussed in the literature (Wirtz, 2001).

Table 3.2 – Research Questions and Relevant Literature

Dissertation Research Question	The Literature	Dissertation
What are the differences in economic characteristics (i.e. economic leakage, facility cost, etc.) between publicly owned single purpose stadiums and publicly owned multipurpose arenas with a major league sports team tenant and does the literature recognize these differences?	<p>Studies on the economic impact of major league professional sports on an area typically do not separate analyses for single purpose stadiums and multipurpose arenas. (Baade, 1994; Zimbalist, 2000; Rosentraub, 1997a; Keating, 1999; Long, 2002, et. al),</p> <p>Studies of facilities with major league professional sports tenancy concentrate on economic leakage from player salaries, substitution spending at the facility rather than at local businesses and capital and operating costs.(Baade, 1987; Rosentraub, 1997a; Rosentraub, 1999; Keating, 1999; Baade, 1996; Rosentraub, 1997).</p>	<p>This research builds on the existing literature by demonstrating that differences in the number and type of events as well as the capital cost of providing a venue are clear and are worthy of independent analyses by facility type and tenant.</p> <p>Assumptions in the literature exclude outside sources of revenue in economic leakage calculations. The research demonstrates the need to include lucrative outside revenue and the resulting reduction of local economic leakage.</p>
Do publicly owned multipurpose arenas serve more as community assets by providing a venue for a diversity of events (e.g. concerts, family shows, etc) and as a gathering place for civic and community events than single purpose stadiums?	Due to repeat visitors including season ticket holders, Noll (1989) asserts that only 10-20 percent of annual sports event attendees represent actual individuals. Groothuis, Johnson and Whitehead (2002) conducted contingent valuation method studies and found that public taxpayers did not value a sports team as much as it cost them to provide a facility. The literature indicates that facilities provide a benefit to a small part of the taxpaying public, teams and owners.	This research examines the use diversity of facilities with a major league sports team tenant by type and tenancy. It can be assumed that a diversity of non-sports events and civic uses can be viewed as a community asset. Using Noll's theory, event diversity could greatly increase the number of individuals who utilize the facility. This increase could also be used to attract more potential customers to surrounding businesses.
Are the economic characteristics (i.e. economic leakage, capital costs) and community asset (diversity of use and civic utilization) of multipurpose arenas affected by whether their primary tenant is a major league or minor league professional sports team?	Little literature exists that examines multipurpose arenas with a minor league sports team primary tenant. Some academics, such as Rosentraub, appear to accept conclusions made for facilities with major league sports team tenants as applicable to those with minor league sports team tenancy (Wirtz 2001).	This study looks at the economic and uses diversity of multipurpose arenas with a minor league sports team primary tenant and compares the data to facilities with a major league sports team tenant to demonstrate the differences. This dissertation argues for tenant specific research to be conducted in future academic studies.

CHAPTER FOUR

METHODS AND DATA COLLECTION

This dissertation examines whether economic characteristics, diversity of use and potential value to the community of single purpose stadiums and multipurpose arenas varies by type and tenancy and should be not be homogeneously considered in the literature. It is directed toward determining if a need exists for more detailed analyses of economic impact and community value based on facility types (e.g., multipurpose arenas and single purpose stadiums) and primary tenancy (e.g., major league or minor league professional sports team).

Arguments for or against the commonly held opinion that public funding of facilities with professional sports team tenants is an inefficient investment must begin by establishing if differences exist in the aforementioned types and tenancy.

As pointed out in the review in Chapter Three, the majority of literature argues against public subsidies for professional sports. The decision on whether to invest limited taxpayer funds into any major development project deserves informed scrutiny. Limitations of the literature include the predominant focus on facilities with major league sports team tenants without distinction as to type (single purpose stadium or multipurpose arena) and relies most often on regional economic factors subject to numerous external variables that can affect

economic impact studies (Baade and Dye, 1990; Baade, 1996; Coates and Humphrey, 1999; Baade, Baumann and Matheson, 2008; et. al.).

This research, however, concentrates on examining the differences between facility types and tenancy. The reliance is on quantifiable facility specific factors and measurements and excludes most external regional economic data.

Data Collection

Data for publicly owned facilities used for major league sports and multipurpose arenas with a minor league primary tenant was collected from a variety of sources. Collected data was entered into individual data sheets for each facility (Appendix A).

Facility costs and the maximum number of seats in a facility were obtained from the National Sports Law Institute of Marquette University (NSLI), facility websites or in a conversation with facility management. Costs were expressed in 2008 dollars utilizing the Engineering News Records Construction Cost Index (Table 5.5).

Major league team salary information was obtained from the USA Today salary data base. Average non-premium ticket prices are retrieved from Team Marketing Report (TMR) and regular season attendance information is collected from reports by ESPN.com.

Single purpose stadiums are typically dominated by the professional sports team tenant home game schedule. Events were added to the sports totals in those facilities that have other sports tenants such as college football teams.

A review of publicly owned single purpose stadiums with National Football League or Major League Baseball tenants suggests that non-team activities are rare and event assumptions were made. Concerts, family events and civic events are held on occasion. There are many reasons for the lack of event diversity, including the cost of conversion for other uses (Long, 2002), climatic uncertainty, field maintenance issues and the availability of economically feasible entertainment acts.

Civic or community events are often done in conjunction with the primary tenant team such as fan day or players' wives charity events. Assumptions have been made and applied to all venues

Initially, publicly owned multipurpose arena managers were asked to participate in an online survey requesting 2008 event information including attendance, total ticket sales, gross concession sales and novelty revenues as well as the net revenues for those items to the facility. Total payroll was also requested for the year. This request, after several follow up contacts, rendered very limited data.

In speaking with arena managers it became apparent that much of the requested information was considered property of the tenant team or promoter by virtue of a lease or an event rental agreement. Varying levels of information was obtained from different arenas. Given the inability to collect comprehensive data

directly from most management companies, another request was made for 2008 event lists with attendance if available. A data base of 2008 event information was obtained from Venues Today, a trade publication that collects non-sports event information including attendance, gross ticket sales, venue size and promoters. While some events do not report their data, cross checking arena provided event lists with the Venues Today data base indicates that non-reporting of events is rare. Missing attendance data was obtained from local and national media reports when available.

Only actual 2008 event data submitted by the facility managers is used for the comparative analysis of civic use between publicly owned multipurpose arenas with major and minor league sports team tenancy. Multipurpose arena managers from 7 of the 31 with major league sports team tenants and 29 from the 71 facilities with minor league sports team primary tenants provided complete event data for 2008. For civic/community events at nonresponsive arenas, the median number of events from responsive facilities is assumed and used for diversity factor calculations. The reasoning for this assumption is described in the following section.

Minor league salary information for minor league baseball was difficult to obtain due to contracts with their major league team affiliates. It was found that the structure of minor league baseball and the relationship with Major League Baseball created numerous comparison difficulties and therefore minor league baseball was not included in the analysis.

Salary data for other minor league sports was gathered from league agreements. These agreements are detailed in Appendix B.

Methodology

This analysis utilizes a mixed methods approach. According to Cresswell (2002, 2003), mixed methods structures using both quantitative and qualitative collection and analyses are popular and legitimate methods of research. Further, Cresswell and Plano Clark assert that “the use of quantitative and qualitative approaches in combination provides a better understanding of research problems than either approach alone” (2007, 5).

Quantitative analyses are conducted using pooled 2008 data for publicly owned facilities with professional sports team tenants. The data is collected for a cross-sectional economic characteristic (i.e., economic leakage and facility capital cost) and community asset (diversity of use and civic utilization) comparative analyses. Economic characteristic and community asset factors are examined and compared by facility type and tenancy. Findings are applied to the study questions.

In addition, case studies are conducted on two publicly owned multipurpose arenas in a qualitative analysis approach. The cases are selected to explore the motivation behind public investments into facilities and how differences in tenancy, major or minor league professional sports, can affect the relationship between teams and the public owners, specifically the negotiating leverage owners may hold. The diversity of use and civic utilization are also

examined in the context of minor versus major league professional sports as a primary tenant.

Studies of Jobing.com Arena in Glendale, Arizona with a major league hockey team tenant and Sovereign Bank Arena in Trenton, New Jersey with a minor league hockey team tenant are conducted to obtain qualitative evidence to augment, expand upon or provide alternate explanations for quantitative findings.

Missing Data

As previously noted, event information for sports, concerts and family events was readily available from facility managers or industry sources. Civic and community event data was only obtained from the facility managers who agreed to provide full event information. Missing data due to disinterest within the study population is not unusual and there is no agreed upon or acceptable minimum percentage of responses (Fowler, 1993). Certainly, confidence in an analysis is higher with more complete data available. For the 102 multipurpose arenas evaluated for event diversity, 16 percent of the data for that analysis was missing, all in one of the four event categories. More specifically, of the 408 event data requests, 66 were not available or not provided. It has been recommended that missing data rates from 5-15 percent should be handled with either case deletion or some type of data imputation (Acuna and Rodriguez, 2004).

For purposes of this study, three methods for the treatment of missing data were evaluated. Case deletion or complete case analysis was initially

examined. By deleting all cases with incomplete data, missing data is not imputed. Although the response levels for civic/community events were less than desirable, all other event data for the study population was complete. Utilizing only a case deletion methodology in light of the significant event data available seemed overreaching.

Simplistic methods for imputation of missing data are Mean Imputation and Median Imputation. Mean Imputation is one of the most frequently utilized imputation methods, but in cases where outliers can significantly affect the mean (as is present in this study population), median imputation may be used (Acuna and Rodriguez, 2004).

Adding to the confidence in the accuracy of a median or mean imputation based on the sample is whether the data is MCAR, or Missing Completely At Random, and not affected by other variables (Haukoos and Newgard, 2007). A correlation analysis was performed to determine whether the reported data for civic/community events was influenced by either of two variables, facility size or facility cost.

Table 4.1

Correlation Coefficient		
Multipurpose Arenas	Major League Tenant	Minor League Tenant
Arena Size (Number of Seats)	-0.1348	-0.099116
Arena Cost (2008 Dollars)	-0.04769	-0.25944

As evidenced in the correlation coefficients, the number of civic/community events could not be predicted based on multipurpose arena size or cost. Therefore, it can be assumed that the data was missing completely at random and a median imputation method was used.

Research Questions and Methodology

Research Question One

What are the differences in economic characteristics (i.e., economic leakage, facility cost per seat, etc.) between publicly owned single purpose stadiums and publicly owned multipurpose arenas with a major league sports team tenant and does the literature recognize these differences?

As of 2008, there were 77 publicly owned facilities fitting one of those categories. A comprehensive economic review of publicly owned single purpose stadiums and publicly owned multipurpose arenas is challenging in many aspects, particularly in facilities with a major league sports team as both the primary and managing tenant.

A survey of all publicly owned facilities revealed a variety of lease structures with the commonality of undisclosed revenue and expense line items. Unless required to provide financial data to the public owner for purposes of revenue or expense sharing, team tenants often treat much of their operational

information as proprietary, requiring scholars to make numerous generalized assumptions.

In this analysis, data from each facility has been collected and assumptions have been made. In an attempt to avoid external economic variables, regional economic data was not utilized in the analyses.

Two areas are examined:

1. Potential *economic leakage* attributed to 2008 primary tenant player salaries, funded by local spending through 2008 professional sports event ticket sales, but spent elsewhere.
2. A comparison of the *event seat public capital cost* calculated with the reported initial public facility cost per seat (expressed in 2008 dollars) divided by the number of 2008 events held at the venue.

Rosentraub's (1999) assertion is that as much as half of players' salaries may leak from the area and be spent elsewhere. For all publicly owned single purpose stadiums and multipurpose arenas in the study population anchored by a major league sports team tenant, potential economic leakage will be calculated and compared utilizing reported non-premium ticket sales and reported player salaries. Non-premium ticket sales and professional sports salaries represent a very basic income and expense analysis and, in the literature, are pointed out as a source of potential economic leakage.

2008 reported major league sports team home non-premium ticket sales are used to represent local sports entertainment spending. 2008 reported team

player salaries serve to illustrate potential economic leakage from the area.

While leagues may mandate that visiting teams share in local ticket revenue, the agreements are reciprocal and it will be assumed that it is a zero sum game.

Utilizing Rosentraub's theory, annual ticket sales (local spending) exceeding 50 percent of annual professional sports salaries could be considered as potential leakage from the local economy.

The largest revenue variable for professional sports leagues is game broadcast revenue. Major League Baseball and the National League Hockey have substantial television¹³ and radio contracts, but media reports indicate that National Football League broadcast agreements are much more lucrative followed by National Basketball Association contracts.

Broadcast contracts, advertising within the facility and sponsorships play a large, but varying role in the teams' revenue streams and are directed, in part, toward players' salaries. Given the national appeal of major league sports, and for purposes of this analysis, these revenue sources are not considered local in origin or as potential leakage from the local economy.

Arguments are made that consideration as a "major league city" brings both direct and indirect economic benefits. The number of events held at a facility is also important to local business interests that depend upon the drawing of potential customers to the immediate area. Gross numbers of event attendees

¹³ An Associated Press story posted on ESPN.com and updated January 22, 2008 reported that the NHL would receive \$72.5 million to broadcast games in 2008. Compensation from other networks and local broadcasting was not available. A June 28, 2007 report in the Los Angeles Times by Chmielewski and Johnson reported ABC and cable networks ESPN and TNT agreed to a contract that would pay an average of \$930 million a year, not including local broadcast revenues.

within close proximity of business interests can provide a significant base of potential clientele. However, all businesses have single day occupancy maximums and service provision capacities. Calculating the feasibility of restaurant, nightclub and retail investment in the neighborhoods surrounding single purpose stadiums and/or multipurpose arenas would require not only determining the number of attendees at each event, but perhaps even more importantly, the number of event days. Darkened facilities, often surrounded by a sea of empty surface parking could have a detrimental effect on the local business environment.

Given the importance of event frequency, it follows that a comparison be conducted to examine the relative cost to provide a venue for those events. The seat cost per event is calculated by dividing the publicly funded per seat cost expressed in 2008 dollars by the 2008 event usage for each venue. This calculation is for comparison purposes only. The annual amortization cost or useful life of facilities has not been determined or assumed. Represented publicly funded seat cost per event is based on the adjusted cost of a facility if constructed and paid for in 2008. Typically, facilities are financed over a thirty year term or longer.

$$\frac{(\text{Initial Public Capital Cost in 2008 Dollars})}{(\text{Annual Number of Events in 2008})} \div \frac{(\text{Maximum Number of Venue Seats})}{(\text{Maximum Number of Venue Seats})} = \text{Event Cost per Seat}$$

Research Question 2

Do publicly owned multipurpose arenas with a major league sports team tenant serve as community assets by providing a venue for a diversity of events and as a gathering place for civic and community events as compared to single purpose stadiums with a major league sports team tenant?

To answer this question, two factors from 2008 are identified and compared:

1. The diversity of use for each type facility with a major league sports team tenant.
2. The civic and community use of each type facility.

Although fans of a major league team may consider the “cathedral” in which they play as an asset for the community, non-fans may not share the view. Noll (1989) asserts that only 10 to 20 percent of annual sports event attendees represent actual individuals. To widen the appeal of the facility and be considered an asset to a broader community, event diversity is a key factor.

Event data is collected for single purpose stadiums and multipurpose arenas with a major league sports team tenancy from a variety of industry sources as well as from a survey of all publicly owned multipurpose arenas.

To conduct a comparative analysis of use diversity between publicly owned single purpose stadiums and multipurpose arenas, a simplistic approach is used. A diversity factor is basically the percentage of non-sports events held

at a facility. It is computed by dividing non-sports events by the total number of events. The higher the factor, then the higher the non-sports usage.

$$(Non-sports\ Events) / (Total\ Number\ of\ Events) = Diversity\ Factor$$

It might be assumed that different sports activities at a facility are a type of event diversity, but this calculation conservatively combines all tenant sports into one category, regardless of professional or amateur status or type of sport. However, local high school sports are categorized as civic/community events due to the local interest and community gathering.

Events classified as sports include tenant teams, both professional and college. Exhibition contests, such as Olympic gymnastic demonstrations, are typically categorized in the family category if they are an opportunity for attendees to enjoy an event they would not easily be able to experience otherwise.

Family shows are a wide and also diverse category. Various types of entertainment events for all ages are included, although not all shows are appropriate for all ages. These performances include, but are not limited to, comedians, both musical and non-musical children's shows, non-competitive ice shows, dance performances, and circuses.

The Civic and Community category is somewhat subjective. The classification is based on the target audience and how that audience might interact at the event. High school sports afford an opportunity for members of the

community to support their young athletes. Trade shows become gathering places for like-minded people to gather and interact. Of course, charity fundraisers, religious assemblies and political events are community gathering opportunities as well.

One of the most popular civic uses of multipurpose arenas is the high school and college commencement ceremony. The ticket demand for the friends and relatives of graduates can be great and this demand is typically not an issue for graduation ceremonies held outdoors. However, when adverse weather conditions are a possibility, commencements are forced into small assembly halls or theaters with a great reduction in the number of tickets available.

Multipurpose arenas have become staples in the community for this type of event, providing ample seating for all, rain or shine.

Unlike concert and family show information, civic and community events are sometimes, but not always reported to trade publications. For facilities that did not release event data, the median number of civic and community events from reporting venues is utilized and used for diversity determination.

This comparative analysis uses the calculated diversity factors and both the reported and median number of community/civic events for single purpose stadiums and multipurpose arenas with major league sports tenants to examine the use differences between the two types of facilities.

Research Question 3

Are the economic characteristics, diversity of use and civic utilization of multipurpose arenas affected by whether their primary tenant is a major league or minor league professional sports team?

With the exception of stadiums with minor league baseball tenants, literature on facilities with minor league sports primary tenants is nonexistent. Are the economic characteristics, diversity of use and civic/community utilization of publicly owned multipurpose arenas and publicly owned single purpose stadiums affected by whether the primary tenant is a major league or a minor league professional sports team?

In addition to comparisons made between single purpose stadiums and multipurpose arenas with a major league professional sports team tenant, facilities with minor league professional sports team tenants are evaluated. A comparative analysis of economic characteristics, use diversity and civic utilization is conducted between facilities with major league and those with minor league professional sports tenancy. As evidenced in Table 1.3, significant differences exist in both economic and use characteristics between facilities with major league tenants and those with minor league sports tenancy.

To select a study population, a review of single purpose stadiums with minor league tenancy is conducted and relevance for this study determined. Organized minor league football is virtually non-existent. Although numerous “semi-professional” football leagues have existed for short periods of time, these

teams typically played at existing high school or small college fields. With the exception of localized semi-pro leagues, there is no organized minor league football and no single purpose stadiums developed for a minor league football team as the primary tenant. Therefore, football does not provide a comparison opportunity.

Due to the unique relationship between minor league baseball teams and their major league team affiliate (Chart 1.1), the use and economics of single purpose stadiums with minor league baseball tenants are skewed by external influences, often beyond the control of team and stadium owners. While minor league baseball is a well established and expansive industry, the league structure creates comparison issues. Minor league baseball teams are inextricably tied to, and in many cases largely controlled by, Major League Baseball (MLB) (Chart 1.1). Each MLB team is limited to one affiliated minor league franchise at each skill level (e.g. AAA, AA, and A), thus creating a supply and demand value dynamic. MLB also controls minimum standards for stadium amenities and seating through the Professional Baseball Agreement, potentially adding fiscal pressure on public owners to comply. These challenges and others call for additional study and individual analysis.

Multipurpose arenas with minor league sports tenancy, however, are candidates for a comparative analysis with their major league tenant counterparts. Similar in design and use, the dramatic differences in the economics of and control by the primary sports team tenant provides an excellent opportunity for comparison.

The following factors are considered:

1. Economic Characteristics

- a. *Economic leakage* attributed to 2008 primary tenant player salaries compared to 2008 non-premium sports ticket sales.
- b. An *event seat public capital cost* analysis calculated using the number of events held in 2008 and the reported initial public cost per seat (expressed in 2008 dollars) at the venue.

2. *Use Diversity*

3. *Civic/Community Use*

Using the same methodology as previously utilized for comparison of facilities with major league tenants, a comparison of ticket sale revenue to player salaries ratio for publicly owned multipurpose arenas with a minor league sports team as the primary tenant to facilities with major league sports tenancy to examine economic leakage. Rosentraub's theory that up to 50 percent of player salaries leak from the local economy is then applied (1999). Average ticket prices for minor league sports were determined by surveying the mid-range prices as listed on team and arena website. Game attendance is available from sport specific bloggers and verified with a sampling of team records.

While team owners and players clearly benefit from public facility subsidies, the level to which they benefit is dramatically different. Average and median salaries for the four primary major leagues, the NHL, the NBA, MLB and

the NFL are exponentially higher than those of their minor league counterparts.¹⁴

While major league affiliated minor league systems such as Minor League Baseball, the NBA Developmental League and the American Hockey League have players in development that are under major league contract with higher salaries, most players in minor league sports earn lower salaries than the area median incomes of the communities in which they play.¹⁵

With a very small number of exceptions such as the Womens National Basketball Association (WNBA) team, indoor football leagues and the National Indoor Soccer League (NISL), minor league hockey teams serve as primary tenants for publicly owned multipurpose arenas without a major league sports tenant. Sports and non-sports event data for 71 publicly owned facilities with minor league primary tenants was collected from many of the same sources as previously used for facilities with major league tenants.

Event and initial public capital investment data for publicly owned multipurpose arenas with minor league sports teams as the primary tenant is collected in the same manner as that of multipurpose arenas with major league team tenants. Event seat costs are calculated and compared utilizing the same methods as those used previously in comparing single purpose stadiums and multipurpose arenas with major league sports team tenants.

¹⁴ Major league median team salaries are available from USA Today's salary data base sortable by season

¹⁵ Minor league salaries are based on individual league collective bargaining agreements sometimes including housing as described later in this chapter.

Diversity of use for publicly owned multipurpose arenas with minor league sports tenancy is determined in the same manner as previously done with major league tenant facilities. A comparison is made to assess differences in the diversity of use by tenancy.

The number and type of events held annually at publicly owned multipurpose arenas with a minor league sports primary tenant would also be important to local business leaders. Their support of public investment in a facility may be based on potential customers being drawn into the surrounding business district.

Arguments against public subsidies of facilities with sports team tenants may be mitigated somewhat by significant civic use. A comparison of use for civic/community events at multipurpose arenas with major league teams tenants and those with minor league teams as the lead tenant is conducted to determine whether the latter, through civic use, may become a more integrated part of the community.

As governing bodies consider funding facilities, they are primarily guided by literature that does not examine all types of sports tenancy. Given the continued public investment into single purpose stadiums and multipurpose arenas, the influence academics have on the process is somewhat suspect. With no viable minor league tenant facility comparison available for single purpose stadiums with major league sports tenancy, the following comparative

analysis is conducted between publicly owned multipurpose arenas with major league sports team tenants and those with minor league sports tenancy.

Research Limitations

Limitations in the research are created by various conditions. The public-private relationship between public owned facilities and privately owned tenants results in an uneven ability to collect facility data. Dependent upon the management contract and/or professional sports lease agreement, event information may, to some extent, be considered proprietary and not subject to open public records requests. Recognizing those limitations, this research limits data collection to that which is unaffected by outside fluctuations in the regional economy and publicly available from all facilities.

Quantitative limitations include a cross sectional comparative analysis of only one year of operation. The intent of this study was to demonstrate a need to perform more detailed, facility and tenant specific research. Future studies with specific parameters should include annual data from multiple years to avoid single year event anomalies.

The research is also limited in the qualitative analysis by selecting only two facilities for case studies. The selection of one publicly owned multipurpose arena with a minor league tenant and one with a major league tenant is a small

sampling of the 102 multipurpose arenas in the study population. However, both were constructed within ten years of the study data collection and both have experienced tenant challenges. Jobing.com arena struggled to retain their NHL team for which the arena was constructed. The Sovereign Bank Arena has not been threatened with the loss of their ECHL minor league hockey team, but has lost a minor league basketball team and an indoor arena football team. The potential or reality of losing tenant sports teams increases the need for a diversity of events for the survival of the facility.

With a variety of financing structures and public owner control, future case studies of other facilities should be conducted.

Table 4.2 – Methodology

Research Question	Factors	Limitations
What are the differences in economic characteristics (i.e. economic leakage, facility cost, etc.) between publicly owned single purpose stadiums and publicly owned multipurpose arenas with a major league sports team tenant and does the literature recognize these differences?	<p>Economic leakage determination utilizes median professional sports salaries and ticket sales. Leakage theories were applied.</p> <p>Event cost per seat uses reported construction costs in 2008 dollars, reported maximum seating and number of events held in 2008.</p>	<p>Various revenue sources are not considered including concessions and advertising. Non-professional sports spending is also not considered.</p>
Do publicly owned multipurpose arenas serve more as community assets by providing a venue for a diversity of events (e.g. concerts, family shows, etc) and as a gathering place for civic and community events than single purpose stadiums?	<p>2008 events are collected from facility managers, trade publications and local media. Events are categorized and diversity is determined. Civic and community event usage is determined and compared.</p>	<p>Civic and community events are not always reported to trade publications. Assumptions are made for non-reporting facilities based on those reported. Stadium events are conservatively assumed.</p> <p>Events for only one year were collected and compared.</p>
Are the economic characteristics, diversity of use and civic utilization of multipurpose arenas affected by whether their primary tenant is a major league or minor league professional sports team?	<p>Economic leakage determination utilizes median professional sports salaries and leakage theories are applied.</p> <p>Event cost per seat uses reported construction costs in 2008 dollars, reported maximum seating and number of events held in 2008.</p> <p>2008 events are collected from facility managers, trade publications and local media. Events are categorized and diversity is determined. Civic and community event usage is determined and compared.</p>	<p>Various revenue sources are not considered including concessions and advertising. Non-professional sports spending is also not considered.</p> <p>Civic and community events are not always reported to trade publications. Assumptions are made for non-reporting facilities based on those reported.</p> <p>Events for only one year were collected and compared.</p>

CHAPTER FIVE

DATA AND FINDINGS

Research Question One

To ascertain the economic characteristic differences between publicly owned single purpose stadiums and publicly owned multipurpose arenas with at least one team tenant from one of the four major leagues two factors are utilized:

- A. *Economic leakage* attributed to 2008 primary tenant player salaries.
- B. *A publicly funded event capital cost per seat* comparison.

Economic Leakage

As previously described, Rosentraub's theory is that up to 50 percent of a professional athlete's salary may be spent elsewhere and thus leak from the local economy (1999). Using Rosentraub's assumption, any amount of local spending exceeding 50 percent of player salaries is potentially economic leakage. Non-premium ticket sales are used as a proxy for local spending and reported team median salaries as potential leakage from the local economy.

Major League Baseball has the most potential for local spending (non-premium ticket sales) to leak from the local economy with a median of 64.37 percent of ticket sales applied to player salaries. In fact, three teams playing in publicly owned facilities, the Philadelphia Phillies, New York Mets and Washington Nationals report ticket sales exceeding players' salaries (Table 5.2). National Hockey League operations follow with a median of 58.96 percent of

ticket purchases in publicly owned multipurpose arenas utilized for player compensation (Table 5.3).

Perhaps surprisingly, the National Football League with highest player payroll and by far the fewest games of the four major leagues also relies the least (31.62 percent) on ticket sales for salaries in publicly owned single purpose stadiums (Table 5.1). The National Basketball Association also raises less than 50 percent (37.85%) of the total players' salaries through ticket sales in publicly owned facilities (Table 5.4).

To be fair, Rosentraub's assertion is not that 50 percent of professional player salaries are subject to leaking from the local economy, but as much as 50 percent. Only salaries in two of the four major leagues exceed 50 percent of non-premium ticket sale and not substantially.

As previously discussed, national media broadcast agreements provide significant major league team revenues. A league's ability to secure significant sources of revenues from outside the region, rather than the facility type itself, appears to be the determining factor in potential economic leakage.

Table 5.1
NFL Salary - Ticket Sale Ratio

Publicly Owned Single Purpose Stadium	NFL Team	Home Games	Total 2008 Regular Season Attendance (1)	Average Ticket Price (2)	Ticket Sales Based on Attendance	Total Players Salaries (3)	Ticket Sales As % of Salary
Invesco Field at Mile High	Denver Broncos	8	600,928 (4)	\$76.75	\$46,121,224	\$95,599,778	48.24%
Candelstick Park	San Francisco 49ers	8	557,856 (4)	\$70.55	\$39,356,741	\$118,766,239	33.14%
Giant Stadium	New York Giants	8	632,554	\$88.06	\$55,702,705	\$115,816,180	48.10%
Giant Stadium	New York Jets	8	627,858	\$86.99	\$54,617,367	\$116,910,097	46.72%
Arrowhead Stadium	Kansas City Chiefs	8	592,622	\$80.69	\$47,818,669	\$84,000,016	56.93%
Browns Stadium	Cleveland Browns	8	582,230	\$54.51	\$31,737,357	\$131,916,300	24.06%
M&T Stadium	Baltimore Ravens	8	570,152	\$77.20	\$44,015,734	\$90,713,965	48.52%
Lambeau Field	Green Bay Packers	8	565,460	\$63.39	\$35,844,509	\$94,018,300	38.13%
Reliant Stadium	Houston Texans	8	563,364	\$66.69	\$37,570,745	\$108,445,418	34.64%
Lincoln Financial Field	Philadelphia Eagles	8	553,152	\$69.00	\$38,167,488	\$109,557,398	34.84%
M&T Stadium	Tennessee Titans	8	553,144	\$58.55	\$32,386,581	\$126,017,443	25.70%
Qualcomm Stadium	San Diego Chargers	8	545,107	\$81.39	\$44,366,259	\$111,813,340	39.68%
Qwest Field	Seattle Seahawks	8	543,965	\$61.25	\$33,317,856	\$102,985,710	32.35%
Lucas Oil Stadium	Indianapolis Colts	8	531,026	\$81.13	\$43,082,139	\$93,373,915	46.14%
Jacksonville Municipal	Jacksonville Jaguars	8	521,338	\$55.30	\$28,829,991	\$122,109,207	23.61%
Paul Brown Stadium	Cincinnati Bengals	8	516,663	\$69.85	\$36,088,911	\$109,727,880	32.89%
Raymond James Stadium	Tampa Bay Buccaneers	8	516,088	\$90.13	\$46,515,011	\$104,329,311	44.58%
Univ. of Phoenix Stadium	Arizona Cardinals	8	512,775	\$65.08	\$33,371,397	\$122,110,110	27.33%
Georgia Dome	Atlanta Falcons	8	512,527	\$63.95	\$32,776,102	\$96,391,525	34.00%
Humphrey Metrodome (5)	Minnesota Vikings	8	506,136	\$73.23	\$37,064,339	\$133,354,045	27.79%
Heinz Field	Pittsburgh Steelers	8	503,125	\$67.47	\$33,945,844	\$128,815,061	26.35%
Ralph Wilson Stadium	Buffalo Bills	8	499,835	\$51.24	\$25,611,545	\$113,364,927	22.59%
Soldier Field	Chicago Bears	8	496,276	\$88.33	\$43,836,059	\$120,065,819	36.51%
Louisiana Superdome	New Orleans Saints	8	490,650	\$62.22	\$30,528,243	\$131,531,820	23.21%
Edward Jones Dome	St. Louis Rams	8	479,843	\$68.28	\$32,763,680	\$116,677,660	28.08%
McAfee Stadium (5)	Oakland Raiders	8	462,800	\$62.23	\$28,800,044	\$152,389,371	18.90%
Ford Field	Detroit Lions	8	435,979	\$66.39	\$28,944,646	\$95,827,117	30.21%
Median			537,496	\$67.47	\$35,844,509	\$113,364,927	31.62%

- (1) ESPN.com
(2) Team Marketing Report Non-premium Seating
(3) USA Today Major League Salary Database
(4) 2008 not available - 2009 data is used
(5) Used for MLB and NFL games

Table 5.2
MLB Salary - Ticket Sale Ratio

Publicly Owned Single Purpose Stadium	MLB Team	Home Games	Total 2008 Regular Season Attendance (1)	Average Ticket Price (2)	Ticket Sales Based on Attendance	Total Players Salaries (3)	Ticket Sales As % of Salary
Shea Stadium	New York Mets	81	4,144,365	\$36.99	\$153,300,061	\$137,793,376	111.25%
Citizens Bank Park	Philadelphia Phillies	81	3,422,583	\$31.10	\$106,442,331	\$98,269,880	108.32%
Angels Park	LA Angels	81	3,336,744	\$20.05	\$66,901,717	\$119,216,333	56.12%
Comerica Park	Detroit Tigers	81	3,202,645	\$27.38	\$87,688,420	\$137,685,196	63.69%
Miller Park	Milwaukee Brewers	81	3,068,458	\$20.98	\$64,376,249	\$80,937,499	79.54%
Minute Maid Park	Houston Astros	81	2,814,021	\$28.73	\$80,846,823	\$88,930,414	90.91%
Coors Field	Colorado Rockies	81	2,683,287	\$19.50	\$52,324,097	\$68,655,500	76.21%
Turner Field	Atlanta Braves	81	2,532,834	\$17.05	\$43,184,820	\$102,365,683	42.19%
Chase Park	Arizona Diamondbacks	81	2,509,924	\$14.31	\$35,917,012	\$66,202,712	54.25%
US Cellular Park	Chicago White Sox	81	2,501,103	\$32.28	\$80,735,605	\$121,189,332	66.62%
Petco Park	San Diego Padres	81	2,427,535	\$20.01	\$48,574,975	\$73,677,616	65.93%
Safeco Field	Seattle Mariners	81	2,329,702	\$25.53	\$59,477,292	\$117,666,482	50.55%
Nationals Park	Washington Nationals	81	2,320,400	\$30.63	\$71,073,852	\$54,961,000	129.32%
Humphrey Metrodome (4)	Minnesota Twins	81	2,302,431	\$21.70	\$49,962,753	\$56,932,766	87.76%
Progressive Field	Cleveland Indians	81	2,169,760	\$22.12	\$47,995,091	\$78,970,066	60.78%
Great American Ballpark	Cincinnati Reds	81	2,058,632	\$19.19	\$39,505,148	\$74,117,695	53.30%
Rangers Park	Texas Rangers	81	1,945,677	\$19.41	\$37,765,591	\$67,712,326	55.77%
Tropicana Field	Tampa Bay Rays	81	1,780,791	\$18.35	\$32,677,515	\$43,820,597	74.57%
McAfee Stadium (4)	Oakland Athletics	81	1,665,256	\$24.31	\$40,482,373	\$47,967,126	84.40%
PNC Park	Pittsburgh Pirates	81	1,609,076	\$15.39	\$24,763,680	\$48,689,783	50.86%
Kaufmann Field	Kansas City Royals	81	1,578,922	\$19.38	\$30,599,508	\$58,245,500	52.54%
Camden Yard	Baltimore Orioles	81	505,143	\$23.42	\$11,830,449	\$122,110,110	9.69%
Median			2,378,619	\$21.34	\$49,268,864	\$76,543,881	64.37%

- (1) ESPN.com
(2) Team Marketing Report Non-premium Seating
(3) USA Today Major League Salary Database
(4) Used for MLB and NFL games

Table 5.3
NHL Salary - Ticket Sale Ratio

Publicly Owned Multipurpose Arena	Team	Home Games	Total 2008-09 Regular Season Attendance (1)	Average Ticket Price (2)	Ticket Sales Based on Attendance	Total Players Salaries (3)	Ticket Sales As % of Salary
Joe Louis Arena	Detroit Red Wings	41	814,474	\$46.60	\$37,954,488	\$56,400,000	67.30%
Philips Arena	Atlanta Thrashers	41	599,673	\$48.51	\$29,090,137	\$34,262,500	84.90%
Xcel Energy Arena	Minnesota Wild	41	761,288	\$61.28	\$46,651,729	\$52,861,000	88.25%
Scottrade Arena	St. Louis Blues	41	760,732	\$29.94	\$22,776,316	\$45,483,333	50.08%
HSBC Arena	Buffalo Sabres	41	759,798	\$36.43	\$27,679,441	\$52,225,700	53.00%
Verizon Center	Washington Capitals	41	741,992	\$41.66	\$30,911,387	\$58,522,500	52.82%
HP Pavilion	San Jose Sharks	41	717,023	\$43.07	\$30,882,181	\$55,811,667	55.33%
Honda Center	Anaheim Ducks	41	696,629	\$43.50	\$30,303,362	\$49,838,000	60.80%
Mellon Center	Pittsburgh Penguins	41	695,997	\$51.45	\$35,809,046	\$56,589,460	63.28%
RBC Center	Carolina Hurricanes	41	679,488	\$38.38	\$26,078,749	\$49,075,000	53.14%
Prudential Arena	NJ Devils	41	647,397	\$57.15	\$36,998,739	\$55,654,200	66.48%
Bank Atlantic Center	Florida Panthers	41	640,496	\$52.61	\$33,696,495	\$51,392,500	65.57%
Sommet Center	Nashville Predators	41	615,439	\$47.22	\$29,061,030	\$44,155,000	65.82%
Jobing.com Arena	Phoenix Coyotes	41	609,907	\$37.45	\$22,841,017	\$39,102,500	58.41%
Nassau Arena	NY Islanders	41	564,697	\$48.84	\$27,579,801	\$33,267,500	82.90%
Median			695,997	\$46.60	\$30,303,362	\$51,392,500	58.96%

(1) ESPN.com

(2) Team Marketing Report Non-premium Seating

(3) USA Today Major League Salary Database

Table 5.4
NBA Salary - Ticket Sale Ratio

	NBA Team	Home Games	Total 2008-09 Regular Season Attendance (1)	Average Ticket Price (2)	Ticket Sales Based on Attendance	Total Players Salaries (3)	Ticket Sales As % of Salary
Quicken Arena	Cleveland Cavaliers	41	820,439	\$55.95	\$45,903,562	\$90,794,387	50.56%
Joe Louis Arena	Detroit Pistons	41	896,971	\$47.50	\$42,606,123	\$77,046,985	55.30%
Philips Arena	Atlanta Hawks	41	667,518	\$36.13	\$24,117,425	\$70,198,210	34.36%
FedEx Arena	Memphis Grizzlies	41	509,806	\$24.11	\$12,291,423	\$75,819,691	16.21%
US Airways Arena	Phoenix Suns	41	755,302	\$64.16	\$48,460,176	\$75,449,279	64.23%
Amway Center	Orlando Magic	41	698,768	\$40.30	\$28,160,350	\$74,863,198	37.62%
Verizon Center	Washington Wizards	41	681,117	\$29.14	\$19,847,749	\$70,558,149	28.13%
Bradley Center	Milwaukee Bucks	41	630,796	\$47.86	\$30,189,897	\$70,220,238	42.99%
Conseco Field House	Indiana Pacers	41	581,472	\$41.09	\$23,892,684	\$69,623,798	34.32%
Toyota Center	Houston Rockets	41	699,280	\$43.40	\$30,348,752	\$68,761,285	44.14%
AT&T Center	San Antonio Spurs	41	749,048	\$56.37	\$42,223,836	\$68,403,480	61.73%
Times Warner Center	Charlotte Bobcats	41	581,049	\$33.25	\$19,319,879	\$68,004,277	28.41%
New Orleans Arena	New Orleans Hornets	41	695,727	\$25.17	\$17,511,449	\$67,017,804	26.13%
Target Center	Minnesota Timberwolves	41	594,743	\$36.26	\$21,565,381	\$63,527,135	33.95%
Oracle Center	Golden State Warriors	41	620,986	\$39.00	\$24,218,454	\$63,287,110	38.27%
Izod Arena	NJ Nets	41	621,062	\$54.98	\$34,145,989	\$61,983,445	55.09%
Ford Center	Oklahoma City Thunder	41	557,897	\$36.35	\$20,279,556	\$61,534,722	32.96%
American Airlines	Miami Heat	41	729,178	\$58.55	\$42,693,372	\$50,031,123	85.33%
Median			674,318	\$40.70	\$26,189,402	\$69,192,542	37.85%

(1) ESPN.com

(2) Team Marketing Report Non-premium Seating

(3) USA Today Major League Salary Database

Event calculations do not include playoff or exhibition games. NBA and NHL teams often play exhibition games at smaller arenas and to be consistent, none are considered for any of the major leagues. Playoff and championship games can never be assumed.

A survey of facilities and conversations with industry professionals suggests that assuming two concert performance events, one family show and one community event a year for all publicly owned single purpose stadiums is a generous non-sports event assumption. The scheduling of performance events as a business decision is not risk adverse and is dependent upon touring schedules of sufficiently popular performers and tenant team schedules.

Single purpose stadiums with Major League Baseball tenants, with the exception of the two-sport Oakland, California stadium and, until 2009, the Metrodome in Minneapolis, MN, are unanimous in their single team use. Publicly owned single purpose stadiums with an MLB tenant have an 81 game regular season schedule. With a total assumed median number of events at 85 (Table 5.6), teams are the primary users of the facility.

National Football League host stadiums are unique in both their large capacity and long dormant periods. For teams that do not make the league playoffs or those that have no possibility of home field advantage in the post season, eight regular season home games, not counting potential exhibition games, make up the entire annual use of the facility for the major league tenant team. A few stadiums also host college football games, but this seems to be the exception and, in many cases, a temporary situation until a college owned facility

is constructed. With the assumed non-sports use, the median number of events held annually is only 13 (Table 5.5).

The most accurate source of event data for all publicly owned multipurpose arenas is provided by arena management. In lieu of management supplied data, sports event information from 2008 is easily obtained from sports leagues. Concert and larger family show data is also available from trade publications and augmented with information from media outlets. Civic event information, however, is not frequently submitted to third party industry data collection services. Arena managers from 7 of the 31 with major league sports team tenants provided complete event data for 2008. For civic/community events at nonresponsive arenas, the median number of events from responsive facilities is assumed.

Publicly owned multipurpose arenas with a National Hockey League or National Basketball Association tenant are combined in this analysis. The facilities are very similar in capacity and the number of regular season games for each sport is the same. While not so at publicly owned facilities, it is a common practice at privately owned multipurpose arenas to host both NBA and NHL teams when both are located in the same city. This in itself is an indicator of use compatibility for both sports. Major league sports home seasons at multipurpose arenas are 41 games and the median number of events is 95 in 2008 (Table 5.7). Clearly the tenant major league team is not the user of the facility for the majority of event days.

Table 5.5

Single Purpose Stadiums with National Football League Tenants

Publicly Owned Single Purpose Stadium Major League Tenant	City	St	Lead Tenant	Opened/ Renovated	Building Cost (000)	Cost Adj. 2008 (000)	Public Adj. 2008 (000)	Max Seats	Public Adj. Cost per seat	Total Events	Event Public Cost/Seat	Source Appendix A.
Arrowhead Stadium	Kansas City	MO	NFL	1972	\$53,000	\$251,244	\$251,244	81,425	\$3,086	12	\$257.13	103
Browns Stadium	Cleveland	OH	NFL	1999	\$315,000	\$432,027	\$330,500	73,200	\$4,515	12	\$376.25	104
Candlestick Park	San Francisco	CA	NFL	1960	\$24,600	\$248,090	\$248,090	69,732	\$3,558	12	\$296.48	105
Edward Jones Dome	St. Louis	MO	NFL	1995	\$280,000	\$425,297	\$425,297	66,965	\$6,351	12	\$529.25	106
Ford Field	Detroit	MI	NFL	2002	\$430,000	\$546,543	\$196,756	64,500	\$3,050	13	\$234.65	107
Georgia Dome	Atlanta	GA	NFL	1992	\$214,000	\$356,738	\$356,738	71,288	\$5,004	14	\$357.44	108
Giants Stadium	E. Rutherford	NJ	NFL	1976	\$78,000	\$292,896	\$292,896	80,200	\$3,652	20	\$182.60	109
Heinz Field	Pittsburgh	PA	NFL	2001	\$281,000	\$368,140	\$254,017	65,050	\$3,905	19	\$205.52	110
Invesco Field at Mile High	Denver	CO	NFL	2001	\$364,200	\$477,140	\$348,313	76,125	\$4,576	18	\$254.20	111
Jacksonville Municipal	Jacksonville	FL	NFL	1993	\$130,000	\$197,459	\$177,713	67,164	\$2,646	15	\$176.40	112
Lambeau Field	Greenbay	WI	NFL	1957/2003	\$295,000	\$366,216	\$208,743	72,928	\$2,862	12	\$238.53	113
Lincoln Financial Field	Philadelphia	PA	NFL	2003	\$512,000	\$635,802	\$247,885	69,144	\$3,585	19	\$188.69	114
Louisiana Superdome	New Orleans	LA	NFL	1975	\$134,000	\$503,409	\$503,409	76,468	\$6,583	21	\$313.49	115
LP Field	Nashville	TN	NFL	1999	\$292,000	\$400,482	\$400,482	69,143	\$5,792	23	\$251.83	116
Lucas Oil Stadium	Indianapolis	IN	NFL	2008	\$750,000	\$750,000	\$375,000	66,153	\$5,669	13	\$436.05	117
M&T Stadium	Baltimore	MD	NFL	1998	\$229,000	\$321,451	\$279,662	71,008	\$3,938	13	\$302.96	118
Paul Brown Stadium	Cincinnati	OH	NFL	2000	\$453,000	\$605,117	\$538,554	65,790	\$8,186	12	\$682.16	119
Qualcomm Stadium	San Diego	CA	NFL	1967	\$27,000	\$208,911	\$208,911	71,294	\$2,930	21	\$139.54	120
Qwest Field	Seattle	WA	NFL	2002	\$360,000	\$457,571	\$379,784	67,000	\$5,668	12	\$472.37	121
Ralph Wilson Stadium	Buffalo	NY	NFL	1973	\$22,000	\$96,475	\$96,475	73,079	\$1,320	12	\$110.01	122
Raymond James Stadium	Tampa	FL	NFL	1998	\$168,500	\$236,527	\$236,527	65,857	\$3,592	12	\$299.29	123
Reliant Stadium	Houston	TX	NFL	2002	\$352,000	\$447,403	\$326,604	71,500	\$4,568	14	\$326.28	124
Soldier Field	Chicago	IL	NFL	2003	\$660,000	\$819,331	\$507,985	61,500	\$8,260	12	\$688.33	125
Univ. of Phoenix Stadium	Phoenix	AZ	NFL	2006	\$455,000	\$487,814	\$370,739	63,400	\$5,848	13	\$449.82	126
Median						\$412,890	\$309,750	69,438	\$4,227	13	\$325.13	

Table 5.6

Single Purpose Stadiums with Major League Baseball Tenants

Publicly Owned Single Purpose Stadium Major League Tenant	City	St	Lead Tenant	Opened/ Renovated	Building Cost (000)	Cost Adj. 2008 (000)	Public Adj. 2008 (000)	Max Seats	Public Adj. Cost per seat	Total Events	Event Public Cost/Seat	Source Appendix A.
Angel Stadium	Anaheim	CA	MLB	1966	\$24,000	\$195,759	\$195,759	45,050	\$4,345	85	\$51.12	127
Chase Field	Phoenix	AZ	MLB	1998	\$354,000	\$495,868	\$332,232	49,033	\$6,776	85	\$79.71	128
Citizens Bank Park	Philadelphia	PA	MLB	2004	\$346,000	\$404,206	\$202,103	43,647	\$4,630	85	\$54.48	129
Comerica Park	Detroit	MI	MLB	2000	\$361,000	\$482,234	\$154,315	41,000	\$3,764	85	\$44.28	130
Coors Field	Denver	CO	MLB	1995	\$215,000	\$326,549	\$254,708	50,445	\$5,049	85	\$59.40	131
Great American Ballpark	Cincinnati	OH	MLB	2003	\$291,000	\$361,266	\$346,815	42,271	\$8,205	85	\$96.52	132
Humphrey Metrodome	Minneapolis	MN	NFL/MLB	1982	\$68,000	\$147,826	\$137,478	64,120	\$2,144	93	\$23.05	133
Kaufmann Stadium	Kansas City	MO	MLB	1973	\$43,000	\$188,596	\$188,596	39,000	\$4,836	85	\$56.89	134
McAfee Coliseum	Oakland	CA	NFL/MLB	1962/ 1996	\$226,000	\$360,472	\$360,472	63,026	\$5,719	93	\$61.50	135
Miller Park	Milwaukee	WI	MLB	2001	\$414,000	\$542,595	\$406,946	42,271	\$9,627	85	\$113.26	136
Minute Maid Park	Houston	TX	MLB	2000	\$265,000	\$354,000	\$354,000	41,900	\$8,449	85	\$99.40	137
Nationals Park	Washington	DC	MLB	2008	\$611,000	\$611,000	\$611,000	41,546	\$14,707	85	\$173.02	138
Oriole Park	Baltimore	MD	MLB	1992	\$110,000	\$183,394	\$176,058	48,876	\$3,602	85	\$42.38	139
Petco Park	San Diego	CA	MLB	2004	\$285,000	\$332,944	\$189,778	42,445	\$4,471	85	\$52.60	140
PNC Park	Pittsburgh	PA	MLB	2001	\$237,000	\$310,816	\$217,431	38,496	\$5,648	85	\$66.45	141
Progressive Field	Cleveland	OH	MLB	1994	\$175,000	\$269,231	\$129,231	45,199	\$2,859	85	\$33.64	142
Rangers Ballpark	Arlington	TX	MLB	1994	\$191,000	\$293,846	\$208,631	49,170	\$4,243	85	\$49.92	143
Safeco Field	Seattle	WA	MLB	1999	\$517,000	\$709,072	\$467,988	47,860	\$9,778	85	\$115.04	144
Shea Stadium	New York	NY	MLB	1964	\$26,000	\$230,824	\$230,824	57,333	\$4,026	85	\$47.36	145
Tropicana Field	St. Petersburg	FL	MLB	1990	\$138,000	\$242,346	\$242,346	36,048	\$6,723	86	\$78.17	146
Turner Field	Atlanta	GA	MLB	1996	\$235,000	\$347,479	\$347,479	50,000	\$6,950	85	\$81.76	147
U.S. Cellular Field	Chicago	IL	MLB	1991	\$167,000	\$287,026	\$287,026	44,321	\$6,476	85	\$76.19	148
Median						\$329,747	\$236,585	44,686	\$5,349	85	\$62.93	

Table 5.7

Multipurpose Arenas with National Basketball Association or National Hockey League Tenants

Publicly Owned Multipurpose Arena Major League Tenant	City	St	Lead Tenant	Opened/ Renovated	Building Cost (000)	Cost Adj. 2008 (000)	Public Adj. 2008 (000)	Max Seats	Public Adj. Cost per seat	Total Events	Event Public Cost/Seat	Source Appendix A.
American Airlines	Miami	FL	NBA	1999	\$194,000	\$265,780	\$265,780	20,000	\$13,289	69	\$192.59	1
Amway Arena	Orlando	FL	NBA	1989	\$102,000	\$183,600	\$183,600	18,039	\$10,178	103	\$98.82	2
AT&T Center	San Antonio	TX	NBA	2002	\$186,000	\$236,220	\$186,055	18,000	\$10,336	111	\$93.12	3
Bank Atlantic Center	Sunrise	FL	NHL	1998	\$185,000	\$259,000	\$269,000	20,763	\$12,956	87	\$148.92	4
Bradley Center	Milwaukee	WI	NBA	1988	\$90,000	\$165,600	\$0	20,000	\$0	95	\$0.00	5
Conseco Fieldhouse	Indianapolis	IN	NBA	1999	\$183,000	\$205,710	\$107,805	18,500	\$5,827	73	\$79.82	6
FedEx Forum	Memphis	TN	NBA	2004	\$250,000	\$292,000	\$242,360	18,500	\$13,101	80	\$163.76	7
Ford Center	Oklahoma City	OK	NBA	2002	\$85,000	\$108,035	\$108,035	20,817	\$5,190	156	\$33.27	8
Honda Center	Anaheim	CA	NHL	1993	\$123,000	\$196,185	\$196,185	19,400	\$10,113	127	\$79.63	9
HP Pavillion	San Jose	CA	NHL	1993	\$162,500	\$259,188	\$212,534	20,000	\$10,627	128	\$83.02	10
HSBC Arena	Buffalo	NY	NHL	1996	\$127,500	\$188,573	\$82,972	19,426	\$4,271	61	\$70.02	11
Izod Center	E. Rutherford	NJ	NBA	1981	\$85,000	\$199,750	\$199,750	20,000	\$9,988	62	\$161.10	12
Jobing.com Arena	Glendale	AZ	NHL	2003	\$220,000	\$272,800	\$223,696	20,000	\$11,185	65	\$172.08	13
Joe Louis Arena	Detroit	MI	NHL	1979	\$57,000	\$157,719	\$157,719	20,058	\$7,863	78	\$100.81	14
Key Arena	Seattle	WA	NBA	1995	\$74,000	\$112,332	\$112,332	17,456	\$6,435	124	\$51.90	15
Mellon Arena	Pittsburgh	PA	NHL	1962	\$22,000	\$209,638	\$209,638	18,500	\$11,332	53	\$213.81	16
Nassau Coliseum	Long Island	NY	NHL	1972	\$31,000	\$146,940	\$146,940	17,000	\$8,644	67	\$129.01	17
New Orleans Arena	New Orleans	LA	NBA	1999	\$110,000	\$150,810	\$150,810	18,000	\$8,378	53	\$158.08	18
Oracle Arena	Oakland	CA	NBA	1997	\$121,000	\$172,546	\$34,509	19,200	\$1,797	102	\$17.62	19
Prudential Arena	Newark	NJ	NHL	2007	\$375,000	\$391,200	\$219,072	17,500	\$12,518	97	\$129.05	20
Quicken Loans Arena	Cleveland	OH	NBA	1994	\$152,000	\$233,563	\$112,110	20,750	\$5,403	109	\$49.57	21
RBC Center	Raleigh	NC	NHL	1999	\$158,000	\$216,618	\$181,959	20,000	\$9,098	70	\$129.97	22
Scottrade Center	St. Louis	MO	NHL	1994	\$135,000	\$207,441	\$95,423	19,150	\$4,983	124	\$40.19	23
Sommet Center	Nashville	TN	NHL	1996	\$130,000	\$192,270	\$192,270	20,000	\$9,614	60	\$160.23	24
Target Center	Minneapolis	MN	NBA	1990	\$104,000	\$182,624	\$182,624	19,500	\$9,365	183	\$51.17	25
Time Warner Cable	Charlotte	NC	NBA	2005	\$265,000	\$295,740	\$295,740	17,902	\$16,520	91	\$181.54	26
Toyota Center	Houston	TX	NBA	2003	\$202,000	\$250,682	\$250,682	19,000	\$13,194	127	\$103.89	27
US Airways Center	Phoenix	AZ	NBA	1992	\$90,000	\$150,030	\$58,512	18,422	\$3,176	111	\$28.61	28
Verizon Center	Washington	DC	NBA/NHL	1997	\$260,000	\$370,864	\$95,423	20,500	\$4,655	194	\$23.99	29
Xcel Energy Center	St. Paul	MN	NHL	2000	\$130,000	\$173,680	\$128,523	18,500	\$6,947	72	\$96.49	30
Philips Arena	Atlanta	GA	NBA/NHL	1999	\$213,500	\$292,818	\$266,464	18,729	\$14,227	144	\$98.80	31
Median						\$205,710	\$182,624	19,200	\$9,365.00	95	\$98.58	

With included non-sports event assumptions, the median public event seat capital cost for publicly owned stadiums with a major league baseball tenant is \$62.93 (Table 5.6). The median public event seat cost of publicly owned multipurpose arenas with a major league sports team tenant is \$98.58 (Table 5.7). Although the total number of events is somewhat higher for multipurpose arenas, the initial cost per seat is significantly higher, due in large part to the enclosed versus open construction and the heating and environmental mechanicals necessary for climate control (Tables 3.2 and 3.4).

The median per seat public capital cost for single purpose stadiums with an NFL team tenant is the lowest of all publicly owned stadiums (Table 3.3). However, the limited use of these facilities with a median number of total events at 13 drives the public event seat cost to \$325.13 (Table 5.5), more than three times higher than other types of facilities or tenancy.

As will be examined in the diversity analysis, events at multipurpose arenas may draw from a wider audience base, bringing a more diverse clientele to experience the surrounding eating, drinking and shopping opportunities. This exposure could play an important role in the sustainability of the business district during inactivity at the facility.

If one assumes Noll (1989) to be correct in his assumption that only 10 to 20 percent of gross annual attendance numbers for a major league sports team represents individuals, a diversity of events becomes more critical to increasing area business exposure to a wider retail audience.

Research Question 2

To determine whether publicly owned multipurpose arenas with a major league sports team tenant serve more as community assets as compared to single purpose stadiums with a major league sports team tenant, data is collected from all facilities for comparison. The study examines the following:

- A. *Event Diversity* based on the non-sports use of the facility
- B. *Civic and Community Use* at the facility

Event Diversity

Tables 5.8 to 5.10 examine the use diversity of all publicly owned single purpose stadiums and multipurpose arenas with a major league sports tenant. Events data is collected and categorized as sports, concert, family show or civic/community. As described in Chapter Four, the higher the factor, the more non- sports events held at the facility.

The median diversity factor for stadiums with an NFL tenant in 2008 is found to be .31 (Table 5.8). The factor is clearly skewed with a median of only 13 events held at the facilities annually. Stadiums with a MLB tenant have a diversity factor of .05 (Table 5.9); little diversity, but substantial numbers of events with 85. Noll's (1989) claim of actual individual attendance strengthens arguments made against public spending for a facility with limited types of use as in single purpose stadiums with limited public use.

Data collected for publicly owned multipurpose arenas with a major league sports tenant indicate a much greater diversity of use than single purpose

counterparts. With a median diversity factor of .42, median non-sports tenant use is more than two fifths of the total multipurpose arena usage. Non-sports events in 6 of the 31 multipurpose arenas in the study were greater than the total for sports related events (Table 5.10).

Single purpose stadiums typically host one sport with a somewhat limited appeal. The sports category in multipurpose arenas may include an array of sports including major league hockey or basketball as well as minor league hockey, basketball, indoor lacrosse, indoor soccer, arena football, etc., presumably with a wider public appeal.

Community and Civic Events

Community and Civic event data is collected for multipurpose arenas with a major league sports primary tenant and assumptions are made for those events at single purpose stadiums with major league sports team tenants. As shown on Table 5.10, single purpose stadiums are assumed to have a median of one community/civic event in 2008. However, multipurpose arenas with a major league sports team primary tenant reported a much greater median of nine community/civic events for 2008.

Table 5.8
Diversity Table for Publicly Owned Single Purpose Stadiums with National Football League Tenant

<u>Publicly Owned Single Purpose Stadium</u>	<u>City</u>	<u>St</u>	<u>Lead Tenant</u>	<u>Sports</u>	<u>#</u>	<u>Concerts</u>	<u>#</u>	<u>Family</u>	<u>#</u>	<u>Civic</u>	<u>#</u>	<u>Total Events</u>	<u>Diversity Factor</u>
Arrowhead Stadium	Kansas City	MO	NFL	66.67%	8	16.67%	2	8.33%	1	8.33%	1	12	0.333
Browns Stadium	Cleveland	OH	NFL	66.67%	8	16.67%	2	8.33%	1	8.33%	1	12	0.333
Candlestick Park	San Francisco	CA	NFL	66.67%	8	16.67%	2	8.33%	1	8.33%	1	12	0.333
Edward Jones Dome	St. Louis	MO	NFL	66.67%	8	16.67%	2	8.33%	1	8.33%	1	12	0.333
Ford Field	Detroit	MI	NFL	69.23%	9	15.38%	2	7.69%	1	7.69%	1	13	0.308
Georgia Dome	Atlanta	GA	NFL	71.43%	10	14.29%	2	7.14%	1	7.14%	1	14	0.286
Giants Stadium	E.Rutherford	NJ	NFL	80.00%	16	10.00%	2	5.00%	1	5.00%	1	20	0.200
Heinz Field	Pittsburgh	PA	NFL	78.95%	15	10.53%	2	5.26%	1	5.26%	1	19	0.211
Invesco Field	Denver	CO	NFL	77.78%	14	11.11%	2	5.56%	1	5.56%	1	18	0.222
Jacksonville Municipal	Jacksonville	FL	NFL	73.33%	11	13.33%	2	6.67%	1	6.67%	1	15	0.267
Lambeau Field	Green Bay	WI	NFL	66.67%	8	16.67%	2	8.33%	1	8.33%	1	12	0.333
Lincoln Financial Field	Philadelphia	PA	NFL	78.95%	15	10.53%	2	5.26%	1	5.26%	1	19	0.211
Louisiana Superdome	New Orleans	LA	NFL	80.95%	17	9.52%	2	4.76%	1	4.76%	1	21	0.190
LP Field	Nashville	TN	NFL	82.61%	19	8.70%	2	4.35%	1	4.35%	1	23	0.174
Lucas Oil Stadium	Indianapolis	IN	NFL	69.23%	9	15.38%	2	7.69%	1	7.69%	1	13	0.308
M&T Stadium	New Orleans	LA	NFL	69.23%	9	15.38%	2	7.69%	1	7.69%	1	13	0.308
Paul Brown Stadium	Cincinnati	OH	NFL	66.67%	8	16.67%	2	8.33%	1	8.33%	1	12	0.333
Qualcomm Stadium	Cleveland	OH	NFL	80.95%	17	9.52%	2	4.76%	1	4.76%	1	21	0.190
Qwest Field	Seattle	WA	NFL	66.67%	8	16.67%	2	8.33%	1	8.33%	1	12	0.333
Ralph Wilson Stadium	Buffalo	NY	NFL	66.67%	8	16.67%	2	8.33%	1	8.33%	1	12	0.333
Raymond James Stadium	Tampa	FL	NFL	66.67%	8	16.67%	2	8.33%	1	8.33%	1	12	0.333
Reliant Stadium	Houston	TX	NFL	71.43%	10	14.29%	2	7.14%	1	7.14%	1	14	0.286
Soldier Field	Chicago	IL	NFL	66.67%	8	16.67%	2	8.33%	1	8.33%	1	12	0.333
Univ. of Phoenix	Tempe	AZ	NFL	69.23%	9	15.38%	2	7.69%	1	7.69%	1	13	0.308
Median					9		2		1		1	13	0.31

Notes:

Sports event data obtained from facility - Other events data assumed

Table 5.9

Diversity Table for Publicly Owned Single Purpose Stadiums with Major League Baseball Tenant

Publicly Owned Single Purpose Stadium	City	St	Lead Tenant	Sports	#	Concerts	#	Family	#	Civic	#	Total Events	Diversity Factor
Angel Stadium	Anaheim	CA	MLB	95.29%	81	2.35%	2	1.18%	1	1.18%	1	85	0.047
Chase Field	Phoenix	AZ	MLB	95.29%	81	2.35%	2	1.18%	1	1.18%	1	85	0.047
Citizens Bank Park	Philadelphia	PA	MLB	95.29%	81	2.35%	2	1.18%	1	1.18%	1	85	0.047
Comerica Park	Detroit	MI	MLB	95.29%	81	2.35%	2	1.18%	1	1.18%	1	85	0.047
Coors Field	Denver	CO	MLB	95.29%	81	2.35%	2	1.18%	1	1.18%	1	85	0.047
Edward Jones Dome	St. Louis	MO	MLB	95.29%	81	2.35%	2	1.18%	1	1.18%	1	85	0.047
Great American Ballpark	Cincinnati	OH	MLB	95.29%	81	2.35%	2	1.18%	1	1.18%	1	85	0.047
Kaufmann Stadium	Kansas City	MO	MLB	95.29%	81	2.35%	2	1.18%	1	1.18%	1	85	0.047
McAfee Coliseum	Oakland	OK	MLB	95.29%	81	2.35%	2	1.18%	1	1.18%	1	85	0.047
Miller Park	Milwaukee	WI	MLB	95.29%	81	2.35%	2	1.18%	1	1.18%	1	85	0.047
Minute Maid Park	Houston	TX	MLB	95.29%	81	2.35%	2	1.18%	1	1.18%	1	85	0.047
Nationals Park	Washington	DC	MLB	95.29%	81	2.35%	2	1.18%	1	1.18%	1	85	0.047
Oriole Park	Baltimore	MD	MLB	95.29%	81	2.35%	2	1.18%	1	1.18%	1	85	0.047
Petco Park	San Diego	CA	MLB	95.29%	81	2.35%	2	1.18%	1	1.18%	1	85	0.047
PNC Park	Pittsburgh	PA	MLB	95.29%	81	2.35%	2	1.18%	1	1.18%	1	85	0.047
Progressive Field	Cleveland	OH	MLB	95.29%	81	2.35%	2	1.18%	1	1.18%	1	85	0.047
Rangers Ballpark	Arlington	TX	MLB	95.29%	81	2.35%	2	1.18%	1	1.18%	1	85	0.047
Safeco Field	Seattle	WA	MLB	95.29%	81	2.35%	2	1.18%	1	1.18%	1	85	0.047
Shea Stadium	New York	NY	MLB	95.29%	81	2.35%	2	1.18%	1	1.18%	1	85	0.047
Tropicana Field	St. Petersburg	FL	MLB	95.29%	81	2.35%	2	1.18%	1	1.18%	1	85	0.047
Turner Field	Atlanta	GA	MLB	95.29%	81	2.35%	2	1.18%	1	1.18%	1	85	0.047
U.S. Cellular Field	Chicago	IL	MLB	95.29%	81	2.35%	2	1.18%	1	1.18%	1	85	0.047
Median					81		2		1		1	85	0.05

Notes: Abbreviations

Sports event data obtained from facility - Other events data assumed

Table 5.10

Diversity Table for Publicly Owned Multipurpose Arenas with National Hockey League or National Basketball Association Tenant

<u>Arena</u>	<u>City</u>	<u>St</u>	<u>Lead Tenant</u>	<u>Sports</u>	<u>#</u>	<u>Concerts</u>	<u>#</u>	<u>Family</u>	<u>#</u>	<u>Civic</u>	<u>#</u>	<u>Total Events</u>	<u>Diversity Factor</u>	<u>Source Appendix A</u>
American Airlines	Miami	FL	NBA	59.42%	41	26.09%	18	1.45%	1	13.04%	9	69	0.406	1
Amway Arena	Orlando	FL	NBA	53.40%	55	13.59%	14	24.27%	25	8.74%	9	103	0.466	2
AT&T Center	San Antonio	TX	NBA	88.29%	98	3.60%	4	0.00%		8.11%	9	111	0.117	3
Bank Atlantic Center	Sunrise	FL	NHL	47.13%	41	34.48%	30	8.05%	7	10.34%	9	87	0.529	4
Bradley Center	Milwaukee	WI	NBA	85.26%	81	4.21%	4	1.05%	1	9.47%	9	95	0.147	5
Conseco Fieldhouse	Indianapolis	IN	NBA	79.45%	58	6.85%	5	1.37%	1	12.33%	9	73	0.205	6
FedEx Forum	Memphis	TN	NBA	67.50%	54	15.00%	12	6.25%	5	11.25%	9	80	0.325	7
Ford Center	Oklahoma City	OK	NBA	51.92%	81	16.03%	25	28.85%	45	3.21%	5	156	0.481	8
Honda Center	Anaheim	CA	NHL	35.43%	45	18.11%	23	42.52%	54	3.94%	5	127	0.646	9
HP Pavillion	San Jose	CA	NHL	48.44%	62	22.66%	29	21.88%	28	7.03%	9	128	0.516	10
HSBC Arena	Buffalo	NY	NHL	80.33%	49	4.92%	3	0.00%		14.75%	9	61	0.197	11
Izod Center	E.Rutherford	NJ	NBA	66.13%	41	16.13%	10	3.23%	2	14.52%	9	62	0.339	12
Jobing.com Arena	Glendale	AZ	NHL	63.08%	41	20.00%	13	3.08%	2	13.85%	9	65	0.369	13
Joe Louis Arena	Detroit	MI	NHL	52.56%	41	10.26%	8	25.64%	20	11.54%	9	78	0.474	14
Key Arena	Seattle	WA	NBA	70.16%	87	8.87%	11	9.68%	12	11.29%	14	124	0.298	15
Mellon Arena	Pittsburgh	PA	NHL	77.36%	41	5.66%	3	0.00%		16.98%	9	53	0.226	16
Nassau Colliseum	Long Island	NY	NHL	61.19%	41	20.90%	14	4.48%	3	13.43%	9	67	0.388	17
New Orleans Arena	New Orleans	LA	NBA	77.36%	41	5.66%	3	0.00%		16.98%	9	53	0.226	18
Oracle Arena	Oakland	CA	NBA	40.20%	41	17.65%	18	37.25%	38	4.90%	5	102	0.598	19
Prudential Arena	Newark	NJ	NHL	69.07%	67	12.37%	12	9.28%	9	9.28%	9	97	0.309	20
Quicken Loans Arena	Cleveland	OH	NBA	81.65%	89	10.09%	11	0.00%		8.26%	9	109	0.183	21
RBC Center	Raleigh	NC	NHL	77.14%	54	8.57%	6	1.43%	1	12.86%	9	70	0.229	22
Scottrade Center	St. Louis	MO	NHL	41.13%	51	18.55%	23	33.06%	41	7.26%	9	124	0.589	23
Sommet Center	Nashville	TN	NHL	68.33%	41	15.00%	9	1.67%	1	15.00%	9	60	0.317	24
Target Center	Minneapolis	MN	NBA	31.69%	58	14.21%	26	30.60%	56	23.50%	43	183	0.683	25
Time Warner Cable	Charlotte	NC	NBA	84.62%	77	4.40%	4	1.10%	1	9.89%	9	91	0.154	26
Toyota Center	Houston	TX	NBA	63.78%	81	18.11%	23	11.02%	14	7.09%	9	127	0.362	27
US Airways Center	Phoenix	AZ	NBA	91.89%	102	0.00%	0	0.00%		8.11%	9	111	0.081	28
Verizon Center	Washington	DC	NBA/NHL	57.73%	112	15.98%	31	21.65%	42	4.64%	9	194	0.423	29
Xcel Energy Center	St. Paul	MN	NHL	68.06%	49	19.44%	14	0.00%		12.50%	9	72	0.319	30
Philips Arena	Atlanta	GA	NBA/NHL	68.75%	99	17.36%	25	7.64%	11	6.25%	9	144	0.319	31
Median					54		12		10		9	95	0.42	

Notes: Abbreviations

NBA - National Basketball Association - Major League

NHL - National Hockey League - Major League

Research Question 3

To find whether the economic characteristics, diversity of use and civic/community utilization of multipurpose arenas is affected by whether the primary tenant is a major league or a minor league professional sports team, the following areas are examined.

- A. Economic characteristics
 - a. Economic leakage from player salaries
 - b. Publicly funded event seat capital cost
- B. Diversity of use
- C. Civic and Community use

As discussed in Chapter Four, comparisons for single purpose stadiums used for minor league baseball pose unique challenges. Single purpose stadiums for minor league football are virtually nonexistent. As such, this study question concentrates on publicly owned multipurpose arenas for a minor league/major league sports team tenant comparative analysis.

Data previously collected for publicly owned multipurpose arenas with major league sports tenancy is compared to collected data for publicly owned multipurpose arenas with minor league sports tenancy.

Economic characteristics

Using the same methodology as used in Tables 5.3 and 5.4, Tables 5.11 to 5.16 compare sports event ticket sales to player salaries for publicly owned multipurpose arenas with a minor league sports team as the primary tenant.

The application of Rosentraub's assumption that up to 50 percent of major league sports player's salaries are spent in locales other than where they are generated would appear to be a problematic transference of theory for minor league players.

As shown in Tables 5.11 to 5.16, median sports ticket sales in publicly owned multipurpose arenas with minor league primary tenants are two to four times the total player salaries. Players' salaries are dramatically lower in minor league sports as opposed to major league sports.

Tables 5.17 to 5.24 compare individual players' median salaries from publicly owned multipurpose arenas' primary tenant teams to the area household median income so that assumptions can be made as to regional costs of living and the potential economic leakage from salaries. Indoor football and soccer leagues provided minimal compensation to players on a per game basis and were not found to be significant enough for inclusion.

Table 5.11
AHL Salary - Ticket Sale Ratio

Publicly Owned Multipurpose Arena	AHL Team	Home Games	Total 2008-09 Regular Season Attendance (1)	Average Ticket Price (2)	Ticket Sales Based on Attendance	Total Players Salaries (3)	Ticket Sales As % of Salary
Allstate Arena	Chicago	40	292,635	\$17.00	\$4,974,795	\$1,344,360	370.05%
Arena at Harbor Yard	Bridgeport	40	181,114	\$17.00	\$3,078,938	\$1,344,360	229.03%
Blue Cross Arena	Rochester	40	163,188	\$17.00	\$2,774,196	\$1,344,360	206.36%
Broome County Memorial	Binghamton	40	156,671	\$17.00	\$2,663,407	\$1,344,360	198.12%
Carver Arena	Peoria	40	160,759	\$17.00	\$2,732,903	\$1,344,360	203.29%
Cumberland Co. Civic Ctr	Portland	40	193,132	\$17.00	\$3,283,244	\$1,344,360	244.22%
DCU Center	Worcester	40	156,089	\$17.00	\$2,653,513	\$1,344,360	197.38%
Dunkin Donuts Center	Providence	40	253,718	\$17.00	\$4,313,206	\$1,344,360	320.84%
Erie Civic	Lake Erie	40	237,370	\$17.00	\$4,035,290	\$1,344,360	300.16%
Giant Center	Hershey	40	359,499	\$17.00	\$6,111,483	\$1,344,360	454.60%
I Wireless Arena	Quad City	40	121,396	\$17.00	\$2,063,732	\$1,344,360	153.51%
Mass Mutual	Springfield	40	158,064	\$17.00	\$2,687,088	\$1,344,360	199.88%
Norfolk Scope	Norfolk	40	164,363	\$17.00	\$2,794,171	\$1,344,360	207.84%
Rockford MetroCentre	Rockford	40	156,352	\$17.00	\$2,657,984	\$1,344,360	197.71%
Times Union Center	Albany	40	141,550	\$17.00	\$2,406,350	\$1,344,360	179.00%
Tsongas Center	Lowell	40	91,728	\$17.00	\$1,559,376	\$1,344,360	115.99%
Van Andel Arena	Grand Rapids	40	297,905	\$17.00	\$5,064,385	\$1,344,360	376.71%
Verizon Wireless Arena	Manchester	40	235,289	\$17.00	\$3,999,913	\$1,344,360	297.53%
Wachovia Arena	Wilkes-Barre	40	279,347	\$17.00	\$4,748,899	\$1,344,360	353.25%
War Memorial/Oncenter	Syracuse	40	208,429	\$17.00	\$3,543,293	\$1,344,360	263.57%
Wells Fargo Center	Iowa	40	172,881	\$17.00	\$2,938,977	\$1,344,360	218.62%
XL Center	Hartford	40	167,606	\$17.00	\$2,849,302	\$1,344,360	211.94%
Median		40	170,244	\$17.00	\$2,894,140	\$1,344,360	215.28%

(1) Hans Horstein Minor League Hockey Data Site

(2) Estimated based on a survey of single ticket prices

(3) Estimated based on AHL one-way contract and 20 member roster

Table 5.12
ECHL Salary - Ticket Sale Ratio

Publicly Owned Multipurpose Arena	ECHL Team	Home Games	Total 2008-09 Regular Season Attendance (1)	Average Ticket Price (2)	Ticket Sales Based on Attendance	Total Players Salaries (3)	Ticket Sales As % of Salary
Stockton Arena	Stockton	36	223,854	\$15.00	\$3,357,810	\$494,000	679.72%
Citizens Business Bank	Ontario	36	210,801	\$15.00	\$3,162,015	\$494,000	640.08%
Pensacola Civic Center	Florida	36	100,943	\$15.00	\$1,514,145	\$494,000	306.51%
Gwinnett Center	Gwinnett	36	200,122	\$15.00	\$3,001,830	\$494,000	607.66%
Rabobank Arena	Bakersfield	36	199,628	\$15.00	\$2,994,420	\$494,000	606.16%
Sovereign Center	Reading	36	180,180	\$15.00	\$2,702,700	\$494,000	547.11%
N. Charleston Arena	South Carolina	36	180,048	\$15.00	\$2,700,720	\$494,000	546.70%
Sullivan Arena	Alaska	36	168,547	\$15.00	\$2,528,205	\$494,000	511.78%
Qwest Arena	Idaho	36	142,340	\$15.00	\$2,135,100	\$494,000	432.21%
The E Center	Utah	36	131,622	\$15.00	\$1,974,330	\$494,000	399.66%
Selland Arena	Fresno	16	52,549	\$15.00	\$788,235	\$219,556	359.01%
Mississippi Coast Col.	Mississippi	36	113,632	\$15.00	\$1,704,480	\$494,000	345.04%
WesBanco Arena	Wheeling	36	105,215	\$15.00	\$1,578,225	\$494,000	319.48%
Sovereign Bank Arena	Trenton	36	99,144	\$15.00	\$1,487,160	\$494,000	301.04%
James Brown Arena	Augusta	7	19,053	\$15.00	\$285,795	\$96,056	297.53%
Cambria Co. War Mem.	Johnstown	36	79,642	\$15.00	\$1,194,630	\$494,000	241.83%
Median			136,981	\$15.00	\$2,054,715	\$494,000	415.93%

(1) Hans Horstein Minor League Hockey Data Site

(2) Estimated based on a survey of single ticket prices

(3) Estimated based on ECHL Salary Cap and Estimated Housing Costs

Table 5.13
CHL Salary - Ticket Sale Ratio

Publicly Owned Multipurpose Arena	Team	Home Games	Total 2008-09 Regular Season Attendance (1)	Average Ticket Price (2)	Ticket Sales Based on Attendance	Total Players Salaries (3)	Ticket Sales As % of Salary
Brit Brown Arena	Wichita	32	174,640	\$17.00	\$2,968,880	\$446,500	664.92%
BOK Center	Tulsa	32	173,689	\$17.00	\$2,952,713	\$446,500	661.30%
Budweiser Events Center	Colorado	32	169,248	\$17.00	\$2,877,216	\$446,500	644.39%
Dodge Arena	Rio Grande Valley	32	147,524	\$17.00	\$2,507,908	\$446,500	561.68%
Laredo Entertainment Ctr	Laredo	32	133,060	\$17.00	\$2,262,020	\$446,500	506.61%
CenturyTel Center	Bossier-Shreveport	32	125,170	\$17.00	\$2,127,890	\$446,500	476.57%
American Bank Center	Corpus Christi	32	99,066	\$17.00	\$1,684,122	\$446,500	377.18%
Covelli Center	Youngstown	32	106,687	\$17.00	\$1,813,679	\$446,500	406.20%
DeSoto Civic Center	Mississippi	32	95,761	\$17.00	\$1,627,937	\$446,500	364.60%
Santa Ana Star	New Mexico	32	95,332	\$17.00	\$1,620,644	\$446,500	362.97%
Ector County Coliseum	Odessa	32	85,198	\$17.00	\$1,448,366	\$446,500	324.38%
Broomfield Arena	Rocky Mountain	32	72,385	\$17.00	\$1,230,545	\$446,500	275.60%
Amarillo Civic Center	Amarillo	32	65,144	\$17.00	\$1,107,448	\$446,500	248.03%
	Median		106,687	\$17.00	\$1,813,679	\$446,500	406.20%

(1) Hans Horstein Minor League Hockey Data Site

(2) Estimated based on a survey of single ticket prices

Table 5.14
IHL Salary - Ticket Sale Ratio

Publicly Owned Multipurpose Arena	IHL Team	Home Games	Total 2008-09 Regular Season Attendance (1)	Average Ticket Price (2)	Ticket Sales Based on Attendance	Total Players Salaries (3)	Ticket Sales As % of Salary
Allen Co. War Memorial	Fort Wayne	38	296,786	\$11.00	\$3,264,646	\$446,500	731.16%
US Cellular Arena	Bloomington	38	112,556	\$11.00	\$1,238,116	\$446,500	277.29%
L.C. Walker Arena	Muskegon	38	110,710	\$11.00	\$1,217,810	\$446,500	272.75%
McMorran Place Arena	Port Huron	38	55,379	\$11.00	\$609,169	\$446,500	136.43%
	Median		111,633	\$11.00	\$1,227,963	\$446,500	275.02%

(1) Hans Horstein Minor League Data Site

(2) Estimated based on a survey of single ticket prices

(3) Estimated based on CHL Salary Cap and Estimated Housing Costs

Table 5.15
SPHL Salary - Ticket Sale Ratio

Publicly Owned Multipurpose Arena	SPHL Team	Home Games	Total 2008-09 Regular Season Attendance (1)	Average Ticket Price (2)	Ticket Sales Based on Attendance	Total Players Salaries (3)	Ticket Sales As % of Salary
Von Braun Center	Huntsville	30	106,848	\$11.00	\$1,175,328	\$293,400	400.59%
Crown Coliseum	Fayetteville	30	102,637	\$11.00	\$1,129,007	\$293,400	384.80%
James White Coliseum	Knoxville	30	101,054	\$11.00	\$1,111,594	\$293,400	378.87%
Richmond Coliseum	Richmond	30	99,071	\$11.00	\$1,089,781	\$293,400	371.43%
Columbus Civic Center	Columbus	30	82,415	\$11.00	\$906,565	\$293,400	308.99%
Lawrence Joel Coliseum	Twin City	30	33,909	\$11.00	\$372,999	\$293,400	127.13%
	Median		100,063	\$11.00	\$1,100,688	\$293,400	375.15%

(1) Hans Horstein Minor League Hockey Data Site

(2) Estimated based on a survey of single ticket prices

(3) Estimated based on SPHL Salary Cap and Estimated Housing Costs

Table 5.16
WNBA Salary - Ticket Sale Ratio

Publicly Owned Multipurpose Arena	Team	Home Games	Total 2008 Regular Season Attendance (1)	Average Ticket Price (2)	Ticket Sales Based on Attendance	Total Players Salaries (3)	Ticket Sales As % of Salary
Reliant Arena	Houston	17	111,951	\$18.00	\$2,015,118	\$772,000	261.03%

(1) Women's Basketball Online - Attendance estimates

(2) Average price from WNBA according to Tulsa World 10-20-09

(3) WNBA Collective Bargained Salary Cap - 2008

Data in Tables 5.17 and 5.18 affirms assumptions made in a great deal of the literature that the median incomes of players in major league sports far exceed that necessary to sustain a very comfortable life style in their employer team city (Rosentraub, 1999; Baade, 1994; Noll and Zimbalist, 1997; et. al.). With NBA salaries ranging from 34 to 116 times that of the area median household income and NHL salaries typically 12 to 70 times the area median household income, the potential for large percentages of a players' earnings to be invested elsewhere is significant.

Minor league hockey teams, with the exception of the AHL, provide housing, utilities and a food allowance for their players during the 7 month season. Salaries in the income comparison tables include an assumed \$1,000 per month housing and utility allowance for shared living space (Tables 5.11 – 5.16). The \$7,000 housing stipend assumed over the seven-month season significantly reduces the total amount of disposable income available to players (Appendix B).

A comparison of data in Tables 5.17 and 5.18 to Tables 5.19 - 5.24 clearly demonstrates the disparity between multipurpose arena based major league sports players' salaries and those of their minor league counterparts. Median salaries in only 24 of the 71 minor league sports teams serving as a primary tenant in a publicly owned multipurpose arena met or exceeded the area household median income. It seems highly unlikely that Rosentraub's economic leakage assumption would be met. Leakage of minor league player salaries continues to be possible, but no more so than with the public at large.

Without lucrative broadcast media contracts or negotiating leverage for larger shares of arena revenues, the primary source of revenue for minor league sports team salaries, operating expenses and owner profits is ticket sales. With only a fraction of the total ticket revenue paid to players, potential economic leakage from the local economy would appear to be dictated by operating costs and the locale where ownership groups spend or invest any profits.

Table 5.17
National Basketball Association Income Comparison

Publicly Owned Multipurpose Arena	Team	Total 2008-09 Median Player Salary (1)	2008 Median Household Income (2)	Player Salary As % Of Median Household Income
Time Warner Arena	Charlotte Bobcats	\$5,000,000	53,125	9412%
Quicken Arena	Cleveland Cavaliers	\$4,696,250	27,956	16799%
New Orleans Arena	New Orleans Hornets	\$4,574,189	39,398	11610%
Verizon Center	Washington Wizards	\$3,616,071	\$56,428	6408%
Amway Arena	Orlando Magic	\$3,500,000	\$44,287	7903%
Ford Center	Oklahoma City Thunder	\$3,493,680	\$43,011	8123%
Bradley Center	Milwaukee Bucks	\$3,354,480	\$37,022	9061%
FedEx Forum	Memphis Grizzlies	\$3,093,333	\$36,389	8501%
Toyota Center	Houston Rockets	\$3,000,000	\$42,624	7038%
Izod Center	NJ Nets	\$2,986,080	\$50,163	5953%
Target Center	Minnesota Timberwolves	\$2,815,560	\$47,097	5978%
AT&T Center	San Antonio Spurs	\$2,500,000	\$42,731	5851%
Conseco Fieldhouse	Indiana Pacers	\$2,329,805	\$44,830	5197%
Oracle Arena	Golden State Warriors	\$1,709,280	\$48,956	3491%
Philips Arena	Atlanta Hawks	\$2,071,680	\$50,243	4123%
US Airways Center	Phoenix Suns	\$1,700,000	\$49,933	3405%
American Airlines	Miami Heat	\$1,141,838	\$29,151	3917%
Median		\$3,000,000	\$44,287	6408%

(1) USA Today Major League Salary Database

(2) Team Marketing Report

Table 5.18
National Hockey League Income Comparison

Publicly Owned Multipurpose Arena	Team	Total 2008-09 Median Player Salary (1)	2008 Median Household Income (2)	Player Salary As % Of Median Household Income
Prudential Arena	NJ Devils	\$2,500,000	\$35,601	7022%
Xcel Energy Center	Minnesota Wild	\$1,950,000	\$46,628	4182%
Joe Louis Arena	Detroit Red Wings	\$1,775,000	\$29,423	6033%
Bank Atlantic Center	Florida Panthers	\$1,700,000	\$50,146	3390%
Philips Arena	Atlanta Thrashers	\$1,631,547	\$50,243	3247%
Mellon Arena	Pittsburgh Penguins	\$1,300,000	\$34,834	3732%
Sommet Center	Nashville Predators	\$1,237,500	\$46,029	2689%
Verizon Center	Washington Capitals	\$1,200,000	\$56,428	2127%
HSBC Arena	Buffalo Sabres	\$1,050,000	\$29,845	3518%
HP Pavillion	San Jose Sharks	\$1,012,500	\$79,796	1269%
Scottrade Center	St. Louis Blues	\$975,000	\$34,074	2861%
Honda Center	Anaheim Ducks	\$885,250	\$59,644	1484%
Jobing.com Arena	Phoenix Coyotes	\$885,000	\$52,083	1699%
Nassau Center	NY Islanders	\$800,000	\$93,579	855%
Median		\$1,218,750	\$48,387	3054%

(1) USA Today Major League Salary Database

(2) US Census Adjusted to 2008

Table 5.19
American Hockey League Income Comparison

Publicly Owned Multipurpose Arena	Team	Total 2008-09 Median Player Salary (1)	2008 Median Household Income (2)	Player Salary As % Of Median Household Income
Giant	Hershey	\$67,218	\$66,349	101%
Van Andael	Grand Rapids	\$67,218	\$39,269	171%
Allstate Arena	Chicago	\$67,218	\$44,939	150%
Wachovia Arena	Wilkes-Barre	\$67,218	\$29,183	230%
Dunkin Donuts Center	Providence	\$67,218	\$36,298	185%
Erie Civic Center	Lake Erie	\$67,218	\$43,351	155%
Verizon Wireless Arena	Manchester	\$67,218	\$52,911	127%
War Memorial/Oncenter	Syracuse	\$67,218	\$30,778	218%
Cumberland Co. Civic	Portland	\$67,218	\$44,316	152%
Arena at Harbor Yard	Bridgeport	\$67,218	\$41,210	163%
Wells Fargo Center	Iowa	\$67,218	\$44,180	152%
XL Center	Hartford	\$67,218	\$29,244	230%
Norfolk Scope	Norfolk	\$67,218	\$48,661	138%
Blue Cross Arena	Rochester	\$67,218	\$30,711	219%
Carver Arena	Peoria	\$67,218	\$44,164	152%
Mass Mutual	Springfield	\$67,218	\$34,090	197%
Broome Co. Memorial	Binghamton	\$67,218	\$29,333	229%
Rockford MetroCentre	Rockford	\$67,218	\$38,204	176%
DCU Center	Worcester	\$67,218	\$44,794	150%
Times Union Center	Albany	\$67,218	\$40,978	164%
I Wireless Center	Quad City	\$67,218	\$29,845	225%
Tsongas Center	Lowell	\$67,218	\$50,944	132%

(1) PHPA One Way Contract - Appendix C

Table 5.20
East Coast Hockey League Income Comparison

Publicly Owned Multipurpose Arena	Team	Total 2008-09 Median Player Salary (1)	2008 Median Household Income (2)	Player Salary As % Of Median Household Income
Stockton Arena	Stockton	\$24,700	\$49,090	50%
Citizens Business Bank	Ontario	\$24,700	\$57,184	NA
Gwinnett Center	Gwinnett	\$24,700	\$66,846	37%
Rabobank Arena	Bakersfield	\$24,700	\$23,314	106%
Sovereign Center	Reading	\$24,700	\$28,776	86%
N. Charleston Arena	South Carolina	\$24,700	\$36,461	68%
Sullivan Arena	Alaska	\$24,700	\$72,137	34%
Qwest Arena	Idaho	\$24,700	\$30,778	80%
The E Center	Utah	\$24,700	\$44,316	56%
Selland Arena	Fresno	\$24,700	\$41,210	60%
Mississippi Coast Col.	Mississippi	\$24,700	\$44,180	56%
WesBanco Arena	Wheeling	\$24,700	\$30,711	80%
Sovereign Bank Arena	Trenton	\$24,700	\$44,164	56%
James Brown Arena	Augusta	\$24,700	\$34,090	72%
Cambria Co. War Mem.	Johnstown	\$24,700	\$29,333	84%

(1) Estimated based on ECHL Salary Cap and Estimated Housing Costs - Appendix C

(2) US Census estimated for 2008

Table 5.21
Central Hockey League Income Comparison

Publicly Owned Multipurpose Arena	Team	Total 2008-09 Median Player Salary (1)	2008 Median Household Income (2)	Player Salary As % Of Median Household Income
Brit Brown Arena	Wichita	\$23,500	\$40,451	58%
BOK Center	Tulsa	\$23,500	\$39,373	60%
Budweiser Events Center	Colorado	\$23,500	\$54,867	43%
Dodge Arena	Rio Grande Valley	\$23,500	\$30,518	77%
Laredo Entertainment Ctr	Laredo	\$23,500	\$39,398	60%
CenturyTel Center	Bossier-Shreveport	\$23,500	\$45,391	52%
American Bank Center	Corpus Christi	\$23,500	\$42,335	56%
Covelli Center	Youngstown	\$23,500	\$25,002	94%
DeSoto Civic Center	Mississippi	\$23,500	\$48,623	48%
Santa Ana Star	New Mexico	\$23,500	\$49,933	47%
Ector County Coliseum	Odessa	\$23,500	\$46,882	50%
Broomfield Arena	Rocky Mountain	\$23,500	\$72,170	33%
Amarillo Civic Center	Amarillo	\$23,500	\$42,886	55%

(1) Estimated based on CHL Salary Cap and Estimated Housing Costs - Appendix C

(2) US Census estimated for 2008

Table 5.22
International Hockey League Income Comparison

Publicly Owned Multipurpose Arena	Team	Total 2008-09 Median Player Salary (1)	2008 Median Household Income (2)	Player Salary As % Of Median Household Income
Allen Co. War Memorial	Fort Wayne	\$23,500	\$43,915	54%
US Cellular Arena	Bloomington	\$23,500	\$55,177	43%
LC Walker Arena	Muskegon	\$23,500	\$27,241	86%
McMorran Place Arena	Port Huron	\$23,500	\$39,929	59%

(1) Estimated based on CHL Salary Cap and Estimated Housing Costs - Appendix C

(2) US Census estimated for 2008

Table 5.23
Southern Professional Hockey League Income Comparison

Publicly Owned Multipurpose Arena	Team	Total 2008-09 Median Player Salary (1)	2008 Median Household Income (2)	Player Salary As % Of Median Household Income
Von Braun Center	Huntsville	\$16,300	\$46,137	35%
Crown Coliseum	Fayetteville	\$16,300	\$44,316	37%
James White Coliseum	Knoxville	\$16,300	\$33,316	49%
Richmond Coliseum	Richmond	\$16,300	\$38,385	42%
Columbus Civic Center	Columbus	\$16,300	\$34,853	47%
Lawrence Joel Coliseum	Twin City	\$16,300	\$37,006	44%

(1) Estimated based on SPHL Salary Cap and Estimated Housing Costs Appendix C

(2) US Census estimated for 2008

Table 5.24
Women's National Basketball Association Income Comparison

Publicly Owned Multipurpose Arena	Team	Total 2008-09 Mean Player Salary (1)	2008 Median Household Income (2)	Player Salary As % Of Median Household Income
Reliant Arena	Houston	\$64,333	\$42,624	151%

(1) Based on mean of WNBA salary cap for 12 player roster

(2) Average price from WNBA according to Tulsa World 10-20-09

Like facilities with major league tenants, the number of events held annually at publicly owned multipurpose arenas with a minor league sports primary tenant would be important to local business leaders. These leaders may support public investment in a facility used for professional sports provided potential customers are drawn into the surrounding business district. When choosing the type of facility and tenancy to support, regimes should include the cost of providing a facility for events in their economic analysis.

A comparative public cost per event analysis of publicly owned multipurpose arenas with a major league sports team primary tenant in Table 5.7 and those with a minor league sports team primary tenant in Table 5.25 shows remarkable similarities in total number of 2008 events. A median number of 95 events in multipurpose arenas with a major league sports team tenant is statistically insignificant from the median number of 92 events at those with a minor league sports team tenant. The diversity of those events will be examined in the following section.

A significant difference is found when computing the public seat cost per event. Once again, this calculation is a snapshot of the adjusted public cost of the facility in 2008 dollars divided by the number of seats and again by the number of events. It is intended for comparison only. The median event seat cost of publicly owned multipurpose arenas with a minor league sports team primary tenant for 2008 was approximately two-thirds of the cost of their major league counterparts, \$62.96 (Table 5.25) for as opposed to \$98.58 (Table 5.7) per seat.

Publicly Owned Multipurpose Arena Minor League Tenant	City	St	Lead Tenant	Opened/ Renovated	Cost Adj. 2008 (000)	Public Adj. 2008 (000)	Max Seats	Public Adj.Cost per seat	Total Events	Event Public Cost/Seat	Source Appendix A.
1st Mariner	Baltimore	MD	NISL	1962	NA	NA	14,829	NA	129	NA	32
Allen Co. War Mem.	Ft. Wayne	IN	IHL	1989/2002	\$91,303	\$91,303	13,000	\$7,023	98	\$71.66	33
Allstate Arena	Rosemont	IL	AHL	1980	\$55,700	\$28,720	19,000	\$1,512	123	\$12.29	34
Amarillo Civic Center	Amarillo	TX	CHL	2003	\$39,171	\$12,400	6,870	\$1,805	91	\$19.84	35
American Bank Center	Corpus Christi	TX	CHL	1998	\$57,915	\$57,915	10,000	\$5,792	85	\$68.14	36
Arena at Harbor Yard	Bridgeport	CT	AHL	2001	\$45,850	\$45,850	10,000	\$4,585	84	\$54.58	37
Bancorp South	Tupelo	MS	IFL	1993	\$22,809	\$22,809	10,000	\$2,281	89	\$25.63	38
Blue Cross Arena	Rochester	NY	AHL	1998	\$57,564	\$57,564	12,875	\$4,471	95	\$47.06	39
BOK Center	Tulsa	OK	CHL	2008	\$178,000	\$178,000	18,041	\$9,866	102	\$96.73	40
Britt Brown Arena	Wichita	KS	CHL	1977	\$32,300	\$32,300	12,000	\$2,692	87	\$30.94	41
Broome Co. Vet. Mem.	Binghamton	NY	AHL	1973	NA	NA	6,800	NA	161	NA	42
Broomfield	Broomfield	CO	CHL	2006	\$48,240	\$48,240	7,000	\$6,891	67	\$102.85	43
Budweiser Events Ctr	Loveland	CO	CHL	2003	\$74,400	\$74,400	7,200	\$10,333	79	\$130.80	44
Cambria Co. War Mem.	Johnstown	PA	ECHL	2003	\$9,920	\$9,920	7,500	\$1,323	66	\$20.05	45
Carver Arena	Peoria	IL	AHL	1982	\$61,380	\$61,380	12,145	\$5,054	110	\$45.95	46
CenturyTel Center	Bossier City	LA	CHL	2000	\$70,908	\$70,908	14,000	\$5,065	90	\$56.28	47
Citizens Bus. Bank Arena	Ontario	CA	ECHL	2008	\$150,000	\$150,000	11,089	\$13,527	124	\$109.09	48
Columbus Civic Center	Columbus	GA	SPHL	1996	\$58,416	\$58,416	10,000	\$5,842	68	\$85.91	49
Comcast Center	Everett	WA	WHL	2003	\$88,660	\$88,660	10,000	\$8,866	107	\$82.86	50
Covelli Center	Youngstown	OH	CHL	2005	\$46,872	\$46,872	5,500	\$8,522	70	\$121.74	51
Crown Coliseum	Fayetteville	NC	SPHL	1997	\$78,430	\$78,430	8,500	\$9,227	277	\$33.31	52
Cumberland Co. Civic Ctr	Portland	ME	AHL	1977	\$16,125	\$16,125	8,726	\$1,848	107	\$17.27	53
DCU Center	Worcester	MA	AHL	1982	NA	NA	15,000	NA	81	NA	54
DeSoto Civic Center	Southaven	MS	CHL	2000	\$36,740	\$36,740	10,000	\$3,674	64	\$57.41	55
Dodge Arena (State Farm)	Hidalgo	TX	CHL	2003	\$161,200	\$161,200	15,000	\$10,747	121	\$88.82	56
Dunkin Donuts Center	Providence	RI	AHL	1972	\$61,620	\$61,620	14,500	\$4,250	90	\$47.22	57
Ector County Coliseum	Odessa	TX	CHL	1991	\$2,750	\$2,750	7,439	\$370	73	\$5.07	58
Erie Civic	Erie	PA	AHL	2003	\$21,097	\$21,097	7,838	\$2,692	95	\$28.34	59
Giant Center	Hershey	PA	AHL	2002	\$120,745	\$48,298	12,000	\$4,025	83	\$48.49	60
Gwinnett Center	Gwinnett	GA	ECHL	2003	\$80,600	\$80,600	13,111	\$6,148	118	\$52.10	61
I Wireless Center	Moline	IL	CHL	1993	\$57,580	\$54,390	12,000	\$4,532	113	\$40.11	62
James Brown Arena	Augusta	GA	ECHL	1980	NA	NA	12,000	NA	61	NA	63
James White Coliseum	Knoxville	TN	SPHL	1961	NA	NA	7,141	NA	73	NA	64
L.C. Walker Arena	Muskegon	MI	IHL	1960	\$10,085	\$10,085	6,100	\$1,653	68	\$24.31	65
Laredo Ent. Center	Laredo	TX	CHL	2002	\$46,392	\$46,392	9,622	\$4,821	62	\$77.76	66
Lawrence Joel Coliseum	Winson-Salem	NC	SPHL	1989	\$25,380	\$25,380	15,272	\$1,662	582	\$2.86	67
Mass Mutual	Springfield	MA	AHL	2005	\$79,236	\$79,236	8,354	\$9,485	103	\$92.09	68
McMorran Place Arena	Port Huron	MI	IHL	1960	\$35,280	\$35,280	4,500	\$7,840	100	\$78.40	69
Mississippi Coast Col.	Biloxi	MS	ECHL	1977	NA	NA	15,000	NA	69	NA	70

Table 5.25 (continued)
Multipurpose Arenas with Minor League Primary Tenancy

Publicly Owned Multipurpose Arena Minor League Tenant	City	St	Lead Tenant	Opened/ Renovated	Cost Adj. 2008 (000)	Public Adj. 2008 (000)	Max Seats	Public Adj. Cost per seat	Total Events	Event Public Cost/Seat	Source Appendix A.
Norfolk Scope	Norfolk	VA	AHL	1971	\$147,694	\$147,694	13,800	\$10,702	70	\$152.89	71
North Charleston	N. Charleston	SC	ECHL	1993	\$32,000	\$32,000	13,295	\$2,407	77	\$31.26	72
Pennsacola Civic Center	Pensacola	FL	ECHL	1985	\$42,570	\$42,570	9,450	\$4,505	77	\$58.51	73
Qwest Arena	Boise	ID	ECHL	1997	\$71,300	\$71,300	10,500	\$6,790	81	\$83.83	74
Rabobank Arena	Bakersfield	CA	ECHL	1998	\$53,341	\$53,341	10,400	\$5,129	106	\$48.39	75
Reliant Arena	Houston	TX	WNBA	1974	NA	NA	7,800	NA	66	NA	76
Resch Center	Brown Co.	WI	CHL	2002	\$61,695	\$61,695	10,000	\$6,170	111	\$55.59	77
Richmond Coliseum	Richmond	VA	SPHL	1971	\$130,614	\$130,614	13,000	\$10,047	66	\$152.23	78
Rimrock Auto Arena	Billings	MT	IFL	1975	NA	NA	10,000	NA	37	NA	79
Rockford MetroCentre	Rockford	IL	AHL	2005/2007	\$66,397	\$66,397	10,000	\$6,640	113	\$58.76	80
Santa Ana Star Center	Rio Rancho	NM	CHL	2006	\$50,384	\$50,384	6,500	\$7,751	92	NA	81
Selland Arena	Fresno	CA	ECHL	1985	\$35,850	\$35,850	11,300	\$3,173	62	\$51.18	82
Sovereign Bank Arena	Trenton	NJ	ECHL	1999	\$74,034	\$74,034	10,500	\$7,051	213	\$33.10	83
Sovereign Center	Reading	PA	ECHL	2001	\$32,750	\$32,750	10,500	\$3,119	77	\$40.51	84
Spokane	Spokane	WA	AFL	1994	\$68,379	\$68,379	11,660	\$5,864	106	\$55.32	85
Sprint Center	Kansas City	MO	AFL	2007	\$287,868	\$287,868	18,500	\$15,560	55	\$282.91	86
Stockton Arena	Stockton	CA	ECHL	2005	\$71,424	\$71,424	10,000	\$7,142	80	\$89.28	87
Sullivan	Anchorage	AK	ECHL	1983	\$47,025	\$47,025	8,700	\$5,405	90	\$60.06	88
The E Center	W. Valley City	UT	ECHL	1997	\$82,708	\$82,708	12,000	\$6,892	70	\$98.46	89
Times Union Center	Albany	NY	AHL	1990	\$119,408	\$119,408	17,000	\$7,024	72	\$97.56	90
Toyota Center - TriCities	Kennewick	WA	IFL	1988	NA	NA	7,715	NA	73	NA	91
Tsongas Arena	Lowell	MA	AHL	1998	\$39,312	\$39,312	7,800	\$5,040	95	\$53.05	92
US Cellular Coliseum	Bloomington	IL	IHL	2006	\$39,590	\$39,590	7,600	\$5,209	90	\$57.88	93
Van Andel Arena	Grand Rapids	MI	AHL	1996	\$110,850	\$51,734	12,000	\$4,311	113	\$38.15	94
Verizon Arena	N. Little Rock	AR	IFL	1999	\$113,876	\$113,876	18,000	\$6,326	88	\$71.89	95
Verizon Wireless Arena	Manchester	NH	AHL	2001	\$87,770	\$87,770	11,000	\$7,979	126	\$63.33	96
Von Braun Center	Huntsville	AL	SPHL	1975	\$105,196	\$105,196	7,800	\$13,487	60	\$224.78	97
Wachovia Arena	Wilkes Barre	PA	AHL	1999	\$60,280	\$60,280	10,500	\$5,741	138	\$41.60	98
War Memorial at Oncenter	Syracuse	NY	AHL	1951	NA	NA	7,000	NA	70	NA	99
Wells Fargo Center	Des Moines	IA	AHL	2005	\$110,484	\$110,484	17,000	\$6,499	149	\$43.62	100
WesBanco Arena	Wheeling	WV	ECHL	1977	\$22,582	\$22,582	7,800	\$2,895	184	\$15.73	101
XL Center	Hartford	CT	AHL	2005	\$110,484	\$110,484	16,500	\$6,696	90	\$74.40	102
Median					\$60,280.00	\$57,915.00	10,400	\$5,792.00	92	\$62.96	

WNBA - Women's National Basketball Association

AHL - American Hockey League

ECHL - East Coast Hockey League

CHL - Central Hockey League

IHL - International Hockey League

SPHL - Southern Pacific Hockey League

AFL - Arena Football League

NISL - National Indoor Soccer League

WHL - Western Hockey League

Diversity of Use

To broaden the appeal of a publicly funded facility to the taxpaying public, a diversity of events is critical. To determine the use diversity of publicly owned multipurpose arenas and compare the usage by primary tenant category (major league sports team or minor league sports team), event data was collected on 102 publicly owned multipurpose arenas. Of this study population, 31 facilities hosted major league sports teams (NBA or NHL) and 71 multipurpose arenas had primary tenants from a variety of minor league sports team leagues.

Diversity of use data for publicly owned arenas with minor league sports primary tenancy was collected from the same sources and presented in the same manner as was done for those with a major league sports team tenant represented in Table 5.10 with limited exceptions. In obtaining minor league and the Women's National Basketball Association (WNBA) sports data one must utilize reliable league specific collectors. Accuracy of these collectors is verified through sampling attendance data from team, arena and media sources.

All professional minor league hockey and major amateur junior hockey league attendance is available in a data base maintained by Hans Hornstein, a contributing writer to online hockey publications.¹⁶ WNBA 2008 attendance was obtained from WomensBasketballOnline .com, a website managed by an avid fan and promoter of women in all levels of basketball play.¹⁷

¹⁶ Hans Hornstein is a contributing writer for minor league hockey websites and blogs. He maintains a sortable attendance data base for all current minor league hockey teams for the 1996-1997 season to the current season at <http://www.mib.org/~lennier/hockey/>. In an email exchange with Mr. Hornstein, he stated that his data was collected from media reports after each game and, when not available from those sources, he contacted the team office.

¹⁷ Womensbasketballonline.com is maintained by freelance women's basketball writer Helen Wheelock. Ms. Wheelock provides attendance for professional and amateur events with the

Arena managers from 7 of the 31 publicly owned multipurpose arenas with major league sports team tenants and 29 from the 71 publicly owned facilities with minor league sports team primary tenants provided complete event data for 2008. For civic/community events at nonresponsive arenas, the median number of events from responsive facilities is assumed. For publicly owned multipurpose arenas with a major league sports team tenant, 9 civic/community events are assumed and 30 are assumed for non-responsive facilities with a minor league sports team as the primary tenant.

A comparison of diversity in publicly owned multipurpose arenas with a major league tenant is presented in Table 5.10 with a median diversity factor of .42. Facilities with minor league tenancy are found to host a much higher level of non-sports events. As shown in Table 5.26, the median diversity factor of .57.

Table 5.26
Diversity Table for Publicly Owned Multipurpose Arenas with a Minor League Sports Team Tenant

<u>Arena</u>	<u>City</u>	<u>St</u>	<u>Lead Tenant</u>	<u>Sports</u>	<u>#</u>	<u>Concerts</u>	<u>#</u>	<u>Family</u>	<u>#</u>	<u>Civic</u>	<u>#</u>	<u>Total Events</u>	<u>Diversity Factor</u>	<u>Source Appendix A.</u>
Ist Mariner	Baltimore	MD	NISL	12.40%	16	18.60%	24	56.59%	73	12.40%	16	129	0.876	32
Allen Co. War Mem.	Ft. Wayne	IN	IHL	57.14%	56	4.08%	4	8.16%	8	30.61%	30	98	0.429	33
Allstate Arena	Rosemont	IL	AHL	63.41%	78	11.38%	14	0.81%	1	24.39%	30	123	0.366	34
Amarillo Civic Center	Amarillo	TX	CHL	50.55%	46	6.59%	6	16.48%	15	26.37%	24	91	0.495	35
American Bank Center	Corpus Christi	TX	CHL	62.35%	53	2.35%	2	0.00%	0	35.29%	30	85	0.376	36
Arena at Harbor Yard	Bridgeport	CT	AHL	63.10%	53	1.19%	1	0.00%	0	35.71%	30	84	0.369	37
Bancorp South	Tupelo	MS	IFL	7.87%	7	11.24%	10	20.22%	18	60.67%	54	89	0.921	38
Blue Cross Arena	Rochester	NY	AHL	68.42%	65	0.00%	0	0.00%	0	31.58%	30	95	0.316	39
BOK Center	Tulsa	OK	CHL	39.22%	40	12.75%	13	18.63%	19	29.41%	30	102	0.608	40
Britt Brown Arena	Wichita	KS	CHL	44.83%	39	12.64%	11	8.05%	7	34.48%	30	87	0.552	41
Broome Co. Vet. Mem.	Binghamton	NY	AHL	24.84%	40	3.11%	5	14.91%	24	57.14%	92	161	0.752	42
Broomfield	Broomfield	CO	CHL	47.76%	32	5.97%	4	1.49%	1	44.78%	30	67	0.522	43
Budweiser Events Center	Loveland	CO	CHL	49.37%	39	3.80%	3	8.86%	7	37.97%	30	79	0.506	44
Cambria Co. War Mem.	Johnstown	PA	ECHL	54.55%	36	0.00%	0	0.00%	0	45.45%	30	66	0.455	45
Carver Arena	Peoria	IL	AHL	55.45%	61	9.09%	10	17.27%	19	18.18%	20	110	0.445	46
CenturyTel Center	Bossier City	LA	CHL	43.33%	39	14.44%	13	8.89%	8	33.33%	30	90	0.567	47
Citizens Bus. Bank Arena	Ontario	CA	ECHL	29.03%	36	12.10%	15	34.68%	43	24.19%	30	124	0.710	48
Columbus Civic Center	Columbus	GA	SPHL	54.41%	37	1.47%	1	0.00%	0	44.12%	30	68	0.456	49
Comcast Center	Everett	WA	WHL	29.91%	32	4.67%	5	29.91%	32	35.51%	38	107	0.701	50
Covelli Center	Youngstown	OH	CHL	57.14%	40	0.00%	0	0.00%	0	42.86%	30	70	0.429	51
Crown Coliseum	Fayetteville	NC	SPHL	13.36%	37	9.75%	27	19.86%	55	57.04%	158	277	0.866	52
Cumberland Co. Civic Ctr	Portland	ME	AHL	37.38%	40	8.41%	9	23.36%	25	30.84%	33	107	0.626	53
DCU Center	Worcester	MA	AHL	55.56%	45	6.17%	5	1.23%	1	37.04%	30	81	0.444	54
DeSoto Civic Center	Southhaven	MS	CHL	50.00%	32	3.13%	2	0.00%	0	46.88%	30	64	0.500	55
Dodge Arena (State Farm)	Hidalgo	TX	CHL	53.72%	65	12.40%	15	9.09%	11	24.79%	30	121	0.463	56
Dunkin Donuts Center	Providence	RI	AHL	58.89%	53	6.67%	6	1.11%	1	33.33%	30	90	0.411	57
Ector County Coliseum	Odessa	TX	CHL	58.90%	43	0.00%	0	0.00%	0	41.10%	30	73	0.411	58
Erie Civic	Erie	PA	AHL	62.11%	59	2.11%	2	4.21%	4	31.58%	30	95	0.379	59
Giant Center	Hershey	PA	AHL	48.19%	40	7.23%	6	8.43%	7	36.14%	30	83	0.518	60
Gwinnett Center	Gwinnett	GA	ECHL	37.29%	44	21.19%	25	5.08%	6	36.44%	43	118	0.627	61
I Wireless Center	Moline	IL	CHL	42.48%	48	20.35%	23	29.20%	33	7.96%	9	113	0.575	62
James Brown Arena	Augusta	GA	ECHL	11.48%	7	26.23%	16	49.18%	30	13.11%	8	61	0.885	63
James White Coliseum	Knoxville	TN	SPHL	58.90%	43	0.00%	0	0.00%	0	41.10%	30	73	0.411	64
L.C. Walker Arena	Muskegon	MI	IHL	55.88%	38	0.00%	0	0.00%	0	44.12%	30	68	0.441	65
Laredo Ent. Center	Laredo	TX	CHL	51.61%	32	0.00%	0	0.00%	0	48.39%	30	62	0.484	66
Lawrence Joel Coliseum	Winson-Salem	NC	SPHL	11.51%	67	1.37%	8	54.30%	316	32.82%	191	582	0.885	67
Mass Mutual	Springfield	MA	AHL	38.83%	40	0.00%	0	30.10%	31	31.07%	32	103	0.612	68
McMorran Place Arena	Port Huron	MI	IHL	38.00%	38	0.00%	0	0.00%	0	62.00%	62	100	0.620	69
Mississippi Coast Col.	Biloxi	MS	ECHL	52.17%	36	4.35%	3	0.00%	0	43.48%	30	69	0.478	70

Table 5.26 (Continued)

Diversity Table for Publicly Owned Multipurpose Arenas with a Minor League Sports Team Tenant

Arena	City	St	Lead Tenant	Sports	#	Concerts	#	Family	#	Civic	#	Total Events	Diversity Factor	Source Appendix A
Norfolk Scope	Norfolk	VA	AHL	57.14%	40	0.00%	0	0.00%	0	42.86%	30	70	0.429	71
North Charleston	N. Charleston	SC	ECHL	0.61039	47	0.00%	0	0.00%	0	0.38961	30	77	0.390	72
Pennsacola Civic Center	Pensacola	FL	ECHL	46.75%	36	11.69%	9	2.60%	2	38.96%	30	77	0.532	73
Qwest Arena	Boise	ID	ECHL	44.44%	36	17.28%	14	1.23%	1	37.04%	30	81	0.556	74
Rabobank Arena	Bakersfield	CA	ECHL	67.92%	72	3.77%	4	0.00%	0	28.30%	30	106	0.321	75
Reliant Arena	Houston	TX	WNBA	25.76%	17	7.58%	5	21.21%	14	45.45%	30	66	0.742	76
Resch Center	Brown Co.	WI	CHL	40.54%	45	21.62%	24	21.62%	24	16.22%	18	111	0.595	77
Richmond Coliseum	Richmond	VA	SPHL	45.45%	30	7.58%	5	1.52%	1	45.45%	30	66	0.545	78
Rimrock Auto Arena	Billings	MT	IFL	18.92%	7	0.00%		0.00%	0	81.08%	30	37	0.811	79
Rockford MetroCentre	Rockford	IL	AHL	48.67%	55	7.96%	9	29.20%	33	14.16%	16	113	0.513	80
Santa Ana Star Center	Rio Rancho	NM	CHL	42.39%	39	4.35%	4	20.65%	19	32.61%	30	92	0.576	81
Selland Arena	Fresno	CA	ECHL	12.90%	8	6.45%	4	14.52%	9	66.13%	41	62	0.871	82
Sovereign Bank Arena	Trenton	NJ	ECHL	16.90%	36	3.76%	8	23.47%	50	55.87%	119	213	0.831	83
Sovereign Center	Reading	PA	ECHL	55.84%	43	20.78%	16	9.09%	7	14.29%	11	77	0.442	84
Spokane	Spokane	WA	AFL	47.17%	50	8.49%	9	20.75%	22	23.58%	25	106	0.528	85
Sprint Center	Kansas City	MO	AFL	14.55%	8	29.09%	16	1.82%	1	54.55%	30	55	0.855	86
Stockton Arena	Stockton	CA	ECHL	62.50%	50	0.00%	0	0.00%	0	37.50%	30	80	0.375	87
Sullivan	Anchorage	AK	ECHL	62.22%	56	4.44%	4	0.00%	0	33.33%	30	90	0.378	88
The E Center	W. Valley City	UT	ECHL	51.43%	36	21.43%	15	14.29%	10	12.86%	9	70	0.486	89
Times Union Center	Albany	NY	AHL	55.56%	40	2.78%	2	0.00%	0	41.67%	30	72	0.444	90
Toyota Center - TriCities	Kennewick	WA	IFL	58.90%	43	0.00%	0	0.00%	0	41.10%	30	73	0.411	91
Tsongas Arena	Lowell	MA	AHL	55.79%	53	11.58%	11	1.05%	1	31.58%	30	95	0.442	92
US Cellular Coliseum	Bloomington	IL	IHL	50.00%	45	5.56%	5	11.11%	10	33.33%	30	90	0.500	93
Van Andel Arena	Grand Rapids	MI	AHL	41.59%	47	19.47%	22	26.55%	30	12.39%	14	113	0.584	94
Verizon Arena	N. Little Rock	AR	IFL	7.95%	7	18.18%	16	45.45%	40	28.41%	25	88	0.920	95
Verizon Wireless Arena	Manchester	NH	AHL	37.30%	47	18.25%	23	31.75%	40	12.70%	16	126	0.627	96
Von Braun Center	Huntsville	AL	SPHL	50.00%	30	0.00%	0	0.00%	0	50.00%	30	60	0.500	97
Wachovia Arena	Wilkes Barre	PA	AHL	33.80%	48	14.08%	20	30.99%	44	21.13%	30	142	0.662	98
War Memorial at Oncenter	Syracuse	NY	AHL	57.14%	40	0.00%	0	0.00%	0	42.86%	30	70	0.429	99
Wells Fargo Center	Des Moines	IA	AHL	44.30%	66	5.37%	8	21.48%	32	28.86%	43	149	0.557	100
WesBanco Arena	Wheeling	WV	ECHL	22.83%	42	5.43%	10	7.61%	14	64.13%	118	184	0.772	101
XL Center	Hartford	CT	AHL	61.63%	53	8.14%	7	0.00%	0	30.23%	26	86	0.384	102
Median					40		8		14		30	92	0.57	

WNBA - Women's National Basketball Association

AHL - American Hockey League

ECHL - East Coast Hockey League

SPHL - Southern Pacific Hockey League

AFL - Arena Football League

NISL - National Indoor Soccer League

Charts 5.2 and 5.3 provide a graphic demonstration of the differences in event diversity between publicly owned multipurpose arenas with major league sports tenants and arenas with minor league sports primary tenants. The median number of events utilized in each of the categories is as shown in Tables 5.10 and 5.26.

Chart 5.2
Publicly Owned Multipurpose Arenas
With Major League Tenant Median Event Diversity 2008

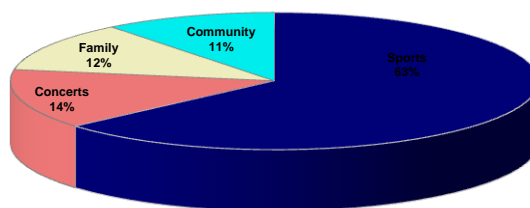
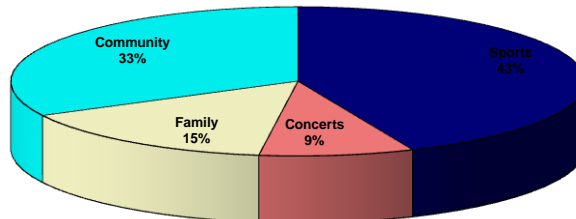


Chart 5.3
Publicly Owned Multipurpose Arenas
With Minor League Tenant Median Event Diversity 2008



As evidenced in Chart 5.2, usage of publicly owned multipurpose arenas with a major league team tenant is dominated by sports events. Nearly two thirds of the events held at these multipurpose arenas are tenant sports with the remaining third of usage evenly distributed with concerts, family shows and community/civic events.

Tenant sports events in multipurpose arenas with minor league sports teams, account for less than one half of the total usage (Chart 5.3). One third of the events are community/civic based with family show events slightly greater and concert usage slightly less than that of multipurpose arenas with major league team tenants.

The diversity factor calculated for each of the study population publicly owned multipurpose arenas in Tables 5.10 and 5.26 is used to create a comparative box and whisker chart for multipurpose arenas with major league

sports team tenancy and those with a minor league sports team primary tenant (Chart 5.4). The chart provides a graphic representation of the substantial difference in diversity of multipurpose arenas by tenancy.

The reasoning for this significant diversity of use differences between publicly owned multipurpose arenas major and minor league sports team primary tenancy at this point is speculative and should be the subject of additional research.

Chart 5.4
Publicly Owned Multipurpose Arena Event Diversity - 2008

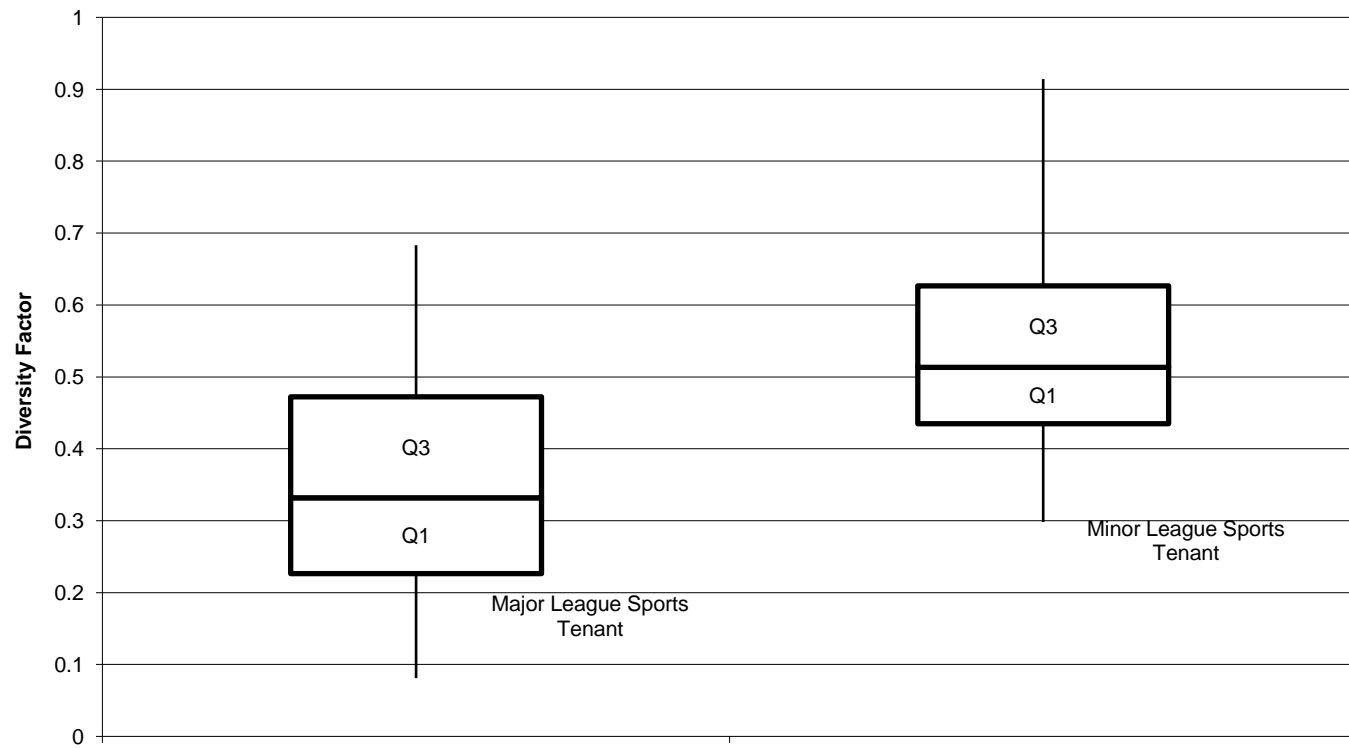


Table 5.27 Responding Arena Civic Use Data

Data1	Data2	Low Outlier	Start	Box Bottom	Mid Line	Box Top	End	High Outlier	Neg Start	Neg End	Low Whisk	Q1	Q2	Q3	High Whisker	Outliers	
0.08	0.28	Grp 1	#N/A	0.145334	0.2264151	0.098585	0.140335	0.217725	#N/A	#N/A	#N/A	0.081081	0.226415	0.325	0.465335	0.683060109	#N/A
0.12	0.32	Grp 2	#N/A	0.12752	0.4092875	0.085218	0.123906	0.302937	#N/A	#N/A	#N/A	0.281768	0.409287	0.494505	0.618411	0.921348315	#N/A
0.15	0.33																
0.15	0.34																
0.18	0.34																
0.20	0.35																
0.21	0.37																
0.23	0.37																
0.23	0.38																
0.23	0.38																
0.30	0.39																
0.31	0.39																
0.32	0.39																
0.32	0.40																
0.33	0.40																
0.34	0.40																
0.36	0.41																
0.37	0.41																
0.39	0.41																
0.41	0.41																
0.42	0.44																
0.46	0.44																
0.47	0.44																
0.48	0.44																
0.48	0.44																
0.53	0.45																
0.59	0.46																
0.60	0.46																
0.65	0.47																
0.68	0.48																
0.32	0.49																
	0.49																
	0.49																
	0.49																
	0.50																
	0.51																
	0.51																
	0.53																
	0.53																
	0.53																
	0.53																
	0.54																
	0.55																
	0.56																
	0.58																
	0.58																
	0.59																
	0.61																
	0.62																
	0.62																
	0.63																
	0.63																
	0.64																
	0.70																
	0.71																
	0.74																
	0.76																
	0.78																
	0.83																
	0.84																
	0.87																
	0.87																
	0.88																
	0.89																
	0.91																
	0.92																

Community and Civic Use

As evidenced in Tables 5.10 and 5.25, there are clear differences in the median number of community and civic events between publicly owned multipurpose arenas based on tenancy. Charts 5.2 and 5.3 also illustrate the disparity in percentage of total events made up of civic events held at publicly owned multipurpose arenas with minor league sports primary tenancy and those with a major league sports tenant.

A comparative analysis is also conducted for civic and community use utilizing only data from the responding multipurpose arenas. The number of civic events held at the seven publicly owned multipurpose arenas with a major league sports team tenant providing event information for 2008 is typically reported to be ten or fewer, ranging from five events to the Target Center report of 43, an outlier in box and whisker Chart 5.5. The median number of civic events reported by this category facility is found to be 9.

Publicly owned multipurpose arenas with minor league team lead tenants reported a dramatically larger number of civic and community events held in 2008. Of the 29 multipurpose arenas with a minor league team primary tenant providing event information, the number of civic events ranged from 8 to 191. The estimated median number of civic events held in 2008 is found to be 30.

[illegible]

CHAPTER SIX

DIVERSITY OF MULTIPURPOSE ARENA USE AND MAJOR LEAGUE SPORTS IN GLENDALE, ARIZONA

The third Research question of the dissertation asks if the economic characteristics, diversity of use and civic utilization of multipurpose arenas are affected by whether the primary tenant is a major league or minor league professional sports team.

It can be assumed that publicly owned multipurpose arenas can be attractive to a significant share of even the non-sports fan population of the subsidizing public by virtue of favorable use diversity. As previously noted, concerts, family shows and civic utilization of a facility can expand the attractiveness of a venue. This diversity, however, does not appear to be a primary consideration for major league professional sports franchises when making demands of public funders.

The case of the NHL Phoenix Coyotes and the Jobing.com Arena is demonstrative of the supply and demand dynamic in major league sports as well as the lengths that public owners will go to avoid the loss of a major league franchise. It is also an example of the finite number of non-sports events available for large venues within a close geographic area.

Rosentraub (1999) and others have opined that urban regimes made up of business and governmental leaders often consider the hosting of a major league sports team as a perceptual necessity. Demands for increased public subsidies,

facility improvements such as additional luxury suites, new facilities, and/or more favorable lease terms are commonplace. As discussed earlier, smaller cities have also begun competing with cities that are more traditionally considered as “major league” for one of the very limited number of teams that becomes available.

Availability of major league sports team franchises for new markets is rarely created by league expansion. Danielson noted that current team owners may view expansion of their league as a zero sum game (1997). The ability for a city to attract a major league sports team is more likely due to profit related dissatisfaction of a franchise owner with the financial situation at their current location.

Public actors such as the cities of Philadelphia and Pittsburgh, with assistance from the Commonwealth of Pennsylvania, proactively financed new facilities for both their major league baseball and football teams. However, in the absence of increased public investment for new or improved facilities, relationships between major league franchises and public owners can become contentious. Franchise owner threats to leave the current city for greener pastures are sometimes made and taken seriously by public leaders, resulting in compromises or outright capitulation to team owner demands. When demands are not met, major league franchise owners typically have little problem finding buyers, new host cities or both (Shropshire, 1995).

As noted in Chapter Two, relocations of major league teams are not a new occurrence. The move of the Dodgers and Giants baseball teams from New

York to California, the MLB Washington Senators to Texas and the NFL Browns from Cleveland to become the Baltimore Ravens are just a few of many such relocations. More recently, Oklahoma City constructed the Ford Center designed for the attraction of an NBA franchise. The tactic was successful as the Seattle Supersonics, unhappy with their facility, soon became the Oklahoma City Thunder.

Franchise relocation can involve travelling great distances to regions without a major league sports franchise presence. However, locating a franchise in close proximity to an existing one, possibly for a more favorable financial agreement with a public owner, is not without precedence.

The National Hockey League Phoenix Coyotes, formerly the Winnipeg Jets, moved to Phoenix, Arizona and the US Airways Center (then the America West Arena) in 1996. The Coyotes shared the arena with the lead tenant Phoenix Suns of the National Basketball Association.

It was reported that the Coyotes complained that the arena was not suitable for major league hockey play. The arena made efforts to make modifications to satisfy the Coyotes, but the team argued that the conversions did not solve their issues. The Coyotes began pressuring the City of Phoenix for a new facility (Morell, 2003).

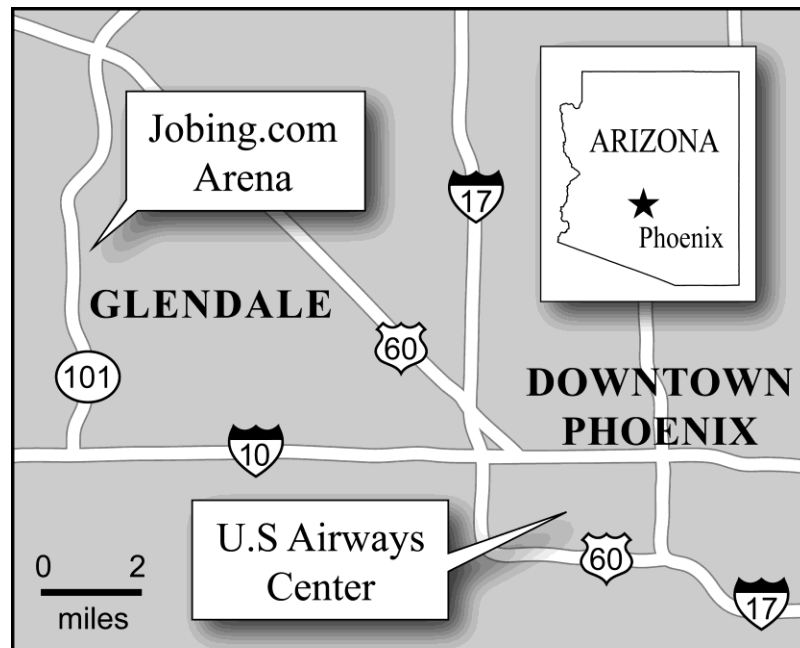
Additional reports indicated that the Coyotes were dissatisfied with the lack of revenue control they had at the US Airways Center, perhaps more than with the facility itself. With the NBA team as the lead tenant, the Coyotes

reportedly believed they were losing \$20,000,000 each year due to the existing arrangement (Allen, 2003).

With the City of Phoenix disinclined or unable to respond to the Coyote's pressure for a new facility, a willing participant was found in the Phoenix suburb of Glendale, Arizona, a rapidly growing city with a 2000 population of 218,812 according to the U.S. Census.

The City of Glendale apparently viewed the Coyotes dissatisfaction as an opportunity and agreed to provide a facility designed to accommodate the hockey team (O'Brien, 1999). The City entered into a thirty year lease agreement with the Coyotes as the lead tenant of the to-be developed Jobing.com Arena. The arena was constructed in 2003 with \$180,000,000 of the \$220,000,000¹⁸ cost paid by taxpayers and the remainder by the team. Upon completion of multipurpose arena, the Coyotes left the existing publicly owned US Airways Center they shared with the NBA Suns in the City of Phoenix less than 15 miles away (Brown, 2011).

¹⁸ Development cost and public subsidy as reported by the National Sports Law Institute of Marquette University Law School (NSLI) and is not adjusted to 2008 dollars.

Map 1 – Glendale and Phoenix, AZ Arenas

According to the Arizona District of the United States Bankruptcy Court, the Coyotes filed for bankruptcy on May 5, 2009, just five years after relocating to the Jobing.com Arena. The Associated Press reported that the team was then purchased by the NHL for \$140,000,000 in a bankruptcy auction held in September of 2009. The NHL informed the City of Glendale that to keep the Coyotes in place for the next season, the City would have to pledge an estimated \$20,000,000 in operating losses to the league. As noted by Rosentraub (1999), cities often believe that the lack of a major league team can result in being classified as a second or third tier city. The thought of losing an existing team may be even more traumatic to city leaders.

Glendale immediately began entertaining proposals in an effort to find a new owner who would keep the team in the City. Two major players surfaced, a group called Glendale Hockey, LLC headed by Chicago Bulls owner Jerry Reinsdorf and Ice Edge Holdings, an investment group made up of Canadian and American businesspeople (Sanders, 2010).

The two proposals were made public by the City of Glendale¹⁹ and were very different. Reinsdorf's group proposed negotiating an acquisition agreement with the NHL. The proposal required the City to enter into an arena management contract with Glendale Hockey and create a special district surrounding the arena with taxing and bonding capacity. It would mandate that the district pay \$65,000,000 over a three-year period to the NHL as part of the acquisition cost. Other terms for the district called for the funding of an operating reserve that would cover losses of up to \$25,000,000 a year with a maximum of \$100,000,000 over the first seven years. If it was found at the end of each year, following the fifth year, that operating losses exceeded the reserve funds available, the City would be required to fund the deficit or the Owners could issue a notification of an intent to sell the team. The notice must give the City six months to find an owner that would keep the team in Glendale for a minimum of \$103,000,000.

Ice Edge's proposal made a fraction of the demands made by Glendale Hockey. The allowed drawdown from the operating loss reserve was limited to \$5,000,000 per year under this scenario. Other fees directed to the owners as mentioned below, might increase that subsidy to a similar level as Glendale.

¹⁹ Proposals were posted on the City of Glendale's website (www.glendaleaz.com.)

What was conspicuous by its absence was additional taxpayer funding utilized as a part of the team acquisition from the NHL.

Management of the arena was not specifically mentioned in the Ice Edge proposal, but given that team assumption of risk for a portion of operating losses was part of the proposed terms, it can be assumed that Ice Edge or a representative would be managing facility operations.

The creation of a special district was also a major part of this offer. A portion of parking fees was to be directed to the ownership group from the special district. In addition, a ticket surcharge for events would be collected by the district and then passed through to the team.

The Ice Edge proposal had no language that would allow the new owners to move the team if certain conditions are not met. Since the primary reason for the construction of a new major league arena less than fifteen miles from an existing, operating major league facility was to accommodate an NHL team, the loss of that team within ten years of arena opening would not be acceptable to those who funded it. However, the City initially accepted Glendale's proposal and rejected the one without an escape clause from Ice Edge.

Both proposals clearly called for significant financial and operational considerations from the City that had funded 82 percent of the initial construction cost. Additionally, both proposals required the continued subsidizing of operational losses. USA Today reported that on June 9, 2010 that contract terms could not be reached and Glendale City Council unanimously accepted the proposal submitted by Ice Edge subject to further negotiations. However, Ice

Edge was unable to reach an agreement on a lease at the Jobing.com, and the future of the Coyotes in the Phoenix area was once again jeopardized.

Efforts began by Canadian investors to lure the team back to Winnipeg and local officials quickly identified another prospective owner who would allow the team to be retained in place. Authorization to negotiate an agreement with Chicago financier Matthew Hulsizer was approved by Glendale City Council in December of 2010. The agreed upon deal would provide \$100 million from the City which they would recoup by beginning to charge a fee for currently free parking (Klein and Hackel, 2010). Hulsizer would subsequently be paid \$97 million to manage the facility for five and a half years. It was agreed that Hulsizer would use the funds to purchase the team from the NHL (Gatehouse, 2011).

Rather than allowing the major league tenant to depart and explore other uses for the facility, the City of Glendale made a commitment to nearly double the public investment they had made less than ten years prior. The management of the nearby US Airways Center (NBA Phoenix Suns) had secured leases with a minor league hockey team, an arena football team and a WNBA team, leaving little opportunity for Jobing.com Arena to negotiate with a minor league tenant.

It could be argued that under the proposed Hulsizer agreement, no additional City funds would be expended. However, instituting a parking fee on publicly owned lots for use of the tenant team is certainly an opportunity cost to the City.

While federal efforts to end public subsidies for professional sports have been unsuccessful (Zimmerman, 1997; Zimbalist, 2000), efforts using state law

may have been more successful. A century old state constitution may have halted further public funding of the Jobing.com arena and the Phoenix Coyotes. The conservative watchdog group, The Barry Goldwater Institute began efforts to block the agreement using the long standing law. Arguing that the financial structure violates the “gift clause” in the 1912 Arizona Constitution, the Institute ramped up efforts to take legal action if efforts were made to execute the agreement (Gatehouse, 2011).

Despite the City of Glendale’s demonstrated willingness to increase public contributions to retain the major league sports franchise as a tenant of the multipurpose arena, on June 28, 2011, Hulsizer announced that he was pulling out of the proposed transaction leaving the Coyotes and the Jobing.com Arena with an uncertain future (Burnside, 2011).

Potential Coyotes purchaser Greg Jamison has conducted negotiations with the NHL to purchase the team and with the City of Glendale for a long term arena management agreement. In November of 2012, the City agreed to a 20 year, \$320,000,000 deal that will result in required cost cutting throughout other areas of City government. The NHL still has to approve the ownership acquisition (The Associated, 2012).

Management of Jobing.com Arena (The Coyotes) does appear to have been successful in providing a measure of use diversity by attracting non-sports events away from nearby US Airways Center. Jobing.com Arena hosted 13 concerts and 2 family shows in 2008. and US Airways Center did not report events in either category (Table 5.10). Conversations with facility management

professionals and personal experience of the author revealed the “no compete” nature of non-sports event agreements within a market area. In addition, the significant staging costs to set up for a show would make it more fiscally feasible to hold repeat shows in the same facility rather than move to another venue in the same market area.

With a concentration on minor league sports to augment their NBA schedule, US Airways Center reported 111 events in 2008, higher than the median of 95 events for all multipurpose arenas with a major league tenant and much higher than the 65 at Jobing.com (Table 5.10).

The “success” of the Jobing.com Arena in providing use diversity in the facility certainly came at the expense of non-sports diversity in the tenant team’s nearby former home. The increased public expenditure may have retained the struggling major league franchise, but could not be said to have had a positive economic impact within the region. Despite attracting non-sports events and playing in a new facility designed and built specifically for major league hockey, the Coyotes ticket sales and attendance were near the bottom of the National Hockey League (Table 5.3). There is no indication that the diverse non-sports events held at Jobing.com Arena would have been lost had the US Airways Arena been the only local venue. There is also no indication that concerts, family shows and community events will remain at Jobing.com arena in the future rather than return to the US Airways Arena.

CHAPTER SEVEN

DIVERSITY OF MULTIPURPOSE ARENA USE AND MINOR LEAGUE SPORTS IN TRENTON, NEW JERSEY

A case study of the City of Trenton, New Jersey provides insight into the third research question of the dissertation by examining the diversity of use of a publicly owned multipurpose arena in the absence of a major league sports team tenant. It highlights the use of multipurpose arenas with minor league sports tenants as the center of cultural and civic events in a city with few alternate venues.

This study also examines the development of an economic growth strategy using new facilities with minor league sports team tenants as a vehicle to redevelop dilapidated Brownfield sites in an urban setting. The high cost of Brownfield remediation requires a significant public investment and the motivation to do so. Absent private investment, the sports development strategy provided the motivation to use public money for the remediation activities.

Mercer County, New Jersey has utilized a sports development strategy similar to that described by Rosentraub (2010) as a part of the effort to redevelop the county seat and state capital. Less a comprehensive strategy than an example of incremental planning (Lindblom, 1996), the process of building support for the Sun Bank Center, a publicly owned multipurpose arena, formerly and for purposes of this study known as The Sovereign Bank Arena in Trenton. The process began with a minor league baseball stadium.

Trenton, like many historically industrial cities, suffered greatly in the 1970s and 1980s. With a flourishing industrial economy, Trenton's population climbed to a high of over 128,000 residents as reported by the 1950 U.S. Census Bureau. However, the City's population has been in a steady decline since then, losing nearly 40 percent of the 1950 population over the past five decades.

Major long time employers in Trenton, such as Roebling Steel, went out of business and left little incentive for the numerous major support companies to remain in the area. What these once world famous business concerns did leave behind were vacant factory buildings sitting on lead infested property with power transformers loaded with environmentally dangerous polychlorinated biphenyl or PCBs.

With little financial incentive for private industry to take on the monumental task of site demolition and remediation, this factory graveyard discouraged local commerce and attracted criminal elements and vulnerable homeless populations. Deteriorating buildings on the beautiful Delaware River sat in the shadow of the bridge with a well known neon sign that still lights up at night with "Trenton Makes, The World Takes" in bright red. The sign, no longer descriptive, is reminiscent of a much more prosperous era.

In 1991, Robert Prunetti, a County Freeholder (Commissioner) in Mercer County ran for and was elected to the office of County Executive. Prunetti, a native son of Trenton, made revitalization of the City a primary focus of his first four year term in office.²⁰ While of a different political party than Trenton Mayor

²⁰ Prunetti was subsequently elected to two more four-year terms until retiring from public service in 2003.

Douglas Palmer, the two had served together on the Board of Chosen Freeholders, were friends and were both dedicated to the redevelopment of Trenton. Prunetti viewed minor league sports as a redevelopment tool and an opportunity to use facility construction to eliminate some of the massive industrial blight that plagued the City.

It would not be the first minor league team to call Trenton home. In the 1940s and 1950, Trenton fielded four teams, the Packers, the Senators, the Spartans and the Giants, all in the Interstate League. The Giants, a minor league affiliate of the New York baseball Giants, played in Trenton from 1946 through 1950 with its most famous player, Willie Mays, on the team in 1950 (Golon, 2008).

Mercer County Waterfront Park

The opportunity to utilize baseball as one part of his redevelopment plan arose shortly after Prunetti took office in 1992. The Detroit Tigers AA franchise in London, Ontario, Canada was not attracting sufficient attendees for the team to be satisfied with continuing to play there. Adding to the financial pressure, the 1990 Professional Baseball Agreement (PBA) between Major League Baseball and Minor League Baseball had created new stadium standards that required an upgrade of many existing facilities (Golon, 2008).

Attachment 58 of the executed PBA established new standards, which varied based on the level of play (e.g. AAA, AA or A), were mandated for any new stadium with construction beginning after January 1, 1991. More critically,

though, older facilities not meeting the new standards were required to upgrade to Attachment 58 specifications by April of 1995 (Baade and Sanderson, 1997a). Stadium owners, public or private, were required to make the investment or lose their teams.²¹

In 1992, Prunetti was approached by a group of investors with an idea to acquire a minor league baseball franchise. The investors, Garden State Baseball, LLC, saw the London, Ontario AA minor league team playing in a recently declared substandard stadium as an opportunity to bring professional baseball back to Trenton. A successful transaction would take a public commitment to construct a stadium that met the stringent requirements of major league baseball. The ongoing deterioration of Trenton's tax base left the City without the financial capacity act as a major funding partner in the endeavor. The investors turned to the County for assistance.

Other supporters of the endeavor believed that if Mercer County was going to make a substantial investment in the construction of a stadium, it should be in one of the more affluent suburban areas, perhaps in an area in or near the large and impressive county park system. Prunetti believed just the opposite. His theory was that the use of public funds was justified if utilized as a redevelopment tool and not just as another county attraction. The County Executive argued the stadium would begin the process of cleaning industrial sites

²¹ Attachment 58 of the 1992 Professional Baseball Agreement suggests or requires numerous minimum facility standards including those for locker rooms, concession stands, press boxes and rest rooms. Seating requirements for new stadium construction and necessary upgrades for existing stadiums are:

Class AAA Capacity	10,000 seats
Class AA Capacity	6,000 seats
Class A Capacity	4,000 seats

and it would also create a sense of pride for Trenton residents. The facility, he believed, would bring suburban residents into the City for other than necessary government services.²²

With Mayor Palmer's support, Prunetti attempted, unsuccessfully, to sell stakeholders on locating the new stadium on one of the available industrial sites close to the downtown area. As somewhat of a compromise, a vacant industrial site on the Delaware River, close to the Trenton city border, was selected.

The investment group, which included influential local business people, combined with public officials including the Mayor and County Executive to create a powerful regime, able to convince the county governing body at large to support guaranteeing municipal bonds issued by the county redevelopment agency, the Mercer County Improvement Authority. Remediation of the site and construction began in 1992 and the 6,300 seat Waterfront Park opened in 1994 with the Detroit Tigers AA minor league affiliate, the Trenton Thunder.

Attendance at the stadium was remarkable by all reports, with annual averages typically exceeding the available seats.²³ After one season, the Thunder became the Boston Red Sox affiliated team and the attendance success continued. This phenomenon in itself indicated the popularity of minor league baseball in that the Trenton area is home to a large New York Yankee fan base and that historically (perhaps beginning with a trade involving a pitcher named George Herman "Babe" Ruth), no love is lost between the Red Sox and the Yankees.

²² The author has been a friend and colleague of Robert Prunetti since 1990 and had numerous discussions on urban redevelopment, especially concerning the City of Trenton.

²³ Standing room only festival area access is available

In a study of the employment effects of sports teams and facilities, Baade and Sanderson found that there are signs that Trenton's economy had improved but did not find evidence that it could be attributed to minor league baseball or Waterfront Park. As an admittedly small example, they utilized an interview with an area sandwich shop owner who lamented that his business has not improved (Baade and Sanderson, 1997a).

Curiously omitted from the study was the KatManDu restaurant and nightclub. Formerly an industrial factory building acquired as a part of the stadium project, Prunetti's administration worked with Mercer County Improvement Authority and the New Jersey Economic Development Authority (NJEDA) to solicit an owner/operator and provide NJEDA financing for the development of a restaurant entertainment venue. Located in the same riverfront area as the stadium with adjacent parking, Prunetti wanted to maximize the attractiveness of the destination and the economic impact. KatManDu managers state that their business has greatly benefitted from the operations of the stadium, especially prior to baseball games.²⁴

As an added business draw, major league baseball players often rehabilitate in the minor leagues after experiencing injuries. Over the years, many of the game's most well known players have completed their rehabilitation assignments playing with the Trenton Thunder. According to KatManDu personnel, during these assignments, the restaurant's business experiences an even greater business benefit from fans hoping to see their favorite major league

²⁴ Numerous interviews were held by the author with KatManDu general manager Joseph Surdo and chief financial officer Thomas Bender during the period spanning between 2000 and 2011.

players after the games. These fans have often been rewarded with players' appearances at the nightspot.

This added attraction improved in 2003 when the Red Sox and Yankees made an affiliated minor league switch. The Thunder became an affiliate of the New York Yankees and the Yankee minor league Portland, ME team changed to an affiliate of the relatively nearby Boston Red Sox.

Prunetti's hope when arguing for the locating the baseball stadium closer to downtown and in the large vacated Roebling factory area was to provide ample opportunities for economic growth around the facility. While the stadium occupied an attractive site on the Delaware River, prior private development of office complexes with New Jersey state tenants left little room for economic expansion, except for KatManDu. Additional developable property near the stadium is separated from the facility and the Delaware River by the highly travelled Route 29, a four-lane highway running parallel to the river used daily by thousands of state employees. The previously mentioned sandwich shop is also located across the highway from the stadium, a factor not considered by Baade and Sanderson (1997a). Attempts by Mayor Palmer and local officials were made to relocate Route 29 and connect the nearby Trenton central business district to the river.²⁵ The efforts to remove the manmade barrier have been embraced by state officials, but funds have not been secured for the massive project.

²⁵ Several meetings were held by the Mayor and his staff to discuss relocating Route 29 at which the author was a participant.

The Sovereign Bank Arena

During the second widely touted season of baseball in Trenton, Prunetti began planning a second facility that could best accomplish his goal of redeveloping blighted downtown areas of his hometown. He began looking again at the Roebling Steel factory area he had targeted with initial stadium talks.

The proposed arena site was once the home of American Steel and Wire Company, a division of US Steel that had operated from 1912 to 1987.²⁶ The property was owned by a central New Jersey developer who had rehabilitated other area factory sites into office buildings in Trenton and other cities. His company had typically successfully secured long term leases with various State agencies in need of additional space. Without a project or the funds to clean the industrial site, the large block of factory buildings lay largely dormant for nearly twenty years.

²⁶ The American Steel and Wire factory was a part of the larger Roebling Steel Factory complex and provided materials for Roebling's wire rope product.

Figure 3 – Roebling Factory Area – Prior to Arena Development



The County Executive proposed a project to the developer for the County to acquire the property and fund the construction of a multipurpose arena. The agreement required the developer to acquire a minor league hockey franchise and enter into a long-term lease agreement for hockey use. This transaction was contingent upon a favorable feasibility study.

The County Executive called again upon the county authority tasked for redevelopment activities, the Mercer County Improvement Authority (MCIA) to hire the professionals necessary to assess the cost of remediating the former Roebling Steel factory site, construct the building and create the necessary parking.

Engineers and architects estimated that the project would cost over \$50,000,000 not including additional funds necessary to create attractive

streetscapes in the immediate gateway vicinity. A consulting firm specializing in sports facility feasibility studies was hired and conducted a standard analysis given the approximated costs.

The developer secured an East Coast Hockey League team franchise (AA level professional minor league) which he named the Trenton Titans. A local investor formed a minor league basketball franchise, the Trenton Shooting Stars, and joined the International Basketball League. The two minor league professional sports teams were assumed as tenants in the facility feasibility study. Projected concerts and family shows were also assumed in the study. The results indicated that the arena could begin retiring the \$54,000,000 in debt service necessary to demolish factory buildings, remediate the site, create surface parking and construct the facility. According to Prunetti, convincing the governing body to provide a guarantee of payment on bonds to construct the arena in light of the huge attendance at Thunder games was much easier than garnering support for the baseball stadium

The commissioned feasibility study indicated that public subsidies would be needed for debt service initially but that private revenue sources from arena operations would pay a significant portion of it. Tax counsel to the financing authority opined that the project could not be financed with tax-exempt bonds based on the ten percent debt service IRS rule described in Chapter Two. Taxable bonds were issued and, due to the difficulty in selling taxable instruments at the time, the underwriters obtained permission to issue the bonds without a call provision.

Call provisions provide bond issuers with the option, at some future time, to pay bond owners for their bonds in order to refinance the debt in advance of the bonds' maturity date. This provision is negotiated and a predetermined premium price is set. That premium price is eliminated at a negotiated time in the debt service schedule and the bonds are callable at par, or face value.

The use of non-callable bonds that cannot be purchased until their maturity dates, effectively ended the option of a future refinancing of the debt in a better interest rate environment. A successful tender offer to buy the bonds back from their current owners would likely be a price that would eliminate the potential financial benefit of debt restructuring.

As of this date, the fiscal projections made in the feasibility report have not reached expectations and debt service payments have not been met through arena revenues.²⁷ In hindsight, it is quite possible that a lower interest rate and callable financing structure meeting IRS debt service rules for tax-exempt bonds could have been used and would have been more financially beneficial or at least less costly. It is unclear whether assuming a taxpayer funded facility without tenant revenues used for debt service would have been acceptable to the public.

The construction of the multipurpose arena was completed in October of 1999. Several environmentally contaminated factory buildings were demolished to make room for the arena and to provide ample surface parking. Surface parking is significantly less expensive to construct (less than half the cost per space as that of a parking structure), but the development cost was not the only

²⁷ The literature often argues that feasibility consultants paint rosy economic impact pictures by assuming large economic and job multipliers.

motivating factor. Prunetti's long term plan was to demolish problem, environmentally contaminated buildings and remediate the area for surface parking in order to provide flexibility on the lots for future development. Parking structures with first floor retail could be constructed in the future to fit into a yet undesigned plan and structured parking could be shared with the arena.

Attempts have been made since the arena opening to construct office and retail on the site. Perhaps the best planned use to this point was a proposed entertainment complex that could take advantage of the attraction of arena attendees with restaurants, nightclubs and specialty retail. Unfortunately, after a considerable amount of engineering and architectural design for the project, the real estate downturn caused tenants and investors to postpone the project.²⁸

Figure 4 - Roebling Factory Area – Pre-demolition Arena Site



²⁸ The author participated in the planning, design and financing of the proposed entertainment district from 2005-2008. With tenant leases obtained for approximately 60% of the project, the economic downturn caused several committed credit tenants to withdraw.

Figure 5 - Sovereign Bank Arena - Opened 1999



Sports Tenant Flexibility and Resilience

In the literature, Rosentraub (1999), and others, point out the concern of local regimes of not being considered a major league city and the fear public officials may have of losing a major league team franchise “on their watch.” As demonstrated in the case of Glendale, Arizona and the Jobing.com Arena, this concern can lead to investing significant additional funds into an already publicly funded facility.

The concern of losing a sports team tenant also exists in a minor league sports situation, but it is certainly not as severe. Unlike major league sports teams where the fan base can extend far beyond those who attend the games and become part of a city’s identity, it can be assumed that minor league sports

fan loyalty is predominantly restricted to the game attending public. The loss of a major league sports franchise could also be viewed by political actors and economic development officials as an indictment of the city's economic ability to support the team.

Sports tenant history at the Sovereign Bank Arena is an example of the flexibility of the multipurpose arenas with a minor league sports team as the primary tenant. The original business plan for the arena called for leases with two minor league sports franchises, the East Coast Hockey League startup Trenton Thunder and the locally owned Trenton Shooting Stars, a startup minor league basketball team. After two years of struggling with attendance and operating costs, the basketball league in which the Shooting Stars played folded in 2001. Despite the expected adverse publicity, the loss of the basketball team opened the valuable fall and winter schedule for more lucrative concert events. While the Stars ownership attempted to be flexible with moving game days to accommodate concert opportunities, there were logistical limits.

Booking multipurpose arenas for summer dates is challenging. Indoor football schedules fit within those slow months and offered additional event dates without potentially conflicting with other events. The Trenton Lightning indoor football team began operations in 2001 with great fan support. However, financial mismanagement by one of the partners resulted in a quick exit.²⁹

The loss of two tenant teams in the same year created a measure of negative media. The success of the hockey team continued and was the focus

²⁹ As of April 2011, a new arena football team affiliated with the Southern Indoor Football League has begun play at the Sun Bank Center.

of the sports activities at the arena. Ten to twelve high profile concerts a year coupled with numerous national ice skating tours, family shows and community events successfully mitigated the public negativity attributed to sports team losses.

The Trenton Titans, since their inception, had player agreements with both the New York Islanders and the Philadelphia Flyers. NHL exhibition games were often held at the arena to sell out crowds. The Titans annual attendance was typically near the top of the league until 2006, falling to the middle of the league in average attendance. The team was purchased by the New Jersey Devils and renamed the Trenton Devils in 2007. With many Philadelphia Flyers fans in the area, the change in name and ownership appears to have had a detrimental effect on attendance with the local Devils reporting annual attendance at the bottom of the league for the 2010-11 season.³⁰

Despite the challenges presented by professional sports tenancy and being within the market area of Philadelphia's Wells Fargo Center 37 miles away, the arena continues to book national concert tours, NCAA championship sports events and several popular annual attractions. Attendance at the Ringling Brothers Circus, ice shows such as Stars on Ice, rodeos and several other events have become annual rituals for many regional families. The arena is also the regular host of several commencement events for regional high schools and universities.

Arena management reported 213 events for 2008 with only 36 of these from tenant professional sports. The arena also reported 119 civic and

³⁰ Hans Horstein

community events. Unlike many arenas with major league team tenancy like the Jobing.com Arena, the Sovereign Bank Arena added community events such as adult and children designated ice skating sessions during and immediately following hockey season.

Economic Impact

Clearly, there are unexploited economic opportunities to take advantage of arena events. Typically, due to sound checks and last minute event preparations, arena doors are not opened to ticketholders until one hour prior to the event. Hundreds of attendees often assemble in the parking lots and area around the arena for an hour or more prior to the door opening with little or no other opportunities to spend that time (and disposable income). Rosentraub (2010) found that successful sports based economic development projects required more than an investment into the sports facility alone. His findings were that funds invested into the surrounding infrastructure were also required to create a welcoming site for entertainment and retail development.

The arena appears to have had a positive perceptual impact on the public at large, even more so than the stadium. The location of the stadium along a well travelled route on the Delaware River was not unfamiliar territory to area residents. The arena, however, was placed in an industrial area more closely associated with the perception of a deteriorating and dangerous Trenton.

Conversations between the author and arena attendees prior to events over the first two years of operation as well as recent interviews revealed a perceptual change that can be attributed to the facility. It was discovered that many local event goers had not ventured into Trenton since a mandatory school trip to the State Museum or Revolutionary War Hessian Barracks decades prior because they either had no compelling reason to visit or due to concern for their personal safety. Many of those interviewed had lived within a fifteen minute drive of the city for most, if not all, of their lives.

Drawn into the city by a concert or event they believed they could not miss, the attendees were surprised by the quality of the venue, improvements in the area and the feeling of security during their visit. Clearly, the arena and the events held there have created an environment for a new tourism export and have played a large role in dispelling some of the fearful perceptions within the region. In Trenton, it appears that a sports development strategy has set the stage for private investment into the arena district.

Map 2 – Trenton Stadium and Arena Locations



It cannot be said, however, that the arena or the baseball stadium has had a measurable impact on the greater Trenton economy. Businesses have not been drawn as of yet to the Arena District and no new development around the Stadium has occurred. In 1989, 17.3 percent of the population in Trenton was reported to be below poverty level (Golon, 2008). According to Trenton Quick Facts from the Census Bureau (www.census.gov), the population below the poverty level has grown to 25.6 percent in 2011. Gang violence also continues and is well covered in the media, often negating attempts to portray the state capital in a favorable light (Townes, 2011).

CHAPTER EIGHT

CONCLUSIONS, RESEARCH LIMITATIONS, RESEARCH RECOMMENDATIONS AND POLICY IMPLICATIONS

This dissertation is a reconnaissance comparative planning analysis of economic characteristics and use diversity and does not examine or dispute the generally accepted premise that facilities for major league sports use provide little or no measurably positive economic impact. Rather it seeks to determine whether there are economic and use distinctions between publicly owned single purpose stadiums with a major league sports team tenant and multipurpose arenas with a major league sports team tenant that are not always included in the literature. In addition, it examines whether those differences exist between facilities with a major league sports team primary tenant and those with a minor league sports team primary tenant to encourage more in depth studies for planning use.

The findings of this study are that economic characteristics and use diversity variations are notably affected by facility type and tenancy. These differences are sufficient to warrant a more detailed analysis, including facility type and tenancy as critical factors. Literature that includes facilities with minor league professional sports tenants should be expanded and include multipurpose arenas and the role they play in their communities.

Conclusions

Question 1 compared the economic characteristics of publicly owned facilities with major league sports team tenants with particular attention given to single purpose stadiums versus multipurpose arenas.

Utilizing 2008 non-premium ticket sales as a proxy for local spending and 2008 professional major league sports salaries as potential economic leakage, an analysis was performed. Given that ticket sales were not sufficient to pay reported major league player salaries in most cases, it can be assumed that the remaining revenue to pay salaries, facility rents, operations and owners' profits comes from a variety of sources including lucrative media broadcast agreements and advertising. It can also be assumed that much of the broadcast revenues and considerable amounts of advertising revenue originate outside the region. If so, salaries paid from those sources should not be considered in an economic leakage calculation (Tables 5.1 to 5.4).

Using this methodology, there is no evidence that the findings are affected by the type of venue or number of games played. I find that economic leakage assumptions made without consideration of salary funding origin are overstated.

The number of events held at a publicly financed facility and the capital cost of providing a venue for those events would be important to both the public payers and the area businesses that stand to benefit from potential customers drawn to the area to attend events.

Publicly owned single purpose stadiums with an NFL tenant reported the lowest initial capital cost per seat expressed in 2008 dollars followed by those with an MLB tenant. The cost per seat of publicly owned multipurpose arenas with a major league tenant is considerably higher, in large part to the limited number of seats, mechanisms required for multiple uses and climate control equipment.

The lowest publicly funded seat cost per event in 2008 clearly is publicly owned single purpose stadiums with an MLB tenant. With a median number of events at 85, the stadiums fall just short of the 95 events found at publicly owned multipurpose arenas. Event cost per seat of publicly owned single purpose stadiums with an NFL team tenant in 2008 was four times that of those with an MLB tenant and more than three times that of publicly owned multipurpose arenas with an NHL or NBA tenant. This is due in large part to the infrequency of use of NFL tenant facilities with an estimated median of only 13 annual events (Tables 5.5, 5.6, 5.7).

As previously discussed, the number of events held at a facility is very important to area businesses. The attracting of large numbers of potential customers to a business district and the frequency with which those numbers are drawn to the area is critical to existing businesses. Additionally, potential investors in an area may value a consistent flow of potential patrons as opposed to gross numbers spread over a few dates. Diversity of events can also affect a potential investor's feasibility analysis.

Question 2 compared the diversity and civic/community use of publicly owned facilities with major league sports team tenants. Once again, publicly owned multipurpose arenas are examined against single purpose stadiums.

Diversity of use is an important factor that can be used to mitigate the argument that a publicly funded facility appeals to a very small segment of the taxpaying population: the ticket buying sports fan. The offering of a variety of entertainment and community events would appeal to a somewhat larger audience.

Noll (1989) theorizes that, due to repeat visiting fans and season ticket holders, individual attendees at major league sports events are only 10 to 20 percent of the gross season attendance. If the business plans of area retailers, restaurateurs, night club owners and potential investors include attracting the most individuals possible to the area, a diversity of events would, in theory, expose the neighboring business district to more potential customers who might frequent the area during non-event days.

There is no indication that use diversity is a consideration in the design or management of publicly owned single purpose stadiums and, in fact, the inflexibility of single purpose stadiums discourages alternative uses. In 2008, it is assumed that only four non-sports events were held at these facilities.

This research finds that publicly owned multipurpose arenas with a major league sports tenant provide a far greater diversity of events than publicly owned single purpose stadiums with major league tenancy. Hosting a variety of concerts, family shows and civic events not only strengthens an argument that

the facilities serve as community assets, but can also attract a diverse group of potential patrons to a local business district. Neither of these possible benefits should be excluded from future analyses (Tables 5.8, 5.9, 5.10).

After a survey of publicly owned single purpose stadiums, the civic and community use of this type facility is assumed to be one event a year. Typically, community events at stadiums revolve around tenant sports team charities. Multipurpose arenas, however, are more adaptable for these type uses and are often rented to charities, governments, schools, political organizations and religious events. The median number of civic events held in 2008 at publicly owned multipurpose arenas with major league sports tenancy that responded to requests for information was nine, significantly higher than that assumed for single purpose stadiums. This use is critical to assessing a facility's value as a civic asset (Tables 5.8, 5.9, 5.10).

Question 3 compares publicly owned multipurpose arenas with a minor league sport team tenant with those with major league tenancy for economic characteristic, diversity of use and community utilization differentials.

In the absence of a minor league football system and with minor league baseball inextricably tied directly to Major League Baseball through the Professional Baseball Agreement, single purpose stadium comparisons of minor versus major league sports tenancy proved problematic. However, the clear differences between publicly owned multipurpose arenas with major league sports team tenants and those with a minor league sports team primary tenancy

beg for further examination. The disparity in player salaries, facility size, non-tenant uses and cost differentials are found to be dramatic enough to affect economic outcomes.

Minor league sports ticket sales exceeded minor league player salaries by two to four times unlike major league sports where typically a fraction of salaries could be paid with ticket sale revenue. Even with much lower ticket prices than with major league teams, most ticket revenue remains with team owners after compensating players and can be used for operating expenses, including facility rent, and owner profits. The valid application of an economic leakage theory for minor league sports salaries is unlikely (Tables 5.11 to 5.16).

With the exception of minor league sports players in the AHL, minor league players with NHL contracts and professional players in the WNBA, all other minor league team salaries fall well below the local area median incomes. After housing allowances, actual cash salaries leave little for other living costs and disposable income that may be spent during the season in the local economy (Tables 5.19 to 5.24).

The public construction of a multipurpose arena with a minor league sports team tenant may generate the same hopes for local businesses and potential investors as their major league tenant counterparts. Bringing potential patrons to a business district in need of activity is critical to the facility acting as an economic catalyst.

In 2008, publicly owned multipurpose arenas with a major league sports tenant hosted a median 95 annual events as compared to the 92 found for those

with a minor league sports team as the primary tenant. While the difference is negligible, the publicly funded event seat cost is not. Facilities with a minor league sports team tenancy reported a cost of less than two-thirds that of major league sports team tenant facilities. Based on the findings in this study, facilities with minor league sports team tenants provide approximately the same number of events for less cost to the public (Tables 5.7 and 5.25).

The dramatic differences in player salaries that exists between major and minor league sports franchises and the cost to provide an event venue argues that there is indeed a need to investigate how these differences may affect the local economy. While the overall economic outcome may not be more positive than that found with major league facilities, there are certainly sufficient reasons to assume it will not be the same.

Diversity of facility use is seldom considered in the literature as a factor in assessing value to the community. Publicly owned multipurpose arenas of all size and tenancy host a significant number of concerts, family shows and community events. Aside from sports, high profile events such as concerts and popular family shows can create a near year-round excitement around multipurpose arenas. The frequency and diversity of use would seemingly make a multipurpose arena a focal point of activity in a downtown development strategy.

It was thought that publicly owned arenas with a minor league sports team as the primary tenant would have a higher level of use diversity than major league facilities. This hypothesis was based on an assumption that minor

league team tenants exercise less influence over scheduling, provide less of the total facility revenue and occupy the facility with a shorter regular schedule than major league franchises. It was also believed that the public investment would be considered as more of a major expenditure for a public owner with a smaller tax base than might be the case in a “major league city.” An often dark arena could quickly be known as a white elephant. Public pressure to keep the facility active could result in aggressive event booking.

This research finds that the predominant use in publicly owned multipurpose arenas with a major league tenant is sporting events. Conversely, for those public facilities with a minor league sports team primary tenant nearly two-thirds of the events held were made up of concerts, family shows and civic/community events (Tables 5.10 and 5.26).

For civic and community use, the hypothesis was that public owners of multipurpose arenas with minor league sports team tenancy and significant influence over facility operations would be motivated to provide the facility for civic and community use. Affordability for interested civic groups would also be a key factor and with combined lower costs of rent and operations, the assumption was that more events of this type would be hosted than could be in larger, more expensive venues with a major league tenant with more operational control over scheduling than a minor league tenant.

Motivated by the public owners, arena managers may be urged to market the facility as a civic hall with attractive rental rates, sometimes forgoing the profit motive that exists for other rentals. Management companies, with hopes of a contract renewal, may be eager to assist. Local school events, political gatherings, trade shows, religious services and non-profit fundraisers may place the arena in a favorable community light and mitigate what may be a less than stellar financial performance.

Research findings are that publicly owned multipurpose arenas with minor league tenants do indeed host significantly more civic and community events than major league arenas. Survey responses from publicly owned multipurpose arenas with major league sports tenants reported a median of 9 civic and community events while the median number at those with minor league sports team tenants was more than three times that amount at 30. Civic and community events as a percentage of total multipurpose arena use were also dramatically different in 2008, accounting for a third of the schedule at publicly

owned multipurpose arenas with minor league tenancy and approximately one tenth of the schedule for multipurpose arenas with a major league sports tenant (Tables 5.10 and 5.26).

Table 8.1 Conclusions

Research Questions	Methods	Conclusions	Policy Implications
1. What are the differences in economic characteristics (i.e. economic leakage, facility cost, etc.) between publicly owned single purpose stadiums and publicly owned multipurpose arenas with a major league sports team tenant and does the literature recognize these differences?	Rosentraub theorizes that as much as 50 percent of professional sports player salaries are spent outside the area (1999). Conversely, 50 percent of salaries are retained. For purposes of this study, non-premium ticket sales is considered as local spending and leakage is considered the portion of local spending that exceeds 50 percent of player salaries in 2008. Event public cost is a representative calculation using initial public facility cost divided by the number of 2008 events.	The facility type does not appear to affect leakage. Rather, the dependence upon revenues other than tickets sales for the payment of salaries is more of a leakage determinant. Future studies should attempt to determine the origin of those non-ticket revenues. Event public cost varies based on the number of events and the initial cost per seat. Multipurpose arenas are typically more expensive to construct, but often offset that expense somewhat with more event opportunities.	The apparent lucrative media and advertising revenue that subsidizes player salary and team owner profit could be utilized as an argument for increased financial participation by the team in the financing of facilities. While current tax law would prohibit this possibility and retain tax-exempt financing structures, a case by case fiscal analysis is warranted. For this change to be universal, all potential host cities would need to accept the strategy. Additionally, the lucrative nature of sports could be used as an additional argument to prohibit tax exempt financing
2. Do publicly owned multipurpose arenas with a major league sports team tenant serve more as community assets by providing a venue for a diversity of events (e.g. concerts, family shows, etc) and as a gathering place for civic and community events than publicly owned single purpose stadiums with a major league sports team tenant?	It is assumed that one determining factor to value a facility is the provision of events that appeal to a large segment of the local population. Another is the number of community or civic events held at a venue. 2008 events are used to assess the diversity of events held, including community and civic events.	The findings are clear that publicly owned multipurpose arenas with a major league sports team tenant provided in 2008 for a significantly larger diversity of events than their single purpose stadium counterparts. Climate control and design of multipurpose arenas makes use conversion more financially and operationally feasible.	Host cities should use this and future type specific analyses for decision making. For example, if the intent is for a sports based redevelopment plan that includes an adjacent entertainment and retail area, a frequency of events is critical to drawing potential customers to the area.
3. Are the economic characteristics, diversity of use and civic utilization of multipurpose arenas affected by whether their primary tenant is a major league or minor league professional sports team?	Using the same methods as Questions 1 and 2, Publicly owned multipurpose arenas with major league sports team tenancy are compared to those with minor league sports team primary tenancy.	While publicly owned multipurpose arenas with both types tenancy provide for a higher level of use diversity and civic and community utilization than single purpose stadiums, those with a minor league primary league sports team primary tenant are significantly greater. Additionally, economic arguments used against sports facilities in the literature do not hold as true for minor league tenant multipurpose arenas. More tenant specific research is called for.	Local supporters of sports facility development may utilize this comparison to argue for a minor league sports team strategy. As evidenced in the Trenton and Glendale case studies, the cost and risk for a facility with a minor league sports team primary tenant are less and can still be a part of a sports based redevelopment plan.

Research Limitations

Stadium and multipurpose arena ownership structure has evolved dramatically over the past century. The rapid transformation of facility finance structure and ownership scenarios has made the task of academic inquiry even more difficult. Judith Grant Long conducted a detailed, comprehensive study on the cost of major league facilities that includes total development cost, infrastructure cost, lost tax revenues and ongoing subsidies. Parts of her study became dated just a few short years later. No less than ten major league football and baseball franchises that formerly shared facilities with another major league team have moved into new sport specific facilities within the past ten years.

The findings of this research are limited by both the methodology and availability of data. It is believed, however, that the findings provide a sufficient basis to warrant future research. The noted limitations may be helpful in the methodological structuring of further study.

This study is largely dependent upon a cross sectional analyses of pooled 2008 data and is limited by the single year snapshot nature of the data collection. While sport team seasons are consistent in the number of regular season events and family shows are often an annual occurrence, concerts are dependent upon new song releases and the subsequent promotion of those songs. Civic and community use, especially in larger arenas, may have also been affected slightly by the 2008 presidential election and related campaign events. A longitudinal

study may be more revealing, but this work does demonstrate the need for additional facility and use specific inquiry.

As with other areas of inquiry, the ability to obtain pertinent data from unmotivated sources is not without challenges. The literature has historically been very critical of investing public funds in single purpose stadium and multipurpose arena construction and operation. Facility managers and public owners proved to be reluctant to assist another study that might add to that criticism. Through direct conversations with managers and owners, I was able to obtain some measure of data with the promise of including alternate, non-sports uses of multipurpose arenas as a primary focus in the analysis. Single purpose stadium management was less inclined to assist. Conservative assumptions were made for those facilities and it is believed that the findings were not adversely affected.

Leases between public owners and primary sports team tenants were not obtained or evaluated. Revenue sources diverted to team use or for concert promoters vary by facility. Lease and event rental agreements may be substantially different. It is unclear how revenues such as advertising, merchandising, concessions, premium seating, luxury suites and other income items that could be considered as local spending are shared. I use only consistent and reliable non-premium seat ticket sales and team salaries data for comparison and to represent potential economic leakage

Case study selection was limited to publicly-owned multipurpose arenas as this type of facility was included in all three study questions. Both types of tenant, major and minor league professional sports teams, were represented in the two cases selected. The facilities were chosen due to their relatively recent construction and the issues that both had experienced with tenancy.

The cases are limited by their small representation of the total number of facilities. Only one case was selected from the 71 publicly owned multipurpose arenas with a minor league sports team primary tenant and only one case was selected from the 31 with major league sports team tenancy. The qualitative analyses were structured to augment and inform quantitative findings and not to arrive at generalized conclusions.

Somewhat uneven limitations also exist in the ability to obtain personal interviews with facility management and public officials. Due to the author's history with Mercer County, New Jersey and the Sovereign Bank Arena, access to all participants in the facility, past and present, was unobstructed. The Jobing.com Arena, however, is in transition. The NHL has taken ownership of the tenant team and a search is being conducted for new franchise ownership and facility management. Sources of information for the facility and tenant team include trade publications and local media. No team or public officials were interviewed.

The criterion for case selection was thoughtfully chosen, but is certainly not the only parameters that could have been utilized. Given the expansive

number of facilities in the study population, other facilities could be selected for qualitative study and contribute to the research as well.

Recommendations for Future Research

The findings of this dissertation indicate that there are clear differences between types of publicly owned facilities utilized for professional sports use and the tenancy of those facilities. While it does not argue that public investment in facilities for professional sports use is a wise use of public funds, it does find that some of the arguments and assumptions used in the literature have shortcomings.

The overwhelming majority of critical literature thus far has concentrated on major league sports and the facilities in which they are tenants. This dissertation has demonstrated distinct differences in the economic characteristics and uses of publicly owned single purpose stadiums and multipurpose arenas. Differences are even more pronounced for multipurpose arenas with a minor league sports team primary tenant. These identified distinctions call for additional research that considers facility type and tenancy in the analysis.

While potential economic leakage from major league sports ticket sales does not appear to be driven by facility type, it is possibly affected by both local and outside sources of revenue. Substantial differences in non-tenant usage do seem to be facility based. How this diversity of use economically impacts the

immediately surrounding areas should be explored. The literature would benefit from facility and tenant specific economic analyses.

The presence of multiple numbers and types of facilities within a close proximity can skew regional economic analyses and confound attempts to locate causation of economic impact (Table 3.1). Future research should be conducted in a manner to isolate individual facilities for analysis.

A determination of how a facility is valued by the community cannot be accurately measured in an economic impact analysis. As previously mentioned in Chapter Three, the Contingent Valuation Method (CVM) has been used to determine the value of an asset to the public at large. A questionnaire describes the asset and attempts to ascertain how much the subject would be willing to pay from their own budget to obtain the asset or save it from being lost (Groothius, Johnson and Whitehead, 2004). This method should be explored, but questioning should include all events that have been or are planned to be held at the facility rather than concentrating simply on the primary tenant sports team.

The value of a venue for civic and community events is also difficult to measure, but future studies should include this use. An attempt to assign value could be conducted with a CVM analysis or a more suitable and yet undetermined method.

In the literature, it is generally found that subsidizing facilities with major league tenants is not a beneficial use of public funds. Rosentraub reportedly believes there is no reason to think that a study of facilities with minor league sports primary tenants will be different (Wirtz, 2001). Based on the findings of this study, and in disagreement with Rosentraub, I believe that the results for multipurpose arenas with minor league tenancy will certainly be different and merit increased academic inquiry.

While personal observation seems to indicate that women continue to play a larger role in the fan base of professional sports, there is no research to support that observation. As participants in professional sports within multipurpose arenas and single purpose stadiums, women are very restricted. The WNBA professional basketball league has grown over the past few years, but participation in other sports has lagged behind, despite the large public investment into the facilities.

Policy Implications

Facilities financed using low interest tax-exempt structures are subsidized by federal taxpayers to the extent that interest on the debt is not taxable. As previously discussed, efforts to end the practice have been tried and, in the opinion of most scholars, failed. As noted in Chapter 2, the Tax Reform Act of 1986 (the Act) resulted only in increased public ownership of facilities and a decrease in the fiscal contribution of the sports team tenants in order to meet tax-

exempt financing rules as dictated by the Act. Additionally, Federal tax-exempt financing instruments are also tax-exempt from state taxes in jurisdictions, such as New Jersey.

It can be assumed that lawmakers have been reluctant to pass legislation that would discourage the construction of facilities designed and intended to host professional sporting events. A middle ground between those who oppose subsidization of these facilities and those who oppose discouraging legislative actions (i.e., regimes and organized labor) must be reached that has the intended outcome.

Current tax-exempt regulations require facilities financed with tax-exempt instruments meet one of two rules; private for-profit facility utilization must be under 10 percent of the total use or proceeds from private activities utilized for debt service payments cannot exceed 10 percent of the total debt service. In order to meet the IRS rules, host city and state governments contribute to the construction debt service with public funds. Cities vying for professional sports team franchises may enter into a bidding war with other potential host cities, offering more public subsidies to the detriment of other publicly funded programs.

Perhaps relaxing the debt service limitation combined with a requirement that the amount of debt service from a tenant professional sports team be the amortized amount of the total building cost based on percentage of use. By basing the contribution on the total capital cost rather than the total debt, local governments could not be pressured into making initial equity contributions to lower the total debt service.

The continued investment of significant public funds into single purpose stadiums and multipurpose arenas flies in the face of current academic literature. With limited exceptions, generalized conclusions against the practice have been presented in the literature. Nothing in this research presents an argument to the contrary. However, the trend toward public funded and owned facilities seems to be escalating and public actors continue to view facilities with professional sports team tenants as an economic development tool.

While there is no indication that public investment into facilities for professional sports is a wise choice, this dissertation does find that multipurpose arenas with a minor league sports team tenant provide more diversity of use and less fiscal risk and less potential long term economic damage than single purpose stadiums and multipurpose arenas with a major league tenant. The diversity of use for minor league venues can be even greater in cities where other large gathering places for civic and cultural events are not in existence. Fiscal risk is exacerbated in major league tenant venues due to the cartel nature of the major leagues and the ability to force cities into making large public contributions to the facilities or risk losing an irreplaceable major league franchise.

Absent facility and tenant specific research, spending and development decisions are being made by public officials without direction. This dissertation demonstrates the need for academic inquiry that provides public actors with the analytical tools necessary to make decisions that best fit their strategic plans and

goals. Future studies should be structured to provide facility type, tenancy and location guidance for public officials already committed to the strategy.

Appendix A - Multipurpose Arena Data Sheets

Data was collected for publicly owned facilities used for major league sports and multipurpose arenas with a minor league primary tenant from numerous sources and entered into individual data sheets for each facility (Appendix A). Data collections was restricted to the 2008 calendar year, with the exception of professional sports team schedules that carry over into a new calendar year such as basketball and hockey. For those sports with multiple calendar year schedules, the season beginning in 2008 is utilized.

For purposes of this dissertation, factors that can be significantly affected by external economic pressures are excluded. Facility cost, event data, primary sports team tenant salaries, event diversity and civic utilization are collected for analysis and entered into individual facility sheets. The data is then used to perform comparative analyses in response to the three Research questions.

1. What are the differences in economic characteristics (i.e., economic leakage, facility cost per seat, etc.) between publicly owned single purpose stadiums and publicly owned multipurpose arenas with a major league sports team tenant and does the literature recognize these differences?
2. Do publicly owned multipurpose arenas serve more as community assets by providing a venue for a diversity of events (i.e., concerts, family shows, etc.) and as a gathering place for civic and community events (i.e., non-profit, political, and religious gatherings and local and exhibition sports and trade shows) than single purpose stadiums?

3. Are the economic characteristics, diversity of use and civic utilization of multipurpose arenas affected by whether their primary tenant is a major league or minor league professional sports team?

For the major league teams, salary information was obtained from a data base maintained by USA Today. Annual regular season attendance information is monitored by ESPN.com and average non-premium ticket prices are available from Team Marketing Report (TMR).

Minor league salary information for minor league baseball was difficult to obtain due to contracts with their major league team affiliates. It was found that the structure of minor league baseball and the relationship with Major League Baseball created numerous comparison difficulties and therefore minor league baseball was not included in the analysis.

Salary data for other minor league sports was gathered from league agreements. These agreements are detailed in Appendix B.

Facility costs were obtained from the National Sports Law Institute of Marquette University (NSLI) and expressed in 2008 dollars utilizing the Engineering News Records Construction Cost Index (Table 5.5). The maximum numbers of seats in the facilities were retrieved from the NSLI data base, facility website or in a conversation with facility management.

Events held at publicly owned single purpose stadiums are dominated by the professional sports team tenant home game schedule. In those facilities that

have other sports tenants such as college football games, the events were added to the sports totals.

Concerts, family events and civic events are held on occasion, but infrequently. A review of publicly owned single purpose stadiums with National Football League or Major League Baseball tenants suggests that non-team activities are rare and event assumptions were made. As discussed earlier, there are many reasons for this condition, including the cost of conversion for other uses (Long, 2002), climatic uncertainty, field maintenance issues and the availability of entertainment acts that can draw sufficient paying attendees for economic feasibility. Major League Baseball maintains a list of scheduled concerts and, as of March, 2011, only one had been listed for all MLB parks during the upcoming season. .

Civic or community events are often done in conjunction with the primary tenant team such as fan day or players' wives charity events. Assumptions have been made and applied to all venues

Initially, publicly owned multipurpose arenas were asked to participate in an online survey requesting 2008 event information including attendance, total ticket sales, gross concession sales and novelty revenues as well as the net revenues for those items to the facility. Total payroll was also requested for the year. This request, after several follow up contacts, rendered very limited data.

Multipurpose arena managers provided varying levels of information and a request was made for 2008 event lists with attendance if available. A data base of 2008 event information was obtained from Venues Today, a trade publication

that collects non-sports event information including attendance, gross ticket sales, venue size and promoters. While some events do not report their data, cross checking arena management provided event lists with the Venues Today data base indicates that non-reporting of events is rare. Missing attendance data was obtained from local and national media reports when available.

Actual 2008 event data submitted by the facility managers is used in the comparative analysis of civic use between publicly owned multipurpose arenas with major and minor league sports team tenancy. Multipurpose arena managers from 7 of the 31 with major league sports team tenants and 29 from the 71 facilities with minor league sports team primary tenants provided complete event data for 2008. For civic/community events at nonresponsive arenas, the median number of events from responsive facilities is assumed and used for diversity factor calculations.

<u>Tenants</u>	<u>Median Salary</u>	<u>Sources and Notes</u>
Miami Heat NBA	\$1,141,838	USA Today database 2008-09
	<u>Annual Payroll</u>	
Miami Heat NBA	\$ 50,031,123	USA Today database 2008-09

<u>Sports Event Data</u>	<u>#</u>	<u>Total Attendance</u>	<u>Sources and Notes</u>
Collegiate Sports			
High School Sports			
Professional Hockey			
Professional Basketball	41	798,004	ESPN Attendance Data Base
Arena Football			
Indoor Soccer			
Indoor Lacrosse			
Totals	41		
Gross Revenue from Sports Events		\$46,723,134	Based on TMR reported average ticket

<u>Civic/Community Event Data</u>	<u>#</u>	<u>Total Attendance</u>	<u>Sources and Notes</u>
Total Attendance at Civic/Community Events	9		Assumed
Gross Revenue from Civic/Community Events			
<u>Family Event Data</u>	<u>#</u>	<u>Total Attendance</u>	<u>Sources and Notes</u>
Gross Revenue from Family Events	1	5,375	Venues Today
Net Revenue to Arena from Family Events		\$243,848	

Table A.2

Arena:		Amway Arena	
Owner:		City of Orlando	
Location:		Orlando, FL	

<u>Building Construction and Funding</u>		<u>Sources and Notes</u>
Building Cost at opening	\$102,000,000	National Sports Law Institute (NSLI)
Building Cost Adjusted to 2008	\$183,600,000	Engineering News Record
Public Investment Adjusted to 2008	\$183,600,000	NSLI
Maximum Seating	18,039	
Opened	1989	NSLI
Adj. Cost per Seat	\$10,178	
Adj. Public Cost per Seat	\$10,178	
Construction Cost Index	4615	Engineering News Record
Construction Cost Adjustment Factor	1.8	Calculated
Funding Sources		New arena opening in 2010
Management	Team	Arena

<u>Tenants</u>	<u>Average Salary</u>	<u>Sources and Notes</u>
Orlando Magic NBA	\$3,500,000	USA Today database 2008-09
Orlando Predators AFL		
Orlando Sharks MISL		
	<u>Annual Payroll</u>	
Orlando Magic NBA	\$74,863,198	USA Today database 2008-09
Orlando Predators AFL		
Orlando Sharks MISL		

<u>Demographics</u>		<u>Sources and Notes</u>
Location Population (2008)	349,856	US Census
Household Median Income (2008)	\$29,151	US Census
National Household Median Income (2008)	\$52,175	US Census

<u>Sports Event Data 2008</u>	<u>#</u>	<u>Total Attendance</u>	<u>Sources and Notes</u>
Collegiate Sports			
Professional Hockey			
Professional Basketball	41	709,346	Ticket Sales (TMR) \$28,586,643
Arena Football	8	72,084	Venues Today
Indoor Soccer	6	4,174	Venues Today
Totals	55		
Gross Revenue from Sports Events		\$31,131,282	Venues Today and TMR

<u>Concert Data 2008</u>	<u>#</u>	<u>Total Attendance</u>	<u>Sources and Notes</u>
Rock	6	68,352	Venues Today
Adult/Pop	1	10,757	Venues Today
Hip Hop/R&B	2	17,524	Venues Today
Country	1	6,220	Venues Today
Dance			
Latin	3	13,252	Venues Today
Christian	1	7,464	Venues Today
Theater/Classical			
Totals	14	123,569	Venues Today
Gross Revenue from Concert Events		\$7,395,312	Venues Today

<u>Civic/Community Event Data 2008</u>	<u>#</u>	<u>Total Attendance</u>	<u>Sources and Notes</u>
Total Attendance at Civic/Community Events	9		Assumed
Gross Revenue from Civic/Community Events			

<u>Family Event Data</u>	<u>#</u>	<u>Total Attendance</u>	<u>Sources and Notes</u>
Total Family Events	25	62,650	Venues Today
Gross Revenue from Family Events		\$2,148,464	Venues Today
Net Revenue to Arena from Family Events			

Table A.3

Arena:	AT&T Center
Owner:	Bexar County
Location:	San Antonio, TX

<u>Building Construction and Funding</u>		<u>Sources and Notes</u>
Building Cost at opening	\$186,000,000	National Sports Law Institute (NSLI)
Building Cost Adjusted to 2008	\$236,220,000	Engineering News Record
Public Investment Adjusted to 2008	\$186,055,000	\$140M Tax Exempt \$20M Taxable - Fitch
Maximum Seating	18,000	Arena
Opened	2002	NSLI
Cost per Seat	\$13,123	
Public Cost per Seat	\$10,336	
Funding Sources		Co. taxes, hotel and rental car taxes NSLI
Construction Cost Index	6538	Engineering News Record
Construction Cost Adjustment Factor	1.27	ENR
Management	3rd Party	Arena

<u>Tenants</u>	<u>Average Salary</u>	<u>Sources and Notes</u>
San Antonio Spurs NBA	\$2,500,000	USA Today database 2008-09
San Antonio Silver Stars WNBA	\$64,333	Based on 12 player roster
San Antonio Rampage AHL	\$67,218	AHL Exclusive of One Way Contract PHPA
	<u>Annual Payroll</u>	
San Antonio Spurs NBA	\$68,403,480	USA Today database 2008-09
San Antonio Silver Stars WNBA	\$772,000	Salary cap - WNBA Collective Bargaining
San Antonio Rampage AHL	\$1,344,360	Based on a 20 Player Roster

<u>Demographics</u>		<u>Sources and Notes</u>
Location Population (2008)	1,277,322	US Census
Household Median Income (2008)	\$42,731	US Census
National Household Median Income (2008)	\$52,175	US Census

<u>Sports Event Data</u>	<u>#</u>	<u>Total Attendance</u>	<u>Sources and Notes</u>
Collegiate Sports			
High School Sports			
Professional Hockey	40	206,680	Hans Horstein
Professional Basketball	41	761,149	Ticket sales \$4,290,969 (TMR)
Arena Football			
Indoor Soccer			
Indoor Lacrosse			
Women's Professional Basketball	17		WNBA
Professional Tennis			
Totals	98	967,829	
Gross Revenue from Sports Events			
Net Revenue to Arena from Sports Events			

<u>Concert Data</u>	<u>#</u>	<u>Total Attendance</u>	<u>Sources and Notes</u>
Rock	2	22,006	Venues Today
Adult/Pop	1	10,492	Venues Today
Hip Hop/R&B			
Country			
Dance			
Latin	2	11,752	Venues Today
Christian			
Theater/Classical			
Totals	4	44,250	
Gross Revenue from Concert Events		\$3,176,671	Venues Today
Net Revenue to Arena from Concert Events			

<u>Civic/Community Event Data</u>	<u>#</u>	<u>Total Attendance</u>	<u>Sources and Notes</u>
Total Attendance at Civic/Community Events	9		Assumed
Gross Revenue from Civic/Community Events			

<u>Family Event Data</u>	<u>#</u>	<u>Total Attendance</u>	<u>Sources and Notes</u>
Gross Revenue from Family Events			
Net Revenue to Arena from Family Events			

Table A.5

Arena:		Bradley Center	
Owner:		State of Wisconsin	
Location:		Milwaukee, WI	

<u>Building Construction and Funding</u>		<u>Sources and Notes</u>	
Building Cost at opening	\$90,000,000	National Sports Law Institute (NSLI)	
Building Cost Adjusted to 2008	\$165,600,000	Engineering News Record	
Public Investment Adjusted to 2008	\$0	NSLI	
Maximum Seating	20,000	Arena	
Opened	1988	NSLI	
Cost per Seat	\$8,280		
Public Cost per Seat	\$0		
Public Share of Building Cost			
Funding Sources		Donated by Bradley Family to State - NSLI	
Construction Cost Index	4519	Engineering News Record	
Construction Cost Adjustment Factor	1.84	ENR	
Management	Owner	Bradley Center Sports and Entertainment	

<u>Tenants</u>		<u>Median Salary</u>	<u>Sources and Notes</u>
Milwaukee Bucks NBA		\$3,354,480	USA Today database 2008-09
		<u>Average Salary</u>	
Milwaukee Admirals AHL		\$67,218	AHL Exclusive of One Way Contract PHPA
Marquette University		N/A	
		<u>Annual Payroll</u>	
Milwaukee Bucks NBA		70,220,238	USA Today database 2008-09
Milwaukee Admirals AHL		1,344,360	Based on a 20 Player Roster

<u>Demographics</u>		<u>Sources and Notes</u>	
Location Population (2008)	582,819	US Census	
Household Median Income (2008)	\$37,022	US Census	
National Household Median Income (2008)	\$52,175	US Census	

<u>Sports Event Data</u>	#	<u>Total Attendance</u>		<u>Sources and Notes</u>
Collegiate Sports				
High School Sports				
Professional Hockey	40	235,107		Hans Horstein
Professional Basketball	41	639,421		Ticket Sales (TMR) \$30,666,631
Arena Football				
Indoor Soccer				
Totals	81			
Gross Revenue from Sports Events				
Net Revenue to Arena from Sports Events				

<u>Concert Data</u>	#	<u>Total Attendance</u>		<u>Sources and Notes</u>
Rock	2	13,311		Venues Today
Adult/Pop	1	17,443		Venues Today
Hip Hop/R&B				
Country	1	4,852		Venues Today
Dance				
Latin				
Christian				
Theater/Classical				
Totals	4	35,606		Venues Today
Gross Revenue from Concert Events		\$2,178,700		Venues Today
Net Revenue to Arena from Concert Events				

<u>Civic/Community Event Data</u>	#	<u>Total Attendance</u>		<u>Sources and Notes</u>
Total Attendance at Civic/Community Events	9			Assumed
Gross Revenue from Civic/Community Events				

<u>Family Event Data</u>	#	<u>Total Attendance</u>		<u>Sources and Notes</u>
	1	4,462		Venues Today
Gross Revenue from Family Events		\$358,924		Venues Today

Table A. 6

Arena:		Conseco Fieldhouse	
Location:		Capital Improvement Bd, City of Indianapolis, IN Indianapolis, IN	

<u>Building Construction and Funding</u>		<u>Sources and Notes</u>	
Building Cost at opening	\$183,000,000	National Sports Law Institute (NSLI)	
Bulding Cost Adjusted to 2008	\$205,710,000		
Public Investment Adjusted to 2008	\$107,805,000		
Maximum Seating	18,500	Arena	
Opened	1999	NSLI	
Cost per Seat Adjusted to 2008	\$11,119		
Public Cost per Seat Adjusted to 2008	\$5,827		
Funding Sources		City financed - NSLI	
Construction Cost Index	6059	Engineering News Record	
Construction Cost Adjustment Factor	1.37	ENR	

<u>Tenants</u>	<u>Average Salary</u>	<u>Sources and Notes</u>	
Indiana Pacers	\$2,329,805	NBA - USA Today Salary Database	
Indiana Fever	\$64,333	Mean based on 12 Player Roster	
	<u>Annual Payroll</u>		
Bossier-Shreveport Mudbugs CHL	\$69,623,798	Salary Cap & Housing CHL 2009	
Bossier-Shreveport Battle Wings AF2	\$772,000	Salary cap - WNBA Collective Bargaining	

<u>Demographics</u>		<u>Sources and Notes</u>	
Location Population (2009)	807,584		
Household Median Income (2009)	\$53,491		
National Household Median Income (2008)	\$52,175		

<u>Sports Event Data</u>	<u>Totals</u>		<u>Sources and Notes</u>
Collegiate Sports			
High School Sportts			
Professional Hockey			
Professional Basketball	41	501,092	ESPN Attendance Data Base
Arena Football			
Women's Professional Basketball	17	130,941	Arena - WNBA - Womensbasketballonline.com
Totals	58	632,033	
Gross Revenue from Sports Events		\$20,589,87	NBA Only - TMR

<u>Concert Data</u>	<u>#</u>	<u>Total Attendance</u>	<u>Sources and Notes</u>
Rock	2	22,608	Venues Today
Adult/Pop	1	11,768	Venues Today
Hip Hop/R&B			
Country			
Christian			
Theater/Classical	2	13,362	Venues Today
Totals	5	47,738	Venues Today
Gross Revenue from Concert Events		\$3,066,983	Venues Today

<u>Civic/Community Event Data</u>	<u>#</u>	<u>Total Attendance</u>	<u>Sources and Notes</u>
Total Attendance at Civic/Community Events	9		Assumed
Gross Revenue from Civic/Community Events			

<u>Family Event Data</u>	<u>#</u>	<u>Total Attendance</u>	<u>Sources and Notes</u>
	1	6,026	Venues Today
Gross Revenue from Family Events		\$447,973	Venues Today

Table A.7

Arena:		FedEx Forum	
Owner:		City of Memphis	
Location:		Memphis, TN	

<u>Building Construction and Funding</u>		<u>Sources and Notes</u>	
Building Cost at opening	\$250,000,000	National Sports Law Institute (NSLI)	
Building Cost Adjusted to 2008	\$292,000,000	Engineering News Record	
Public Investment Adjusted to 2008	\$242,360,000	NSLI	
Maximum Seating	18,500	Venues Today	
Opened	2004	NSLI	
Cost per Seat	\$15,784		
Public Cost per Seat	\$13,101		
Public Share of Building Cost			
Funding Sources		Ticket fee, County Sports Auth., sales tax NSLI	
Construction Cost Index	7115	Engineering News Record	
Construction Cost Adjustment Factor	1.168	ENR	
Management	Team	Arena	

<u>Tenants</u>		<u>Median Salary</u>	<u>Sources and Notes</u>
Memphis Grizzlies NBA		\$3,093,333	USA Today database 2008-09
University of Memphis Tigers NCAA		N/A	
		<u>Annual Payroll</u>	
Memphis Grizzlies NBA		\$75,819,691	USA Today database 2008-09

<u>Demographics</u>		<u>Sources and Notes</u>	
Location Population (2008)	643,329	census.gov	
Household Median Income (2008)	\$36,389	census.gov	
National Household Median Income (2008)	\$52,175	census.gov	

<u>Sports Event Data</u>		<u>#</u>	<u>Total Attendance</u>	<u>Sources and Notes</u>
Collegiate Sports		13		Estimated - University of Memphis
High School Sports				
Professional Hockey				
Professional Basketball		41	523,578	ESPN Attendance Data Base
Arena Football				
Totals		54		
Gross Revenue from Sports Events			\$12,623,465	Basketball only - TMR

<u>Concert Data</u>		<u>#</u>	<u>Total Attendance</u>	<u>Sources and Notes</u>
Rock		2	21,380	Venues Today
Adult/Pop		1	5,934	Venues Today
Hip Hop/R&B		2	8,880	Venues Today
Country		3	28,825	Venues Today
Dance				
Latin				
Christian		1	9,127	Venues Today
Theater/Classical		3	21,325	Venues Today
Totals		12	95,471	Venues Today
Gross Revenue from Concert Events			\$5,104,954	Venues Today

<u>Civic/Community Event Data</u>		<u>#</u>	<u>Total Attendance</u>	<u>Sources and Notes</u>
Total Attendance at Civic/Community Events		9		Assumed
Gross Revenue from Civic/Community Events				

<u>Family Event Data</u>		<u>#</u>	<u>Total Attendance</u>	<u>Sources and Notes</u>
		5	19,140	Venues Today
Gross Revenue from Family Events			\$749,704	Venues Today

Table A.8

Arena:	Ford Center
Owner:	Oklahoma City
Location:	Oklahoma City, OK

<u>Building Construction and Funding</u>		<u>Sources and Notes</u>
Building Cost at opening	\$85,000,000	National Sports Law Institute (NSLI)
Building Cost Adjusted to 2008	\$108,035,000	Engineering News Record
Public Investment Adjusted to 2008	\$108,035,000	NSLI
Maximum Seating	20,817	Venues Today
Opened	2002	NSLI
Cost per Seat	\$5,190	
Public Cost per Seat	\$5,190	
Public Share of Building Cost		
Funding Sources		City funds NSLI
Construction Cost Index	6538	Engineering News Record
Construction Cost Adjustment Factor	1.271	ENR
Manager	3rd Party	SMG

<u>Tenants</u>	<u>Median Salary</u>	<u>Sources and Notes</u>
Oklahoma City Thunder NBA	\$3,493,680	USA Today database 2008-09
Oklahoma City Blazers CHL	\$23,500	Based on a 20 Player Roster
Oklahoma City Yard Dawgz AF2	\$10,400	Based on AFL non-franchise player salary and estimated housing and food allowance
	<u>Annual Payroll</u>	
Oklahoma City Thunder NBA	\$61,534,722	USA Today database 2008-09
Oklahoma City Blazers CHL	\$446,500	Salary Cap & Housing CHL 2009
Oklahoma City Yard Dawgz AF2	\$208,000	Based on 20 player roster

<u>Demographics</u>		<u>Sources and Notes</u>
Location Population (2008)	544,157	census.gov
Household Median Income (2008)	\$43,011	census.gov
National Household Median Income (2008)	\$52,175	census.gov

<u>Sports Event Data</u>	<u>#</u>	<u>Total Attendance</u>	<u>Sources and Notes</u>
Collegiate Sports			
High School Sports			
Professional Hockey	32	208,264	Hans Horstein
Professional Basketball	41	547,556	ESPN Attendance Data Base
Arena Football	8		AF2
Indoor Soccer			
Totals	81		
Gross Revenue from Sports Events		\$19,903,660	Basketball only - TMR

<u>Concert Data</u>	<u>#</u>	<u>Total Attendance</u>	<u>Sources and Notes</u>
Rock	14		Arena
Adult/Pop	2		Arena
Hip Hop/R&B	1	5,710	Venues Today
Country	4		Arena
Dance			
Latin			
Christian	2		Arena
Theater/Classical	2	19,049	Venues Today
Totals	25		
Gross Revenue from Concert Events			

<u>Civic/Community Event Data</u>	<u>#</u>	<u>Total Attendance</u>	<u>Sources and Notes</u>
Total Attendance at Civic/Community Events	5		Arena
Gross Revenue from Civic Events			

<u>Family Event Data</u>	<u>#</u>	<u>Total Attendance</u>	<u>Sources and Notes</u>
Gross Revenue from Family Events	45		Arena

Table A.9

Arena:		Honda Center	
Owner:		City of Anaheim	
Location:		Anaheim, CA	

<u>Building Construction and Funding</u>		<u>Sources and Notes</u>	
Building Cost at opening	\$123,000,000	National Sports Law Institute (NSLI)	
Building Cost Adjusted to 2008	\$196,185,000	Engineering News Record	
Public Investment Adjusted to 2008	\$196,185,000	NSLI	
Maximum Seating	19,400	Venues Today	
Opened	1993	NSLI	
Cost per Seat	\$10,113		
Public Cost per Seat	\$10,113		
Funding Sources		Public, Ogden Ent. Assuming debt	
Construction Cost Index	5210	Engineering News Record	
Construction Cost Adjustment Factor	1.595	ENR	
Management	Team	Arena	

<u>Tenants</u>		<u>Median Salary</u>	<u>Sources and Notes</u>
Anaheim Ducks NHL		\$885,250	USA Today database 2008-09
		<u>Annual Payroll</u>	
Anaheim Ducks NHL		\$49,838,000	USA Today database 2008-09

<u>Demographics</u>		<u>Sources and Notes</u>	
Location Population (2008)	334,795	Census	
Household Median Income (2008)	\$59,644	Census	
National Household Median Income (2008)	\$52,175	Census	

<u>Sports Event Data</u>		Totals	<u>Sources and Notes</u>
Collegiate Sports	4	66,810	Venues Today
High School Sports			
Professional Hockey	41	704,932	ESPN Attendance Data Base
Professional Basketball			
Arena Football			
Indoor Soccer			
Indoor Lacrosse			
Totals	45		
Gross Revenue from Sports Events		\$31,039,045	Venues Today and TMR

<u>Concert Data</u>		#	<u>Total Attendance</u>	<u>Sources and Notes</u>
Rock	11	127,006	Venues Today & media reports	
Adult/Pop	1	11,044	Media reports and arena	
Hip Hop/R&B	5	53,730	Venues Today	
Country	2	21,114	Venues Today	
Dance				
Latin	2	11,349	Venues Today	
Christian				
Theater/Classical	2	13,568	Venues Today	
Totals	23	237,811	Venues Today	
Gross Revenue from Concert Events		\$11,224,255	Venues Today	

<u>Civic/Community Event Data</u>		#	<u>Total Attendance</u>	<u>Sources and Notes</u>
Total Attendance at Civic/Community Events	5	40,000	Arena	
Gross Revenue from Civic/Community Events				

<u>Family Event Data</u>		#	<u>Total Attendance</u>	<u>Sources and Notes</u>
Family Event Data	54	436,778	Venues Today	
Gross Revenue from Family Events		\$4,747,657	Venues Today for 20 events	

Table A.10

Arena:		HP Pavilion	
Owner:		City of San Jose	
Location:		San Jose, CA	

<u>Building Construction and Funding</u>		<u>Sources and Notes</u>	
Building Cost at opening	\$162,500,000	National Sports Law Institute (NSLI)	
Building Cost Adjusted to 2008	\$259,187,500	Engineering News Record	
Public Investment Adjusted to 2008	\$212,533,750	NSLI	
Maximum Seating	20,000	Arena	
Opened	1993	NSLI	
Cost per Seat	\$12,959		
Public Cost per Seat	\$10,627		
Public Share of Building Cost			
Funding Sources			
Construction Cost Index	5210	Engineering News Record	
Construction Cost Adjustment Factor	1.595	ENR	

<u>Tenants</u>		<u>Median Salary</u>	<u>Sources and Notes</u>
San Jose Sharks NHL		\$1,012,500	USA Today database 2008-09
San Jose Sabercats AFL		\$10,400	Based on AFL non-franchise player salary and estimated housing and food allowance
		<u>Annual Payroll</u>	
San Jose Sharks NHL		\$55,811,667	USA Today database 2008-09
San Jose Sabercats AFL		\$208,000	Based on 20 player roster

<u>Demographics</u>		<u>Sources and Notes</u>	
Location Population (2008)	476,489	US Census	
Household Median Income (2008)	\$79,796	US Census	
National Household Median Income (2008)	\$52,175	US Census	

<u>Sports Event Data</u>		<u>Totals</u>	<u>Sources and Notes</u>
Collegiate Sports			
High School Sports			
Professional Hockey	41	713,863	ESPN Attendance Data Base
Professional Basketball			
Arena Football	8		
Indoor Soccer			
Indoor Lacrosse			
Professional Tennis	13	46,425	
Totals	62		
Ticket Revenue From Sports		\$30,746,079	Hockey only

<u>Concert Data</u>		<u>#</u>	<u>Total Attendance</u>	<u>Sources and Notes</u>
Rock		8	76,664	Venues Today
Adult/Pop		3	33,449	Venues Today
Hip Hop/R&B		6	67,184	Venues Today
Country		3	30,769	Venues Today
Dance				
Latin		5	26,248	Venues Today
Christian				
Theater/Classical		4	19,666	Venues Today
Totals		29	253,980	Venues Today
Gross Revenue from Concert Events			\$19,709,132	Venues Today
Net Revenue to Arena from Concert Events				

<u>Civic/Community Event Data</u>		<u>#</u>	<u>Total Attendance</u>	<u>Sources and Notes</u>
Total Attendance at Civic/Community Events		9		Assumed
Gross Revenue from Civic/Community Events				

<u>Family Event Data</u>		<u>#</u>	<u>Total Attendance</u>	<u>Sources and Notes</u>
		28	128,633	Venues Today
Gross Revenue from Family Events			\$5,532,204	Venues Today
Net Revenue to Arena from Family Events				

Table A.11

Arena:		HSBC Arena	
Owner:		Erie Co. and City of Buffalo, NJ	
Location:		Buffalo, NY	

<u>Building Construction and Funding</u>		<u>Sources and Notes</u>	
Building Cost at opening	\$127,500,000	National Sports Law Institute (NSLI)	
Building Cost Adjusted to 2008	\$188,572,500		
Public Investment Adjusted to 2008	\$82,971,900	NSLI	
Maximum Seating	19,426	Venues Today	
Opened	1996	NSLI	
Cost per Seat	\$9,707		
Public Cost per Seat	\$4,271		
Public Share of Building Cost			
Funding Sources		State, county and ticket fee NSLI	
Construction Cost Index	5620	Engineering News Record	
Construction Cost Adjustment Factor	1.479	ENR	

<u>Tenants</u>		<u>Median Salary</u>	<u>Sources and Notes</u>
Buffalo Sabres NHL		\$1,050,000	USA Today database 2008-09
Buffalo Bandits NLL			NLL
		<u>Annual Payroll</u>	
Buffalo Sabres NHL		\$52,225,700	USA Today database 2008-09
Buffalo Bandits NLL			

<u>Demographics</u>		<u>Sources and Notes</u>	
Location Population (2008)	259,143		
Household Median Income (2008)	\$29,845		
National Household Median Income (2008)	\$52,175		

<u>Sports Event Data</u>		<u>Totals</u>	<u>Sources and Notes</u>
Collegiate Sports			
High School Sports			
Professional Hockey	41	817,956	ESPN Attendance Data Base
Professional Basketball			
Arena Football			
Indoor Soccer			
Indoor Lacrosse	8	143,581	Sports Business Daily
Totals	49		
Gross Revenue from Sports Events		\$29,798,137	Hockey only TMR

<u>Concert Data</u>		<u>#</u>	<u>Total Attendance</u>	<u>Sources and Notes</u>
Rock	1	19,426	Venues Today	
Adult/Pop	1	16,343	Venues Today	
Hip Hop/R&B	1	9,710	Venues Today	
Country				
Dance				
Latin				
Christian				
Theater/Classical				
Totals	3	45,479	Venues Today	
Gross Revenue from Concert Events		\$3,629,296	Venues Today	

<u>Civic/Community Event Data</u>		<u>#</u>	<u>Total Attendance</u>	<u>Sources and Notes</u>
Total Attendance at Civic/Community Events	9		Assumed	
Gross Revenue from Civic/Community Events				

<u>Family Event Data</u>		<u>#</u>	<u>Total Attendance</u>	<u>Sources and Notes</u>
Gross Revenue from Family Events				

Table A.12

Arena:

Owner:

Location:

Izod Center

NJ Sports & Expo Authority

E. Rutherford, NJ

Building Construction and Funding

Building Cost at opening

Building Cost Adjusted to 2008

Public Investment Adjusted to 2008

Maximum Seating

Opened

Cost per Seat

Public Cost per Seat

Public Share of Building Cost

Funding Sources

Construction Cost Index

Construction Cost Adjustment Factor

\$85,000,000

\$199,750,000

\$199,750,000

20,000

1981

\$9,988

\$9,988

3535

2.35

National Sports Law Institute (NSLI)

NSLI

NSLI

State Authority Bonds - Racetrack Rev. NSLI

Engineering News Record

ENR

Tenants

New Jersey Nets NBA

Median Salary

\$2,986,080

Sources and Notes

USA Today database 2008-09

New Jersey Nets NBA

Annual Payroll

\$61,983,445

Sources and Notes

USA Today database 2008-09

Demographics

Location Population (2008)

Area Median Income (2008)

National Household Median Income (2008)

\$52,175

Sources and Notes

State Facility

Sports Event Data

Collegiate Sports

High School Sportts

Professional Hockey

Professional Basketball

Arena Football

Indoor Soccer

Totals

Gross Revenue from Sports Events

41

41

\$35,292,716

Sources and Notes

ESPN Attendance Data Base

TMR

Concert Data

Rock

Adult/Pop

Hip Hop/R&B

Country

Dance

Latin

Christian

Theater/Classical

Totals

Gross Revenue from Concert Events

Net Revenue to Arena from Concert Events

6

1

1

2

10

91,095

10,865

8,593

21,338

131,891

Sources and Notes

Venues Today

Venues Today

Venues Today

Venues Today

Venues Today

Civic/Community Event Data

Total Attendance at Civic/Community Events

Gross Revenue from Civic/Community Events

9

Sources and Notes

Assumed

Family Event Data

Gross Revenue from Family Events

Net Revenue to Arena from Family Events

2

\$789,629

Sources and Notes

Venues Today

Table A.13

Arena:	Jobing.com Arena
Owner:	City of Glendale
Location:	Glendale, AZ

<u>Building Construction and Funding</u>		<u>Sources and Notes</u>
Building Cost at opening	\$220,000,000	National Sports Law Institute (NSLI)
Building Cost Adjusted to 2008	\$272,800,000	Engineering News Record
Public Investment Adjusted to 2008	\$223,696,000	NSLI
Maximum Seating	20,000	Arena
Opened	2003	NSLI
Cost per Seat Adjusted to 2008	\$13,640	
Public Cost per Seat Adjusted to 2008	\$11,185	
Funding Sources		Dedicated sales taxes and City bonds NSLI
Construction Cost Index	6694	Engineering News Record
Construction Cost Adjustment Factor	1.24	ENR
Management	Owner	City of Glendale

<u>Tenants</u>	<u>Median Salary</u>	<u>Sources and Notes</u>
Phoenix Coyotes NHL	\$885,000	USA Today database 2008-09
	<u>Annual Payroll</u>	
Phoenix Coyotes NHL	\$39,102,500	USA Today database 2008-09

<u>Demographics</u>		<u>Sources and Notes</u>
Location Population (2008)	1,468,633	US Census
Household Median Income (2008)	\$49,933	US Census
National Household Median Income (2008)	\$52,175	US Census

<u>Sports Event Data</u>	<u>#</u>	<u>Total Attendance</u>	<u>Sources and Notes</u>
Collegiate Sports			
High School Sports			
Professional Hockey	41	607,638	ESPN Attendance Data Base
Professional Basketball			
Arena Football			
Indoor Soccer			
Totals	41		
Gross Revenue from Sports Events		\$22,756,043	Ticket Sales (TMR)
Net Revenue to Arena from Sports Events			

<u>Concert Data</u>	<u>#</u>	<u>Total Attendance</u>	<u>Sources and Notes</u>
Rock	5	48,827	Venues Today
Adult/Pop	1	13,126	Venues Today
Hip Hop/R&B	3	24,862	Venues Today
Country	1	7,455	Venues Today
Dance			
Latin			
Christian			
Theater/Classical	3	22,371	Venues Today
Totals	13	116,641	Venues Today
Gross Revenue from Concert Events		\$7,959,738	Venues Today

<u>Civic/Community Event Data</u>	<u>#</u>	<u>Total Attendance</u>	<u>Sources and Notes</u>
Total Attendance at Civic/Community Events	9		Assumed
Gross Revenue from Civic/Community Events			

<u>Family Event Data</u>	<u>#</u>	<u>Total Attendance</u>	<u>Sources and Notes</u>
	2	12,653	Venues Today
Gross Revenue from Family Events		\$561,233	Venues Today

Table A.14

Arena:		Joe Louis Arena	
Owner:		City of Detroit	
Location:		Detroit, MI	

<u>Building Construction and Funding</u>		<u>Sources and Notes</u>	
Building Cost at opening	\$57,000,000	National Sports Law Institute (NSLI)	
Building Cost Adjusted to 2008	\$157,719,000		
Public Investment Adjusted to 2008	\$157,719,000	NSLI	
Maximum Seating	20,058	Venues Today	
Opened	1979	NSLI	
Cost per Seat Adjusted to 2008	\$7,863		
Public Cost per Seat Adjusted to 2008	\$7,863		
Public Share of Building Cost			
Funding Sources			
Construction Cost Index	3003	Engineering News Record	
Construction Cost Adjustment Factor	2.767	ENR	
Manager	Team	Olympia Entertainment	

<u>Tenants</u>		<u>Average Salary</u>		<u>Sources and Notes</u>	
Detroit Redwings NHL		\$1,775,000		USA Today database 2008-09	
		<u>Annual Payroll</u>			
Detroit Redwings NHL		\$56,400,000		USA Today database 2008-09	

<u>Demographics</u>		<u>Sources and Notes</u>	
Location Population (2008)	295,988	US Census	
Household Median Income (2008)	\$48,876	US Census	
National Household Median Income (2008)	\$52,175	US Census	

<u>Sports Event Data</u>		#	<u>Total Attendance</u>	<u>Sources and Notes</u>	
Collegiate Sports					
High School Sportts					
Professional Hockey	41	773,696		ESPN Attendance Data Base	
Professional Basketball					
Arena Football					
Indoor Soccer					
Totals	41				
Gross Revenue from Sports Events		\$36,054,233		Ticket Sales (TMR)	

<u>Concert Data</u>		#	<u>Total Attendance</u>	<u>Sources and Notes</u>	
Rock	6	80,711		Venues Today	
Adult/Pop					
Hip Hop/R&B	1	11,502		Venues Today	
Country	1	6,746		Venues Today	
Dance					
Latin					
Christian					
Theater/Classical					
Totals	8	98,959		Venues Today	
Gross Revenue from Concert Events		\$5,358,071		Venues Today	

<u>Civic/Community Event Data</u>		#	<u>Total Attendance</u>	<u>Sources and Notes</u>	
Total Attendance at Civic/Community Events	9			Assumed	
Gross Revenue from Civic/Community Events					

<u>Family Event Data</u>		#	<u>Total Attendance</u>	<u>Sources and Notes</u>	
	20	109,145		Venues Today	
Gross Revenue from Family Events		\$5,424,802		Venues Today	

Table A.15

Arena:		Key Arena	
Owner:		City of Seattle	
Location:		Seattle, WA	

<u>Building Construction and Funding</u>		<u>Sources and Notes</u>	
Building Cost at opening	\$74,000,000	National Sports Law Institute (NSLI)	
Building Cost Adjusted to 2008	\$112,332,000	1995 Renovation only	
Public Investment Adjusted to 2008	\$112,332,000		
Maximum Seating	17,456		
Opened	1962	1995 major renovation	
Cost per Seat Adjusted to 2008	\$6,435		
Public Cost per Seat Adjusted to 2008	\$6,435		
Public Share of Building Cost			
Funding Sources			
Construction Cost Index	5471	Engineering News Record	
Construction Cost Adjustment Factor	1.518	ENR	
Manager			City of Seattle

<u>Tenants</u>		<u>Median Salary</u>	<u>Sources and Notes</u>
Seattle Supersonics NBA		\$2,900,000	Left Seattle 2009-said Key Arena not viable
Seattle Storm WNBA		\$64,333	Mean based on 12 Player Roster
Seattle Redhawks NCAA		N/A	
Seattle Thunderbirds WHL		N/A	Western Hockey League Junior Hockey
		<u>Annual Payroll</u>	
Seattle Supersonics NBA		\$52,600,205	USA Today database 2008-09
Seattle Storm WNBA		\$772,000	Salary cap - WNBA Collective Bargaining

<u>Demographics</u>		<u>Sources and Notes</u>	
Location Population (2008)	598,541		
Household Median Income (2008)	\$49,933		
National Household Median Income (2008)	\$52,175		

<u>Sports Event Data</u>		<u>#</u>	<u>Total Attendance</u>	<u>Sources and Notes</u>
Collegiate Sports	2	20,075	Arena regular annual events	
Hockey	27	76,598	Arena - Amateur Junior /regular season only	
Professional Basketball	41	547,556	ESPN Attendance data base	
Arena Football				
Professional Basketball - Womens	17	140,503	Arena - WNBA - Womensbasketballonline.com	
Totals	87			
Gross Revenue from Sports Events				

<u>Concert Data</u>		<u>#</u>	<u>Total Attendance</u>	<u>Sources and Notes</u>
Rock	8	80,667	Arena	
Adult/Pop	1	11,730	Arena	
Hip Hop/R&B	1	10,265	Arena	
Country				
Dance				
Latin				
Christian				
Theater/Classical	1	15,785	Arena	
Totals	11	118,447		
Gross Revenue from Concert Events				

<u>Civic/Community Event Data</u>		<u>#</u>	<u>Total Attendance</u>	<u>Sources and Notes</u>
Total Attendance at Civic/Community Events	14	93,940	Arena	

<u>Family Event Data</u>		<u>#</u>	<u>Total Attendance</u>	<u>Sources and Notes</u>
Gross Revenue from Family Events	12	49,709	Arena	

Table A.16

Arena:	Mellon Arena
Owner:	Sports & Exhibition Authority of Pittsburgh & Allegheny Co.
Location:	Pittsburgh, PA

<u>Building Construction and Funding</u>		<u>Sources and Notes</u>
Building Cost at opening	\$22,000,000	National Sports Law Institute (NSLI)
Building Cost Adjusted to 2008	\$209,638,000	
Public Investment	\$209,638,000	NSLI
Maximum Seating	18,500	Arena
Opened	1962	
Cost per Seat Adjusted to 2008	\$0	
Public Cost per Seat Adjusted to 2008	\$0	
Funding Sources		County and city funded NSLI
Construction Cost Index	872	Engineering News Record
Construction Cost Adjustment Factor	9.529	ENR
Management		

<u>Tenants</u>	<u>Median Salary</u>	<u>Sources and Notes</u>
Pittsburgh Penguins NHL	\$1,300,000	USA Today database 2008-09
	<u>Annual Payroll</u>	
Pittsburgh Penguins NHL	\$56,589,460	USA Today database 2008-09

<u>Demographics</u>	<u>Sources and Notes</u>
Location Population (2008)	295,988
Household Median Income (2008)	\$48,876
National Household Median Income (2008)	\$52,175

<u>Sports Event Data</u>	<u>#</u>	<u>Total Attendance</u>	<u>Sources and Notes</u>
Collegiate Sports			
High School Sports			
Professional Hockey	41	700,137	ESPN Attendance Data Base
Professional Basketball			
Arena Football			
Totals	41		
Gross Revenue from Sports Events		\$36,022,048	Ticket Sales (TMR)

<u>Concert Data</u>	<u>#</u>	<u>Total Attendance</u>	<u>Sources and Notes</u>
Rock			
Adult/Pop	1	12,184	Venues Today
Hip Hop/R&B			
Country			
Dance			
Latin			
Christian			
Theater/Classical	2	23,580	Venues Today
Totals	3	35,764	Venues Today
Gross Revenue from Concert Events		\$2,092,651	Venues Today
Net Revenue to Arena from Concert Events			

<u>Civic/Community Event Data</u>	<u>#</u>	<u>Total Attendance</u>	<u>Sources and Notes</u>
Total Attendance at Civic/Community Events	9		Assumed
Gross Revenue from Civic/Community Events			

<u>Family Event Data</u>	<u>#</u>	<u>Total Attendance</u>	<u>Sources and Notes</u>
Gross Revenue from Family Events			

Table A.18

Arena:	New Orleans Arena
Owner:	State of Louisiana
Location:	New Orleans, LA

<u>Building Construction and Funding</u>		<u>Sources and Notes</u>
Building Cost at opening	\$110,000,000	National Sports Law Institute (NSLI)
Building Cost Adjusted to 2008	\$150,810,000	Engineering News Record
Public Investment Adjusted to 2008	\$150,810,000	NSLI
Maximum Seating	18,000	Venues Today
Opened	1999	NSLI
Cost per Seat Adjusted to 2008	\$8,378	
Public Cost per Seat Adjusted to 2008	\$8,378	
Funding Sources		Public Revenue Bonds - NSLI
Construction Cost Index	6059	Engineering News Record
Construction Cost Adjustment Factor	1.371	ENR
Management	3rd Party	Arena

<u>Tenants</u>	<u>Average Salary</u>	<u>Sources and Notes</u>
New Orleans Hornets NBA	\$4,574,189	USA Today database 2008-09
	<u>Annual Payroll</u>	
New Orleans Hornets NBA	\$67,017,804	USA Today database 2008-09

<u>Demographics</u>		<u>Sources and Notes</u>
Location Population (2008)	270,245	US Census
Household Median Income (2008)	\$39,398	US Census
National Household Median Income (2008)	\$52,175	US Census

<u>Sports Event Data</u>	<u>#</u>	<u>Total Attendance</u>	<u>Sources and Notes</u>
Collegiate Sports			
High School Sports			
Professional Hockey			
Professional Basketball	41	581,432	ESPN Attendance Data Base
Arena Football			
Indoor Soccer			
Totals	41		
Gross Revenue from Sports Events		\$14,634,643	Ticket Sales (TMR)

<u>Concert Data</u>	<u>#</u>	<u>Total Attendance</u>	<u>Sources and Notes</u>
Rock	1	9,149	Venues Today
Adult/Pop			
Hip Hop/R&B	1	11,085	Venues Today
Country	1	13,896	Venues Today
Dance			
Latin			
Christian			
Theater/Classical			
Totals	3	34,130	Venues Today
Gross Revenue from Concert Events		\$2,476,514	Venues Today

<u>Civic/Community Event Data</u>	<u>#</u>	<u>Total Attendance</u>	<u>Sources and Notes</u>
Total Attendance at Civic/Community Events	9		Assumed
Gross Revenue from Civic/Community Events			

<u>Family Event Data</u>	<u>#</u>	<u>Total Attendance</u>	<u>Sources and Notes</u>
Gross Revenue from Family Events			

Table A.19

Arena:		Oracle Arena	
Owner:		Oakland/Alameda Co. Coliseum Auth	
Location:		Oakland, CA	

Building Construction and Funding		Sources and Notes	
Building Cost at opening	\$121,000,000	National Sports Law Institute (NSLI)	
Building Cost Adjusted to 2008	\$172,546,000	Renovation only	
Public Investment Adjusted to 2008	\$34,509,200	NSLI	
Maximum Seating	19,200		
Opened	1966	Renovated in 1997 original cost \$25.5M NSLI	
Cost per Seat Adjusted to 2008	\$8,987		
Public Cost per Seat Adjusted to 2008	\$1,797		
Funding Sources		City, County and Golden State Warriors NSLI	
Construction Cost Index	5826	Engineering News Record	
Construction Cost Adjustment Factor	1.426	ENR	
Management	3rd Party	SMG	

Tenants		Median Salary	Sources and Notes
Golden State Warriors NBA		\$1,709,280	USA Today database 2008-09
		Annual Payroll	
Golden State Warriors NBA		\$63,287,110	USA Today database 2008-09

Demographics		Sources and Notes	
Location Population (2008)	1,491,482	www.census.gov	
Area Median Income (2008)	\$48,596	www.census.gov	
National Media Income (2008)	\$52,175	www.census.gov	

Sports Event Data		#	Total Attendance	Sources and Notes
Collegiate Sports				
High School Sports				
Professional Hockey				
Professional Basketball	41	718,524	ESPN Attendance Data Base	
Arena Football				
Indoor Soccer				
Indoor Lacrosse				
Totals	41			
Gross Revenue from Sports Events		\$28,022,436	NBA - TMR	

Concert Data		#	Total Attendance	Sources and Notes
Rock	11	140,772	Venues Today, Billboard, Arena	
Adult/Pop	1	9,342	Venues Today - Arena	
Hip Hop/R&B	3	33,085	Venues Today - Arena	
Country	2	19,019	Venues Today - Arena	
Dance				
Latin	1	1,524	Venues Today - Arena	
Christian				
Theater/Classical				
Totals	18	203,742	Doesn't include Summer Beat concert	
Gross Revenue from Concert Events		\$16,309,832	Venues Today and Billboard Boxscore	
			Doesn't include Summer Beat concert	

Civic/Community Event Data		#	Total Attendance	Sources and Notes
Total Attendance at Civic/Community Events	5		Arena	
Gross Revenue from Civic/Community Events				

Family Event Data		#	Total Attendance	Sources and Notes
Total Events	38		Arena	
Gross Revenue from Family Events				

Table A.20

Arena:	Prudential Arena
Owner:	City of Newark
Location:	Newark, NJ

<u>Building Construction and Funding</u>		<u>Sources and Notes</u>
Building Cost at opening	\$375,000,000	National Sports Law Institute (NSLI)
Building Cost Adjusted to 2008	\$391,200,000	Engineering News Record
Public Investment Adjusted to 2008	\$219,072,000	NSLI
Maximum Seating	17,500	Arena
Opened	2007	NSLI
Cost per Seat Adjusted to 2008	\$21,429	
Public Cost per Seat Adjusted to 2008	\$12,518	
Public Share of Building Cost		
Funding Sources		City of Newark and Team NSLI
Construction Cost Index	7966	Engineering News Record
Construction Cost Adjustment Factor	1.0432	ENR
Management	Joint	Devils for hockey, AEG all other events-Arena

<u>Tenants</u>	<u>Median Salary</u>	<u>Sources and Notes</u>
NJ Devils NHL	\$2,500,000	USA Today database 2008-09
NJIT Highlanders NCAA	N/A	NCAA
Seton Hall Pirates NCAA	N/A	NCAA
	<u>Annual Payroll</u>	
NJ Devils NHL	\$55,654,200	USA Today database 2008-09

<u>Demographics</u>		<u>Sources and Notes</u>
Location Population (2008)	262,313	US Census
Area Median Income (2008)	\$35,601	US Census
National Media Income (2008)	\$52,175	US Census

<u>Sports Event Data</u>	<u>#</u>	<u>Total Attendance</u>	<u>Sources and Notes</u>
Collegiate Sports	26		NJIT and Seton Hall Basketball
High School Sports			
Professional Hockey	41	638,144	ESPN Attendance Data Base
Professional Basketball			
Arena Football			
Indoor Soccer			
Totals	67		
Gross Revenue from Sports Events		\$36,469,929	NHL - TMR

<u>Concert Data</u>	<u>#</u>	<u>Total Attendance</u>	<u>Sources and Notes</u>
Rock	6	68,258	Venues Today
Adult/Pop	2	31,902	Venues Today
Hip Hop/R&B	3	39,088	Venues Today
Country			
Dance			
Latin			
Christian	1	7,858	Venues Today
Theater/Classical			
Totals	12	147,106	
Gross Revenue from Concert Events		\$13,198,902	Venues Today

<u>Civic/Community Event Data</u>	<u>#</u>	<u>Total Attendance</u>	<u>Sources and Notes</u>
Total Attendance at Civic/Community Events	9		Assumed
Gross Revenue from Civic/Community Events			

<u>Family Event Data</u>	<u>#</u>	<u>Total Attendance</u>	<u>Sources and Notes</u>
	9	29,729	Venues Today
Gross Revenue from Family Events		\$1,993,223	Venues Today

Table A.21

Arena:		Quicken Loans Arena	
Owner:		Gateway Econ. Develop. Corp.	
Location:		Cleveland, OH	

Building Construction and Funding		Sources and Notes	
Building Cost at opening	\$152,000,000	National Sports Law Institute (NSLI)	
Building Cost Adjusted to 2008	\$233,563,200	Engineering News Record	
Public Investment Adjusted to 2008	\$112,110,336	NSLI	
Maximum Seating	20,750	Arena	
Opened	1994	NSLI	
Cost per Seat Adjusted to 2008	\$11,256		
Public Cost per Seat Adjusted to 2008	\$5,403		
Public Share of Building Cost			
Funding Sources		State funds, beer tax, cigarette tax	NSLI
Construction Cost Index	5408	Engineering News Record	
Construction Cost Adjustment Factor	1.5366	ENR	
Management	Team	Cleveland Cavs - Arena	

Tenants		Average Salary	Sources and Notes
Cleveland Cavaliers NBA		\$4,696,250	USA Today database 2008-09
Lake Erie Monsters AHL		\$67,218	AHL Exclusive of One Way Contract PHPA
Cleveland Gladiators AF1		\$10,400	Based on AFL non-franchise player salary and estimated housing and food allowance
		Annual Payroll	
Cleveland Cavaliers NBA		\$90,794,387	USA Today database 2008-09
Lake Erie Monsters AHL		\$1,344,360	Based on a 20 Player Roster
Cleveland Gladiators AFL		\$208,000	Based on a 20 Player Roster

Demographics		Sources and Notes	
Location Population (2008)	397,901	US Census	
Area Median Income (2008)	\$27,956	US Census	
National Media Income (2008)	\$52,175	US Census	

Sports Event Data		#	Total Attendance	Sources and Notes
Collegiate Sports				
Professional Hockey	40	237,370		Hans Horstein
Professional Basketball	41	905,116		ESPN Attendance Data Base
Arena Football	8			
Totals	89			
Gross Revenue from Sports Events			\$50,641,240	Basketball only - TMR

Concert Data		#	Total Attendance	Sources and Notes
Rock	5	49,360		Venues Today
Adult/Pop	3	36,255		Venues Today
Hip Hop/R&B				
Country	1	13,283		Venues Today
Dance				
Latin				
Christian				
Theater/Classical	2	15,500		Venues Today
Totals	11	114,398		Venues Today
Gross Revenue from Concert Events			\$6,294,913	Venues Today

Civic/Community Event Data		#	Total Attendance	Sources and Notes
Total Attendance at Civic/Community Events	9			Assumed
Gross Revenue from Civic/Community Events				

Family Event Data		#	Total Attendance	Sources and Notes
Gross Revenue from Family Events				

Table A.22

Arena:		RBC Center	
Owner:		Centennial Authority	
Location:		Raleigh, N.C.	

<u>Building Construction and Funding</u>		<u>Sources and Notes</u>	
Building Cost at opening	\$158,000,000	National Sports Law Institute (NSLI)	
Building Cost Adjusted to 2008	\$216,618,000	Engineering News Record	
Public Investment Adjusted to 2008	\$181,959,120	NSLI	
Maximum Seating	20,000		
Opened	1999	NSLI	
Cost per Seat Adjusted to 2008	\$10,831		
Public Cost per Seat Adjusted to 2008	\$9,098		
Public Share of Building Cost			
Funding Sources		Wake Co., Raleigh, NC State Univ. NSLI	
Construction Cost Index	6059	Engineering News Record	
Construction Cost Adjustment Factor	1.371	ENR	
Management	Team	Gale Force Sports and Entertainment	

<u>Tenants</u>		<u>Median Salary</u>	<u>Sources and Notes</u>
Carolina Hurricanes NHL		\$2,205,000	USA Today database 2008-09
North Carolina St. University Wolfpack	N/A		NCAA
		<u>Annual Payroll</u>	
Carolina Hurricanes NHL		\$49,075,000	USA Today database 2008-09

<u>Demographics</u>		<u>Sources and Notes</u>	
Location Population (2008)	360,880	US Census	
Area Median Income (2008)	\$53,926	US Census	
National Median Income (2008)	\$52,175	US Census	

<u>Sports Event Data</u>		<u>#</u>	<u>Total Attendance</u>	<u>Sources and Notes</u>
Collegiate Sports	13			Estimated - N. Carolina State basketball
High School Sports				
Professional Hockey	41		681,962	ESPN Attendance Data Base
Professional Basketball				
Arena Football				
Indoor Soccer				
Totals	54			
Gross Revenue from Sports Events			\$26,173,701	Hockey Only - TMR

<u>Concert Data</u>		<u>#</u>	<u>Total Attendance</u>	<u>Sources and Notes</u>
Rock	2		\$11,611	Venues Today
Adult/Pop	1		\$8,099	Venues Today
Hip Hop/R&B				
Country	1		\$2,633	
Dance				
Latin				
Christian				
Theater/Classical	2		\$15,553	Venues Today
Totals	6		\$37,896	Venues Today
Gross Revenue from Concert Events			\$1,822,166	Venues Today

<u>Civic/Community Event Data</u>		<u>#</u>	<u>Total Attendance</u>	<u>Sources and Notes</u>
Total Attendance at Civic/Community Events	9			Assumed
Gross Revenue from Civic/Community Events				

<u>Family Event Data</u>		<u>#</u>	<u>Total Attendance</u>	<u>Sources and Notes</u>
Total events and attendance	1		8208	Venues Today
Gross Revenue from Family Events			\$339,932	Venues Today

Table A.23

Arena:	Scottrade Center
Owner:	City of St. Louis
Location:	St. Louis, MO

<u>Building Construction and Funding</u>		<u>Sources and Notes</u>
Building Cost at opening	\$135,000,000	National Sports Law Institute (NSLI)
Building Cost Adjusted to 2008	\$207,441,000	Engineering News Record
Public Investment Adjusted to 2008	\$95,422,860	NSLI
Maximum Seating	19,150	Arena
Opened	1994	NSLI
Cost per Seat Adjusted to 2008	\$10,832	
Public Cost per Seat Adjusted to 2008	\$4,983	
Funding Sources		Private investment and City of St. Louis NSLI
Construction Cost Index	5408	Engineering News Record
Construction Cost Adjustment Factor	1.5366	ENR
Management		

<u>Tenants</u>	<u>Median Salary</u>	<u>Sources and Notes</u>
St. Louis Blues NHL	\$975,000	USA Today database 2008-09
	<u>Annual Payroll</u>	
St. Louis Blues NHL	\$45,483,333	USA Today database 2008-09

<u>Demographics</u>		<u>Sources and Notes</u>
Location Population (2008)	354,620	US Census
Area Median Income (2008)	\$34,074	US Census
National Median Income (2008)	\$52,175	US Census

<u>Sports Event Data</u>	<u>#</u>	<u>Total Attendance</u>	<u>Sources and Notes</u>
Collegiate Sports	10		Arena management does not release attendance numbers
High School Sports			
Professional Hockey	41	722,021	ESPN Attendance Data Base
Professional Basketball			
Arena Football			
Totals	51	722,021	
Gross Revenue from Sports Events		\$21,617,308	Ticket Sales (TMR) \$21,617,308

<u>Concert Data</u>	<u>#</u>	<u>Total Attendance</u>	<u>Sources and Notes</u>
Rock	12	55,184	Source - Partial attendance numbers
Adult/Pop	3	11,522	Venues Today
Hip Hop/R&B	5	13,415	Arena management does not release attendance numbers
Country	1		Event schedule provided by arena management
Dance			
Latin			
Christian			
Theater/Classical	2	24,078	Venues Today
Totals	23	104,199	
Gross Revenue from Concert Events		\$5,774,475	Venues Today

<u>Civic/Community Event Data</u>	<u>#</u>	<u>Total Attendance</u>	<u>Sources and Notes</u>
Total Attendance at Civic/Community Events	9		Arena management does not release attendance numbers
Gross Revenue from Civic/Community Events			

<u>Family Event Data</u>	<u>#</u>	<u>Total Attendance</u>	<u>Sources and Notes</u>
Total Family Events	41	62,168	Source - Partial attendance numbers
Gross Revenue from Family Events		\$2,550,131	Venues Today

Table A.24

Arena:		Sommet Center	
Owner:		Sports Auth. Nashville/Davidson Co.	
Location:		Nashville, TN	

<u>Building Construction and Funding</u>		<u>Sources and Notes</u>	
Building Cost at opening	\$130,000,000	National Sports Law Institute (NSLI)	
Building Cost Adjusted to 2008	\$192,270,000	Engineering News Record	
Public Investment Adjusted to 2008	\$192,270,000	NSLI	
Maximum Seating	20,000	Arena	
Opened	1996	NSLI	
Cost per Seat Adjusted to 2008	\$9,614		
Public Cost per Seat Adjusted to 2008	\$9,614		
Funding Sources		Nashville General Obligation Bonds NSLI	
Construction Cost Index	5620	Engineering News Record	
Construction Cost Adjustment Factor	1.479	ENR	
Management			

<u>Tenants</u>		<u>Average Salary</u>	<u>Sources and Notes</u>
Nashville Predators NHL		\$1,237,500	USA Today database 2008-09
		<u>Annual Payroll</u>	
Nashville Predators NHL		\$44,155,000	USA Today database 2008-09

<u>Demographics</u>		<u>Sources and Notes</u>	
Location Population (2008)	592,582	US Census	
Area Median Income (2008)	\$46,029	US Census	
National Median Income (2008)	\$52,175	US Census	

<u>Sports Event Data</u>	<u>#</u>	<u>Total Attendance</u>	<u>Sources and Notes</u>
Collegiate Sports			
High School Sports			
Professional Hockey	41	611,328	ESPN Attendance Data Base
Professional Basketball			
Arena Football			
Totals	41	611,328	
Gross Revenue from Sports Events		\$28,866,908	NHL - TMR

<u>Concert Data</u>	<u>#</u>	<u>Total Attendance</u>	<u>Sources and Notes</u>
Rock	4	30,656	Venues Today
Adult/Pop			
Hip Hop/R&B	1	8,041	Venues Today
Country	1	7,625	Venues Today
Dance			
Latin			
Christian	1	4,801	Venues Today
Theater/Classical	2	17,449	Venues Today
Totals	9	68,572	Venues Today
Gross Revenue from Concert Events		\$3,670,521	Venues Today

<u>Civic/Community Event Data</u>	<u>#</u>	<u>Total Attendance</u>	<u>Sources and Notes</u>
Total Attendance at Civic/Community Events	9		Assumed
Gross Revenue from Civic/Community Events			

<u>Family Event Data</u>	<u>#</u>	<u>Total Attendance</u>	<u>Sources and Notes</u>
Total Events	1	5,735	Venues Today
Gross Revenue from Family Events		\$456,655	Venues Today

Table A.25

Arena:		Target Center	
Owner:		City of Minneapolis	
Location:		Minneapolis, MN	

<u>Building Construction and Funding</u>			<u>Sources and Notes</u>
Building Cost at opening	\$104,000,000	Arena	
Building Cost Adjusted to 2008	\$182,624,000		
Public Investment Adjusted to 2008	\$182,624,000	NSLI	
Maximum Seating	19,500		
Opened	1990		
Cost per Seat	\$9,365		
Public Cost per Seat	\$9,365		
Funding Sources		Tax exempt bonds	NSLI
Construction Cost Index	4732	Engineering News Record	
Construction Cost Adjustment Factor	1.756	ENR	
Manager	AEG	Arena	

<u>Tenants</u>	<u>Median Salary</u>	<u>Sources and Notes</u>
Minnesota Timberwolves NBA	\$2,815,560	USA Today database 2008-09
Minnesota Lynx WNBA	\$64,333	Based on 12 Player Roster
 <u>Annual Payroll</u>		
Minnesota Timberwolves NBA	\$63,527,135	USA Today database 2008-09
Minnesota Lynx WNBA	\$772,000	Salary cap - WNBA Collective Bargaining

<u>Demographics</u>		<u>Sources and Notes</u>
Location Population (2008)	358,896	Census
Area Median Income (2008)	\$47,097	Census
National Median Income (2008)	\$52,175	Census

<u>Sports Event Data</u>	<u>#</u>	<u>Total Attendance</u>	<u>Sources and Notes</u>
Collegiate Sports			
High School Sports			
Professional Hockey			
Professional Basketball	41	593,537	ESPN Attendance Data Base
Arena Football			
Women's Professional Basketball	17	118,463	Arena - WNBA - Womensbasketballonline.com
Professional Tennis			
Totals	58		
Gross Revenue from Sports Events		\$21,521,651	NBA Basketball Only - TMR

<u>Concert Data</u>	<u>#</u>	<u>Total Attendance</u>	<u>Sources and Notes</u>
Rock	17	137,397	Arena
Adult/Pop	1	15,519	Arena
Hip Hop/R&B	3	26,678	Arena
Country	1	6,576	Arena
Dance			
Latin			
Christian	2	1,579	Arena
Theater/Classical	2	5,757	Arena
Totals	26	197,207	Arena
Gross Revenue from Concert Events		\$9,357,926	Venues Today-Does not include 1 concert

<u>Civic/Community Event Data</u>	<u>#</u>	<u>Total Attendance</u>	<u>Sources and Notes</u>
Total Attendance at Civic/Community Events	43	163,019	Several High School and political events
Gross Revenue from Civic/Community Events			

<u>Family Event Data</u>	<u>#</u>	<u>Total Attendance</u>	<u>Sources and Notes</u>
Total events and attendance	56	231,695	Arena
Gross Revenue from Family Events		\$7,819,459	Does not include 5 events

Table A.26

Arena:	Times Warner Cable Arena
Owner:	City of Charlotte
Location:	Charlotte, NC

<u>Building Construction and Funding</u>		<u>Sources and Notes</u>
Building Cost at opening	\$265,000,000	National Sports Law Institute
Building Cost Adjusted to 2008	\$295,740,000	
Public Investment Adjusted to 2008	\$295,740,000	NSLI
Maximum Seating	20,200	Arena
Opened	2005	NSLI
Cost per Seat	\$14,641	
Public Cost per Seat	\$14,641	
Public Share of Building Cost		
Funding Sources		Concession rights, real estate sale, fees
Construction Cost Index	7446	Engineering News Record
Construction Cost Adjustment Factor	1.116	ENR
Management		Bobcat Sports

<u>Tenants</u>	<u>Median Salary</u>	<u>Sources and Notes</u>
Charlotte Bobcats NBA	\$5,000,000	USA Today database 2008-09
Charlotte Checkers ECHL	\$24,700	Based on 20 Player Roster
	<u>Annual Payroll</u>	
Charlotte Bobcats NBA	\$68,004,277	USA Today database 2008-09
Charlotte Checkers ECHL	\$494,000	Salary Cap & Housing Allowance 2009

<u>Demographics</u>		<u>Sources and Notes</u>
Location Population (2008)	668,796	US Census
Area Median Income (2008)	\$53,125	US Census
National Median Income (2008)	\$52,175	US Census

<u>Sports Event Data</u>	<u>#</u>	<u>Total Attendance</u>	<u>Sources and Notes</u>
Collegiate Sports			
High School Sports			
Professional Hockey	36	191,208	Hans Horstein
Professional Basketball	41	603,403	ESPN Attendance Data Base
Arena Football			
Indoor Soccer			
Totals	77		
Gross Revenue from Sports Events		\$20,063,149	Basketball Only - Ticket Sales (TMR)

<u>Concert Data</u>	<u>#</u>	<u>Total Attendance</u>	<u>Sources and Notes</u>
Rock	3	28,706	Venues Today
Adult/Pop			
Hip Hop/R&B			
Country			
Dance			
Latin			
Christian			
Theater/Classical	1	8,832	Venues Today
Totals	4	37,538	Venues Today
Gross Revenue from Concert Events		\$2,395,494	Venues Today

<u>Civic/Community Event Data</u>	<u>#</u>	<u>Total Attendance</u>	<u>Sources and Notes</u>
Total Attendance at Civic/Community Events	9		Assumed
Gross Revenue from Civic/Community Events			

<u>Family Event Data</u>	<u>#</u>	<u>Total Attendance</u>	<u>Sources and Notes</u>
Total events and attendance	1	7,975	Venues Today
Gross Revenue from Family Events		\$339,097	Venues Today

Table A.27

Arena:		Toyota Center	
Owner:		Houston-Harris County Sports Auth	
Location:		Houston, TX	

<u>Building Construction and Funding</u>		<u>Sources and Notes</u>	
Building Cost at opening	\$202,000,000	National Sports Law Institute (NSLI)	
Building Cost Adjusted to 2008	\$250,682,000	Engineering News Record	
Public Investment Adjusted to 2008	\$250,682,000	NSLI	
Maximum Seating	19,000	Arena	
Opened	2003	NSLI	
Cost per Seat	\$13,194		
Public Cost per Seat	\$13,194		
Public Share of Building Cost			
Funding Sources		Hotel taxes and other public sources	NSLI
Construction Cost Index	6694	Engineering News Record	
Construction Cost Adjustment Factor	1.241	ENR	
Manager		Clutch City Sports and Entertainment	

<u>Tenants</u>	<u>Median Salary</u>	<u>Sources and Notes</u>	
Houston Rockets NBA	\$3,000,000	USA Today database 2008-09	
Houston Aeros AHL	\$67,218	AHL Exclusive of One Way Contract	PHPA
	<u>Annual Payroll</u>		
Houston Rockets NBA	\$68,761,285	USA Today database 2008-09	
Houston Aeros AHL	\$1,344,360	Based on a 20 Player Roster	

<u>Demographics</u>		<u>Sources and Notes</u>	
Location Population (2008)	2,024,379	US Census	
Area Median Income (2008)	42,624	US Census	
National Median Income (2008)	\$52,175	US Census	

<u>Sports Event Data</u>	<u>#</u>	<u>Total Attendance</u>	<u>Sources and Notes</u>	
Collegiate Sports				
High School Sports				
Professional Hockey	40	239,281	Hans Horstein	
Professional Basketball	41	718,524	ESPN Attendance Data Base	
Arena Football				
Totals	81	\$31,183,941	Ticket Sales (TMR) NHL	
Gross Revenue from Sports Events				

<u>Concert Data</u>	<u>#</u>	<u>Total Attendance</u>	<u>Sources and Notes</u>	
Rock	13	153,459	Venues Today	
Adult/Pop	1	13,383	Venues Today	
Hip Hop/R&B	5	51,610	Venues Today	
Country				
Dance				
Latin	2	17,961	Venues Today	
Christian				
Theater/Classical	2	24,333	Venues Today	
Totals	23	260,746		
Gross Revenue from Concert Events		\$19,111,521	Venues Today	

<u>Civic/Community Event Data</u>	<u>#</u>	<u>Total Attendance</u>	<u>Sources and Notes</u>	
Total Attendance at Civic/Community Events	9		Assumed	
Gross Revenue from Civic/Community Events				

<u>Family Event Data</u>	<u>#</u>	<u>Total Attendance</u>	<u>Sources and Notes</u>	
Total events and attendance	14	106,999	Venues Today	
Gross Revenue from Family Events		\$4,773,858		

Table A.28			
Arena:			US Airways Center
Owner:			City of Phoenix
Location:			Phoenix, AZ
Building Construction and Funding			Sources and Notes
Building Cost at opening	\$90,000,000		National Sports Law Institute (NSLI)
Building Cost Adjusted to 2008	\$150,030,000		Engineering News Record
Public Investment Adjusted to 2008	\$58,511,700		NSLI
Maximum Seating	18,422		Arena
Opened	1992		NSLI
Cost per Seat	\$8,144		
Public Cost per Seat	\$3,176		
Funding Sources			Paid by Phoenix w/agreement to repay by team
Construction Cost Index	4985		ENR
Construction Cost Adjustment Factor	1.667		ENR
Management	Team		Phoenix Arena Development, LP
Tenants		Median Salary	Sources and Notes
Phoenix Suns NBA		\$1,700,000	USA Today database 2008-09
Phoenix Mercury WNBA		64,333	Based on 12 Player Roster
Phoenix RoadRunners ECHL		\$24,700	Based on 20 Player Roster
Arizona Rattlers		\$10,400	Based on AFL non-franchise player salary and estimated housing and food allowance
		Annual Payroll	
Phoenix Suns NBA		\$75,449,279	USA Today database 2008-09
Phoenix Mercury WNBA		\$772,000	Salary cap - WNBA Collective Bargaining
Phoenix RoadRunners ECHL		\$494,000	Salary Cap & Housing Allowance 2009
Arizona Rattlers		\$208,000	Based on 20 player roster
Demographics			
Location Population (2008)		75,884	Census
Area Median Income (2008)		\$58,341	Census
National Median Income (2008)		\$52,175	Census
Sports Event Data		# Total Attendance	Sources and Notes
Collegiate Sports			
High School Sports			
Professional Hockey	36	108,890	Hans Horstein
Professional Basketball	41	755,302	ESPN Attendance Data Base
Arena Football	8		Rattlers
Women's Professional Basketball	17	144,867	Arena - WNBA - Womensbasketballonline.com
Professional Tennis			
Totals	102		
Gross Revenue from Sports Events		\$48,460,176	Basketball Only - TMR
Concert Data		# Total Attendance	Sources and Notes
Rock			
Adult/Pop			
Hip Hop/R&B			
Country			
Dance			
Latin			
Christian			
Theater/Classical			
Totals			
Gross Revenue from Concert Events			Cricket Wireless Pavilion amphitheater attracts numerous concerts
Civic/Community Event Data		# Total Attendance	Sources and Notes
Total Attendance at Civic/Community Events	9		Assumed
Gross Revenue from Civic/Community Events			
Family Event Data		# Total Attendance	Sources and Notes
Gross Revenue from Family Events			

Table A.29

Arena:		Verizon Center	
Owned:		City of Washington	
Location:		Washington, D.C.	

<u>Building Construction and Funding</u>		<u>Sources and Notes</u>
Building Cost at opening	\$260,000,000	National Sports Law Institute (NSLI)
Building Cost Adjusted to 2008	\$370,864,000	Engineering News Record
Public Investment Adjusted to 2008	\$85,298,720	NSLI
Maximum Seating	20,500	Arena
Opened	1997	NSLI
Adj. Cost per Seat	\$18,091	
Adj. Public Cost per Seat	\$4,161	
Funding Sources		Privately funded building, public infrastructure
Construction Cost Index	5826	Engineering News Record
Construction Cost Adjustment Factor	1.4264	ENR
Management	Team/Wizards	Leased by Washington Sports and Entertainment

<u>Tenants</u>	<u>Median Salary</u>	<u>Sources and Notes</u>
Washington Capitals NHL	1,200,000	USA Today database 2008-09
Washington Wizards NBA	3,616,071	USA Today database 2008-09
Washington Mystics WNBA	64,333	Based on 12 Player Roster 2008-09
Georgetown University Hoyas	N/A	NCAA

	<u>Annual Payroll</u>	
Washington Capitals NHL	\$58,522,500	USA Today database 2008-09
Washington Wizards NBA	\$70,558,149	USA Today database 2008-09
Washington Mystics WNBA	\$772,000	Salary cap - WNBA Collective Bargaining

<u>Demographics</u>		<u>Sources and Notes</u>
Location Population (2008)	588,373	US Census
Area Median Income (2008)	\$56,428	US Census
National Median Income (2008)	\$52,176	US Census

<u>Sports Event Data</u>	<u>#</u>	<u>Total Attendance</u>	<u>Sources and Notes</u>
Collegiate Sports	13		Estimated
High School Sports			
Professional Hockey NHL	41	634,381	ESPN Attendance Data Base
Professional Basketball NBA	41	736,461	ESPN Attendance Data Base
Women's Professional Basketball WNBA	17	154,637	Womensbasketballonline.com
Arena Football			
Indoor Soccer			
Totals	112		
Gross Revenue from Sports Events		\$47,888,785	NHL and NBA only - TMR

<u>Concert Data</u>	<u>#</u>	<u>Total Attendance</u>	<u>Sources and Notes</u>
Rock	16	194,359	Venues Today
Adult/Pop	3	36,453	Venues Today
Hip Hop/R&B	7	69,648	Venues Today and Arena - partial attendance
Country			
Dance			
Latin	1	6,691	Venues Today and Arena
Christian	1	14,502	Venues Today and Arena
Theater/Classical	3	25,913	Venues Today and Arena
Totals	31	347,566	Venues Today and Arena -Partial
Gross Revenue from Concert Events		\$318,182,125	Venues Today and Arena -Partial

<u>Civic/Community Event Data</u>	<u>#</u>	<u>Total Attendance</u>	<u>Sources and Notes</u>
Total Attendance at Civic/Community Events	9		Assumed
Gross Revenue from Civic/Community Events		\$0	

<u>Family Event Data</u>	<u>#</u>	<u>Total Attendance</u>	<u>Sources and Notes</u>
Total events and attendance	42	61,877	Venues Today and Arena
Gross Revenue from Family Events			

Table A.30

Arena:		Xcel Energy Center	
Location:		City of St. Paul St. Paul, MN	

<u>Building Construction and Funding</u>		<u>Sources and Notes</u>	
Building Cost at opening	\$130,000,000	National Sports Law Institute (NSLI)	
Building Cost Adjusted to 2008	\$173,680,000		
Public Investment Adjusted to 2008	\$128,523,200	NSLI	
Maximum Seating	18,500	Arena	
Opened	2000		
Cost per Seat	\$9,388		
Public Cost per Seat	\$6,947		
Funding Sources		City, State and Team - NSLI	
Construction Cost Index	6221	Engineering News Record	
Construction Cost Adjustment Factor	1.336	ENR	
Manager	Team	Minnesota Sports and Entertainment	

<u>Tenants</u>		<u>Median Salary</u>	<u>Sources and Notes</u>
Minnesota Wild NHL		\$1,950,000	USA Today database 2008-09
Minnesota Swarm NLL			National Lacrosse League
		<u>Annual Payroll</u>	
Minnesota Wild NHL		\$52,861,000	USA Today database 2008-09
Minnesota Swarm NLL			

<u>Demographics</u>		<u>Sources and Notes</u>	
Location Population (2008)	269,188	Census	
Area Median Income (2008)	\$46,628	Census	
National Median Income (2008)	\$52,175	Census	

<u>Sports Event Data</u>		#	<u>Total Attendance</u>	<u>Sources and Notes</u>
Collegiate Sports				
High School Sports				
Professional Hockey	41		761,288	ESPN Attendance Data Base
Professional Basketball				
Arena Football				
Indoor Soccer				
Indoor Lacrosse	8		98,465	Sports Business Daily
Totals	49		859,753	
Gross Revenue from Sports Events			\$46,651,728	TMR Ticket Sales - NHL only

<u>Concert Data</u>		#	<u>Total Attendance</u>	<u>Sources and Notes</u>
Rock	9		91,716	Venues Today
Adult/Pop	3		39,327	Venues Today
Hip Hop/R&B				
Country				
Dance				
Latin				
Christian				
Theater/Classical	2		23,073	Venues Today
Totals	14		154,116	Venues Today
Gross Revenue from Concert Events			\$12,050,237	Venues Today

<u>Civic/Community Event Data</u>		#	<u>Total Attendance</u>	<u>Sources and Notes</u>
Total Attendance at Civic/Community Events	9			Assumed
Gross Revenue from Civic/Community Events				

<u>Family Event Data</u>		#	<u>Total Attendance</u>	<u>Sources and Notes</u>
Gross Revenue from Family Events				

Table A.31

Arena:		Phillips Arena	
Owner:		Atlanta-Fulton Co. Recreation Authority	
Location:		Atlanta, GA	

Building Construction and Funding		Sources and Notes	
Building Cost at opening	\$213,500,000	National Sports Law Institute (NSLI)	
Building Cost Adjusted to 2008	\$292,708,500	Engineering News Record	
Public Investment Adjusted to 2008	\$266,364,735	NSLI	
Maximum Seating	18,729	Arena	
Opened	1999	NSLI	
Cost per Seat Adjusted to 2008	\$15,629		
Public Cost per Seat Adjusted to 2008	\$14,222		
Public Share of Building Cost			
Funding Sources		Atlanta-Fulton County	
Construction Cost Index	6059	Engineering News Record	
Construction Cost Adjustment Factor	1.371	ENR	
Management		Atlanta Spirit, LLC	

Tenants		Median Salary	Sources and Notes
Atlanta Hawks		\$2,500,000	USA Today database 2008-09 NBA
Atlanta Thrashers		\$845,000	USA Today database 2008-09 NHL
Atlanta Dream		\$64,333	Mean based on 12 Player Roster
		Annual Payroll	
Atlanta Hawks		\$667,518	USA Today database 2008-09
Atlanta Thrashers		\$599,673	USA Today database 2008-09
Atlanta Dream		\$772,000	Salary cap - WNBA Collective Bargaining

Demographics		Sources and Notes	
Location Population (2008)	360,880	US Census	
Area Median Income (2008)	\$53,926	US Census	
National Median Income (2008)	\$52,175	US Census	

Sports Event Data		#	Total Attendance	Sources and Notes
Collegiate Sports				Estimated - N. Carolina State basketball
High School Sports				
Professional Hockey	41		681,962	ESPN Attendance Data Base
Professional Basketball	41		667,518	ESPN Attendance Data Base
Arena Football				
WNBA Basketball	17			Arena - WNBA - Womensbasketballonline.com
Totals	99			

Concert Data		#	Total Attendance	Sources and Notes
Rock	13		172,496	Venues Today
Adult/Pop	1		8,905	Venues Today
Hip Hop/R&B	8		91,789	Venues Today
Country	0			
Dance				
Latin				
Christian	5		55,727	Venues Today
Theater/Classical	1		8,021	Venues Today
Totals	28		336,938	Venues Today
Gross Revenue from Concert Events			\$24,548,220	Venues Today

Civic/Community Event Data		#	Total Attendance	Sources and Notes
Total Attendance at Civic/Community Events	9			Assumed
Gross Revenue from Civic/Community Events				

Family Event Data		#	Total Attendance	Sources and Notes
Total events and attendance	13		90791	Venues Today
Gross Revenue from Family Events			\$5,105,016	Venues Today

Table A.32

Arena:	1st Mariner Arena		
Owner:	City of Baltimore		
Location:	Baltimore, MD		

<u>Building Construction and Funding</u>			<u>Sources and Notes</u>
Building Cost at opening	Unknown		Unavailable
Building Cost Adjusted to 2008			
Public Investment Adjusted to 2008			
Maximum Seating	14,829		Venues Today
Opened	1962		Arena website
Cost per Seat			
Public Cost per Seat			
Public Share of Building Cost			
Funding Sources			City of Baltimore
Construction Cost Index	872		Engineering News Record
Construction Cost Adjustment Factor	9.53		ENR
Management	SMG		Arena

<u>Tenants</u>	<u>Average Salary</u>	<u>Sources and Notes</u>
Baltimore Blast NISL		MISL
Baltimore Mariners AIFA	\$10,400	Based on AFL non-franchise player salary and estimated housing and food allowance
	<u>Annual Payroll</u>	
Baltimore Blast NISL		
Baltimore Mariners AIFA	\$208,000	Based on 20 player roster

<u>Demographics</u>		<u>Sources and Notes</u>
Location Population (2008)	639,343	census.gov
Household Median Income (2008)	\$39,083	census.gov
National Household Median Income (2008)	\$52,175	census.gov

<u>Sports Event Data</u>	<u>#</u>	<u>Total Attendance</u>	<u>Sources and Notes</u>
Collegiate Sports			
Professional Hockey			
Professional Basketball			
Arena Football	7		AIFA
Indoor Soccer	9	65,700	NISL - Team
Indoor Lacrosse			
Exhibition events			
Professional Tennis			
Totals	16		
Gross Revenue from Sports Events			
Net Revenue to Arena from Sports Events			

<u>Concert Data</u>	<u>#</u>	<u>Total Attendance</u>	<u>Sources and Notes</u>
Rock	5	16,655	Venues Today - Arena partial attendance
Adult/Pop	1	5,754	Venues Today
Hip Hop/R&B	8	37,935	Venues Today - Arena partial attendance
Country	3	27,470	Venues Today
Dance			
Latin			
Christian	2	5,711	Venues Today
Theater/Classical	5	32,250	Venues Today
Totals	24	125,775	Venues Today
Gross Revenue from Concert Events		\$6,939,382	Venues Today - Arena - partial revenue
Net Revenue to Arena from Concert Events			

<u>Civic/Community Event Data</u>	<u>#</u>	<u>Total Attendance</u>	<u>Sources and Notes</u>
Total Attendance at Civic/Community Events	16	NA	Arena does not release attendance data
Gross Revenue from Concert Events			Arena does not release sales data

<u>Family Event Data</u>	<u>#</u>	<u>Total Attendance</u>	<u>Sources and Notes</u>
Total Family Events	73	NA	Arena does not release attendance data
Gross Revenue from Family Events			Arena does not release sales data
Net Revenue to Arena from Family Events			

Table A.33

Arena:		Allen County War Mem. Coliseum	
Owner:		Allen County	
Location:		Ft. Wayne, IN	

Building Construction and Funding		<u>Sources and Notes</u>	
Building Cost at opening	\$2,647,390	1952-\$2,647,390, 1989: \$26M, 2002: \$35M	
Bulding Cost Over Past 40 yrs	\$61,000,000	National Sports Law Institute	
Bulding Cost Adjusted to 2008	\$91,302,983	Engineering News Record	
Public Investment Adjusted to 2008	\$91,302,983	National Sports Law Institute	
Maximum Seating	13,000	Venues Today	
Opened	1952		
Adj. Cost per Seat	\$7,023		
Public Cost per Seat	\$7,023		
Funding Sources			
Construction Cost Index	4615/6538	Engineering News Record	
Construction Cost Adjustment Factor	1.80/1.27	ENR	
Management	Owner	Arena	

Tenants	Salary	<u>Sources and Notes</u>	
Ft. Wayne Freedom CIFL	\$10,400	Based on AFL non-franchise player salary and estimated housing and food allowance	
Ft. Wayne Comets IHL	\$23,500	Based on a 19 Player Roster	
Ft. Wayne Mad Ants NBA Developmental	\$25,000	Estimated \$18,000 a year with housing and food during season	
IPFW Mastadons NCAA	N/A		
Payroll			
Ft. Wayne Freedom CIFL	\$208,000	Based on a 20 Player Roster	
Ft. Wayne Comets IHL	\$446,500	Salary Cap & Housing CHL 2009	
Ft. Wayne Mad Ants NBA Developmental	\$300,000	All players work for the league	

Demographics		<u>Sources and Notes</u>	
Location Population (2008)	248,115	US Census	
Area Median Income (2008)	\$43,915	US Census	
National Median Income (2008)	\$52,175	US Census	

Sports Event Data	#	Attendance	<u>Sources and Notes</u>
Collegiate Sports	13		IPFW University
High School Sportts			
Professional Hockey - CHL	38	296,786	Hans Horstein
Professional Basketball			
Arena Football	5		CIFL
Totals	56		
Gross Revenue from Sports Events			

Concert Data	#	Attendance	<u>Sources and Notes</u>
Rock	2	7,374	Venues Today
Adult/Pop			
Hip Hop/R&B			
Country	2	17,752	Venues Today
Dance			
Latin			
Christian			
Theater/Classical			
Totals	4	25,126	Venues Today
Gross Ticket Revenue from Concert Events			
		\$1,299,753	Venues Today

Civic/Community Event Data	#	Attendance	<u>Sources and Notes</u>
Total Attendance at Civic/Community Events	30		Assumed
Gross Revenue from Civic/Community Events			

Family Event Data	#	Attendance	<u>Sources and Notes</u>
Events	8	32,374	Venues Today
Gross Ticket Revenue from Family Events			
		\$517,017	Venues Today

Table A.34

Arena:		Allstate Arena	
Owner:		Village of Rosemont	
Location:		Rosemont, IL	

<u>Building Construction and Funding</u>		<u>Sources and Notes</u>	
Building Cost at opening	\$11,000,000	National Sports Law Institute (NSLI)	
Bulding Cost Adjusted to 2008	\$28,720,000	1999 Allstate Insurance paid \$20 million to	
Public Investment Adjusted to 2008	\$28,720,000	renovate and obtain naming rights - ENR	
Maximum Seating	19,000	Venues Today	
Opened	1980	NSLI	
Cost per Seat	\$1,512		
Public Cost per Seat	\$1,512		
Public Share of Building Cost			
Funding Sources		Village and Allstate	
Construction Cost Index	3237	Engineering News Record	
Construction Cost Adjustment Factor	2.57	ENR	
Management	Owner	Arena	

<u>Tenants</u>	<u>Average Salary</u>	<u>Sources and Notes</u>	
Chicago Wolves AHL	\$67,218	AHL Exclusive of One Way Contract	PHPA
DePaul Blue Devils NCAA	N/A	NCAA	
Chicago Rush AF1	\$10,400	Based on AFL non-franchise player salary	
		and estimated housing and food allowance	
Chicago Sting WNBA	\$64,333	Based on 12 player roster	
<u>Annual Payroll</u>			
Chicago Wolves AHL	\$1,344,360	Based on a 20 Player Roster	
DePaul Blue Devils NCAA	N/A		
Chicago Rush AF1	\$208,000	Based on a 20 Player Roster	
Chicago Sting WNBA	\$772,000	Salary cap - WNBA Collective Bargaining	

<u>Demographics</u>		<u>Sources and Notes</u>	
Location Population (2008)	3,929	US Census 1999	
Area Median Income (2008)	\$44,939	US Census 1999	
National Median Income (2008)	\$52,175	US Census	

<u>Sports Event Data</u>	<u>#</u>	<u>Total Attendance</u>	<u>Sources and Notes</u>
Collegiate Sports	13		Estimated
High School Sports			
Professional Hockey	40	292,635	Hans Horstein
Professional Basketball			
Arena Football	8		AFL
Indoor Soccer			
Indoor Lacrosse			
Women's Professional Basketball	17		WNBA
Totals	78		
Gross Revenue from Sports Events			
Net Revenue to Arena from Sports Events			

<u>Concert Data</u>	<u>#</u>	<u>Total Attendance</u>	<u>Sources and Notes</u>
Rock	11	128,333	Venues Today
Adult/Pop			
Hip Hop/R&B	3	32,450	Venues Today
Country			
Dance			
Latin			
Christian			
Theater/Classical			
Totals	14		
		\$10,596,736	Venues Today
Gross Revenue from Concert Events			
Net Revenue to Arena from Concert Events			

<u>Civic/Community Event Data</u>	<u>#</u>	<u>Total Attendance</u>	<u>Sources and Notes</u>
Total Attendance at Civic/Community Events	30		Assumed
Gross Revenue from Civic/Community Events			

<u>Family Event Data</u>	<u>#</u>	<u>Total Attendance</u>	<u>Sources and Notes</u>
Total Family Events	1	9,860	Venues Today
Gross Revenue from Family Events		\$639,160	Venues Today
Net Revenue to Arena from Family Events			

Table A.35

Arena:		Amarillo Civic Center Coliseum	
Owner:		City of Amarillo	
Location:		Amarillo, TX	

<u>Building Construction and Funding</u>		<u>Sources and Notes</u>
Building Cost at opening	Unknown	National Sports Law Institute (NSLI)
Renovation	\$29,600,000	\$29.6M renovation to fair grounds and civic center in 2003 - NSLI - \$19.6 M private funds
Building Cost Adjusted to 2008	\$39,170,767	Includes only renovation
Public Investment Adjusted to 2008	\$12,400,000	Based on \$10M taxpayer funding (NSLI)
Maximum Seating	6,870	Arena
Opened	1964	NSLI
Cost per Seat Adjusted to 2008	\$5,702	
Public Cost per Seat Adjusted to 2008	\$1,805	
Public Share of Building Cost		
Funding Sources		\$10M public and \$19.6M private
Construction Cost Index	6694	Engineering News Record
Construction Cost Adjustment Factor	1.24	ENR

<u>Tenants</u>	<u>Average Salary</u>	<u>Sources and Notes</u>
Amarillo Gorillas CHL	\$23,500	Based on a 19 Player Roster
Amarillo Dusters AF2	\$10,400	Based on AFL non-franchise player salary and estimated housing and food allowance
	<u>Annual Payroll</u>	
Amarillo Gorillas CHL	\$446,500	Salary Cap & Housing CHL 2009
Amarillo Dusters AF2	\$208,000	Based on 20 player roster

<u>Demographics</u>		<u>Sources and Notes</u>
Location Population (2008)	186,806	
Household Median Income (2008)	\$42,886	
National Household Median Income (2008)	\$52,175	

<u>Sports Event Data</u>	#	<u>Attendance</u>	<u>Sources and Notes</u>
Collegiate Sports			
High School Sports			
Professional Hockey	32	66,065	Hans Horstein
Professional Basketball			
Arena Football	8	12,166	Source - Arena
Indoor Soccer			
Indoor Lacrosse			
Other (Women's Roller Derby)	6	2,844	Source - Arena
Professional Tennis			
Totals	46		
Gross Revenue from Sports Events			
Net Revenue to Arena from Sports Events			

<u>Concert Data</u>	#	<u>Total Attendance</u>	<u>Sources and Notes</u>
Rock	2	9,407	Source - Arena
Adult/Pop			Source - Arena
Hip Hop/R&B	1	580	Source - Arena
Country	1	4,570	Source - Arena
Dance			Source - Arena
Latin			Source - Arena
Christian	2	6,510	Source - Arena
Theater/Classical			Source - Arena
Totals	6	21,067	Source - Arena
Gross Revenue from Concert Events			
Net Revenue to Arena from Concert Events			

<u>Civic/Community Event Data</u>	#	<u>Total Attendance</u>	<u>Sources and Notes</u>
Total Attendance at Civic/Community Events	24	74,492	Source - Arena
Gross Revenue from Concert Events			

<u>Family Event Data</u>	#	<u>Total Attendance</u>	<u>Sources and Notes</u>
Gross Revenue from Family Events	15	35,076	Source - Arena

Table A.36

Arena:		American Bank Center	
Owner:		City of Corpus Christi	
Location:		Corpus Christi, TX	
<u>Building Construction and Funding</u>		<u>Sources and Notes</u>	
Building Cost at opening	\$49,500,000	National Sports Law Institute	
Building Cost Adjusted to 2008	\$57,915,000	Engineering News Record	
Public Investment Adjusted to 2008	\$57,915,000	NSLI	
Maximum Seating	10,000	Arena	
Opened	2004		
Cost per Seat	\$5,792		
Public Cost per Seat	\$5,792		
Funding Sources		1/8 cent voter approved sales tax - NSLI	
Construction Cost Index	7115	Engineering News Record	
Construction Cost Adjustment Factor	1.17	ENR	
Management	3rd Party	Arena	
<u>Tenants</u>		<u>Sources and Notes</u>	
Average Salary			
2008			
Corpus Christi IceRays CHL	\$23,500	Based on a 19 Player Roster	
Texas A&M-CC Islanders NCAA	N/A	NCAA	
Corpus Christi Sharks AF2	\$10,400	Based on AFL non-franchise player salary and estimated housing and food allowance	
<u>Annual Payroll</u>			
Corpus Christi IceRays CHL	\$446,500	Salary Cap & Housing CHL 2009	
Corpus Christi Sharks AF2	\$208,000	Based on 20 player roster	
<u>Demographics</u>		<u>Sources and Notes</u>	
Location Population (2008)	284,264	US Census	
Household Median Income (2008)	\$42,335	US Census	
National Household Median Income (2008)	\$52,175	US Census	
<u>Sports Event Data</u>		<u>Sources and Notes</u>	
	#	Total Attendance	
Collegiate Sports	13		Estimated
High School Sports			
Professional Hockey	32	99,066	Hans Horstein
Professional Basketball			
Arena Football	8		AF2
Indoor Soccer			
Totals	53		
<u>Concert Data</u>		<u>Sources and Notes</u>	
	#	Total Attendance	
Rock	2	7,560	Venues Today
Adult/Pop			
Hip Hop/R&B			
Country			
Dance			
Latin			
Christian			
Theater/Classical			
Totals	2	7,560	Venues Today
Gross Revenue from Concert Events		\$338,638	Venues Today
<u>Civic/Community Event Data</u>		<u>Sources and Notes</u>	
	#	Total Attendance	
Total Attendance at Civic/Community Events	30		Assumed
Gross Revenue from Civic/Community Events			
<u>Family Event Data</u>		<u>Sources and Notes</u>	
	#	Total Attendance	
Total Family Events			
Gross Revenue from Family Events			

Table A.37

Arena:		Arena at Harbor Yard	
Owner:		City of Bridgeport	
Location:		Bridgeport, CT	

<u>Building Construction and Funding</u>		<u>Sources and Notes</u>
Building Cost at opening	\$35,000,000	National Sports Law Institute (NSLI)
Building Cost Adjusted to 2008	\$45,850,000	Engineering News Record
Public Investment Adjusted to 2008	\$45,850,000	NSLI
Maximum Seating	10,000	Arena
Opened	2001	NSLI
Cost per Seat	\$4,585	
Public Cost per Seat	\$4,585	
Public Share of Building Cost		
Funding Sources		
Construction Cost Index	6343	Engineering News Record
Construction Cost Adjustment Factor	1.31	ENR
Management	3rd Party	Arena

<u>Tenants</u>	<u>Average Salary</u>	<u>Sources and Notes</u>
Bridgeport Sound Tigers AHL	\$67,218	AHL Exclusive of One Way Contract PHPA
Fairfield Stags NCAA	N/A	NCAA
	<u>Annual Payroll</u>	
Bridgeport Sound Tigers AHL	\$1,344,360	Based on a 20 Player Roster

<u>Demographics</u>		<u>Sources and Notes</u>
Location Population (2008)	129,716	US Census
Household Median Income (2008)	\$41,210	US Census
National Household Median Income (2008)	\$52,175	US Census

<u>Sports Event Data</u>	<u>#</u>	<u>Total Attendance</u>	<u>Sources and Notes</u>
Collegiate Sports	13		
High School Sports			
Professional Hockey	40	181,114	Hans Horstein
Professional Basketball			
Arena Football			
Indoor Soccer			
Indoor Lacrosse			
Totals	53		
Gross Revenue from Sports Events			
Net Revenue to Arena from Sports Events			

<u>Concert Data</u>	<u>#</u>	<u>Total Attendance</u>	<u>Sources and Notes</u>
Rock	1	8,267	Venues Today
Adult/Pop			
Hip Hop/R&B			
Country			
Dance			
Latin			
Christian			
Theater/Classical			
Totals	1		
Gross Revenue from Concert Events		\$398,209	Venues Today
Net Revenue to Arena from Concert Events			

<u>Civic/Community Event Data</u>	<u>#</u>	<u>Total Attendance</u>	<u>Sources and Notes</u>
Total Attendance at Civic/Community Events	30		Assumed
Gross Revenue from Civic/Community Events			

<u>Family Event Data</u>	<u>#</u>	<u>Total Attendance</u>	<u>Sources and Notes</u>
Gross Revenue from Family Events			
Net Revenue to Arena from Family Events			

Table A.38

Arena:		Bancorp South Arena	
Owner:		Tupelo Coliseum Commission	
Location:		Tupelo, MS	

<u>Building Construction and Funding</u>		<u>Sources and Notes</u>
Building Cost at opening	\$14,300,000	National Sports Law Institute (NSLI)
Bulding Cost Adjusted to 2008	\$22,808,500	
Public Investment Adjusted to 2008	\$22,808,500	NLSI
Maximum Seating	10,000	Arena
Opened	1993	Arena
Cost per Seat	\$2,281	
Public Cost per Seat	\$2,281	
Funding Sources		State and Berks County - NSLI
Construction Cost Index	5210	Engineering News Record
Construction Cost Adjustment Factor	1.595	ENR
Manager	3rd Party	SMG

<u>Tenants</u>	<u>Average Salary</u>	<u>Sources and Notes</u>
Mississippi Mudcats AIFA	\$10,400	Based on AFL non-franchise player salary and estimated housing and food allowance
	<u>Annual Payroll</u>	
Mississippi Mudcats AIFA	\$208,000	Based on 20 player roster

<u>Demographics</u>		<u>Sources and Notes</u>
Location Population (2008)	35,270	US Census
Area Median Income (2008)	\$39,528	US Census
National Median Income (2008)	\$52,175	US Census

<u>Sports Event Data</u>	<u>#</u>	<u>Total Attendance</u>	<u>Sources and Notes</u>
Collegiate Sports			
High School Sportts			
Professional Hockey			
Professional Basketball			
Arena Football	7	19,419	Arena
Totals	7		

<u>Concert Data</u>	<u>#</u>	<u>Total Attendance</u>	<u>Sources and Notes</u>
Rock	4	24,991	Arena
Adult/Pop			
Hip Hop/R&B	1	1,535	Arena
Country	2	12,076	Arena
Dance			
Latin			
Christian	3	18,644	Arena
Theater/Classical			
Totals	10	57,246	
Gross Revenue from Concert Events		\$1,200,168	Partial from Venues Today
Net Revenue to Arena from Concert Events			

<u>Civic/Community Event Data</u>	<u>#</u>	<u>Total Attendance</u>	<u>Sources and Notes</u>
Total Attendance at Civic/Community Events	54	74,884	Arena
Gross Revenue from Concert Events			

<u>Family Event Data</u>	<u>#</u>	<u>Total Attendance</u>	<u>Sources and Notes</u>
Gross Revenue from Family Events	18	58,083	Arena

Table A.39

Arena:		Blue Cross Arena at War Memorial	
Owner:		City of Rochester	
Location:		Rochester, NY	

<u>Building Construction and Funding</u>		<u>Sources and Notes</u>	
Building Cost at opening	\$7,500,000	\$41,000,000 renovation in 1998 - NSLI	
Bulding Cost Adjusted to 2008	\$57,564,000	Renovation only	
Public Investment Adjusted to 2008	\$57,564,000	National Sports Law Institute (NSLI)	
Maximum Seating	12,875	Arena	
Opened	1955	NSLI	
Cost per Seat	\$4,471		
Public Cost per Seat	\$4,471		
Construction Cost Index	5920	Engineering News Record	
Construction Cost Adjustment Factor	1.404	ENR	
Management	3rd Party	Arena - SMG	

<u>Tenants</u>	<u>Average Salary</u>	<u>Sources and Notes</u>	
Rochester Americans AHL	\$67,218	AHL Exclusive of One Way Contract PHPA	
Rochester Nighthawks NLL		NLL	
Rochester Razonsharks PBL		PBL Premier Basketball League	
Rochester Raiders IFL	\$10,400	Based on AFL non-franchise player salary and estimated housing and food allowance	
<u>Annual Payroll</u>			
Rochester Americans AHL	\$1,344,360	Based on a 20 Player Roster	
Rochester Nighthawks NLL			
Rochester Razonsharks PBL			
Rochester Raiders IFL	\$208,000	Based on 20 player roster	

<u>Demographics</u>		<u>Sources and Notes</u>	
Location Population (2008)	197,347	US Census	
Household Median Income (2008)	\$30,711	US Census	
National Household Median Income (2008)	\$52,175	US Census	

<u>Sports Event Data</u>	#	<u>Total Attendance</u>	<u>Sources and Notes</u>
Collegiate Sports			
Professional Hockey	40	163,188	Han Horstein
Professional Basketball	10		Premier Basketball League
Arena Football	7		
Indoor Lacrosse	8	60,132	Sports Business Daily
Totals	65		
Gross Revenue from Sports Events			

<u>Concert Data</u>	#	<u>Total Attendance</u>	<u>Sources and Notes</u>
Rock	0		
Adult/Pop	0		
Hip Hop/R&B	0		No Response
Country	0		
Dance	0		
Latin	0		
Christian			
Theater/Classical			
Totals	0		
Gross Revenue from Concert Events			

<u>Civic/Community Event Data</u>	#	<u>Total Attendance</u>	<u>Sources and Notes</u>
Total Attendance at Civic/Community Events	30		Assumed
Gross Revenue from Civic/Community Events			

<u>Family Event Data</u>	#	<u>Total Attendance</u>	<u>Sources and Notes</u>
Gross Revenue from Family Events			

Table A.40

Arena:	BOK Center
Owner:	City of Tulsa
Location:	Tulsa, OK

<u>Building Construction and Funding</u>	<u>Sources and Notes</u>	
Building Cost at opening	\$196,000,000	National Sports Law Institute (NSLI) Tulsa World
Building Cost Adjusted to 2008	\$196,000,000	
Public Investment Adjusted to 2008	\$178,000,000	NSLI
Maximum Seating	18,041	Venues Today
Opened	2008	
Cost per Seat	\$10,864	
Public Cost per Seat	\$9,866	
Public Share of Building Cost	90.82%	
Construction Cost Index	8310	Engineering News Record
Construction Cost Adjustment Factor	1	ENR
Funding Sources	Sales Tax	Dedicated additional sales tax
Management	3rd Party	Arena - SMG

<u>Tenants</u>	<u>Average Salary</u>	<u>Sources and Notes</u>
Tulsa Oilers CHL	\$23,500	Based on a 19 Player Roster
Tulsa Talons AF1	\$10,400	Based on AFL non-franchise player salary and estimated housing and food allowance
	<u>Annual Payroll</u>	
Tulsa Oilers CHL	\$446,500	Salary Cap & Housing CHL 2009
Tulsa Talons AF1	\$208,000	Based on 20 player roster

<u>Demographics</u>	<u>Sources and Notes</u>	
Location Population (2008)	384,188	US Census
Household Median Income (2008)	\$39,373	US Census
National Household Median Income (2008)	\$52,175	US Census

<u>Sports Event Data</u>	<u>#</u>	<u>Total Attendance</u>	<u>Sources and Notes</u>
Collegiate Sports			
Professional Hockey	32	173,689	Hans Horstein
Professional Basketball			
Arena Football	8		
Totals	40		
Gross Revenue from Sports Events			

<u>Concert Data</u>	<u>#</u>	<u>Total Attendance</u>	<u>Sources and Notes</u>
Rock	4	44,627	Venues Today
Adult/Pop	1	11,113	Venues Today
Hip Hop/R&B	2	8,376	Venues Today
Country	3	35,381	Venues Today
Dance			
Latin			
Christian			
Theater/Classical	3	12,581	Venues Today
Totals	13	112,078	Venues Today
Gross Revenue from Concert Events		\$8,413,323	Venues Today

<u>Civic/Community Event Data</u>	<u>#</u>	<u>Total Attendance</u>	<u>Sources and Notes</u>
Total Attendance at Civic/Community Events	30		Assumed - Table 4.10
Gross Revenue from Civic/Community Events			

<u>Family Event Data</u>	<u>#</u>	<u>Total Attendance</u>	<u>Sources and Notes</u>
Gross Revenue from Family Events	19	74,559	Venues Today
		\$3,856,505	Venues Today

Table A.41

Arena:		Britt Brown Arena	
Owner:		Sedgwick County	
Location:		Park City, KS	

<u>Building Construction and Funding</u>		<u>Sources and Notes</u>	
Building Cost at opening	\$10,000,000	National Sports Law Institute (NSLI)	
Building Cost Adjusted to 2008	\$32,300,000	Engineering News Record	
Public Investment Adjusted to 2008	\$32,300,000		
Maximum Seating	12,000		
Opened	1977	Closing in 2010. Replaced by Intrust Arena	
Cost per Seat	\$2,692	Intrust (\$205 M) is located in downtown Wichita and	
Public Cost per Seat	\$2,692	opened in January of 2010	
Public Share of Building Cost	100%		
Funding Sources	Public funds	County taxes - County	
Construction Cost Index	2576	Engineering News Record	
Construction Cost Adjustment Factor	3.23	ENR	
Manager	Owner	Arena	

<u>Tenants</u>		<u>Average Salary</u>	<u>Sources and Notes</u>
Wichita Thunder CHL		\$23,500	Based on a 19 Player Roster
Wichita Wild UIFL		\$10,400	Based on AFL non-franchise player salary and estimated housing and food allowance
		<u>Annual Payroll</u>	
Wichita Thunder CHL		\$446,500	Salary Cap & Housing CHL 2009
Wichita Wild UIFL		\$208,000	Based on 20 player roster

<u>Demographics</u>		<u>Sources and Notes</u>	
Location Population (2008)	359,306	US Census	
Household Median Income (2008)	\$43,935	US Census	
National Household Median Income (2008)	\$52,175	US Census	

<u>Sports Event Data</u>		#	<u>Total Attendance</u>	<u>Sources and Notes</u>
Collegiate Sports				
High School Sports				
Professional Hockey	32	174,640	Hans Horstein	
Professional Basketball				
Arena Football	7			
Indoor Soccer			Arena	
Totals	39			
Gross Revenue from Sports Events				

<u>Concert Data</u>		#	<u>Total Attendance</u>	<u>Sources and Notes</u>
Rock	3	28,425	Venues Today	
Adult/Pop	1	5,706	Venues Today	
Hip Hop/R&B				
Country	3	26,663	Venues Today	
Dance				
Latin				
Christian	1	7,934	Venues Today	
Theater/Classical	3	17,098	Venues Today	
Totals	11	68,728		
Gross Revenue from Concert Events		\$4,074,276	Venues Today	

<u>Civic/Community Event Data</u>		#	<u>Total Attendance</u>	<u>Sources and Notes</u>
Total Attendance at Civic/Community Events	30		Assumed	
Gross Revenue from Concert Events				

<u>Family Event Data</u>		#	<u>Total Attendance</u>	<u>Sources and Notes</u>
	7	22,424	Venues Today	
Gross Revenue from Family Events		\$835,662	Venues Today	

Table A.42

Arena:		Broome Co. Memorial Arena	
Owner:		Broome County	
Location:		Binghamton, NY	

<u>Building Construction and Funding</u>		<u>Sources and Notes</u>	
Building Cost at opening	NA		
Building Cost Adjusted to 2008			
Public Investment Adjusted to 2008			
Maximum Seating	6,800	Venues Today	
Opened	1973	Arena	
Cost per Seat	\$0		
Public Cost per Seat	\$0		
Public Share of Building Cost			
Funding Sources			
Construction Cost Index	1895	Engineering News Record	
Construction Cost Adjustment Factor	4.39	ENR	
Management	Owner	Arena	

<u>Tenants</u>		<u>Average Salary</u>	<u>Sources and Notes</u>
Binghamton Senators AHL	\$67,218	AHL Exclusive of One Way Contract	PHPA
		<u>Annual Payroll</u>	
Binghamton Senators AHL	\$1,344,360	Based on a 20 Player Roster	

<u>Demographics</u>		<u>Sources and Notes</u>	
Location Population (2008)	42,385	US Census	1999
Household Median Income (2008)	\$29,333	US Census	1999
National Household Median Income (2008)	\$52,175	US Census	

<u>Sports Event Data</u>		<u>#</u>	<u>Total Attendance</u>	<u>Sources and Notes</u>
Collegiate Sports				
Professional Hockey	40	156,671	Hans Horstein	
Professional Basketball				
Arena Football				
Indoor Soccer				
Totals	40			
Gross Revenue from Sports Events				

<u>Concert Data</u>		<u>#</u>	<u>Total Attendance</u>	<u>Sources and Notes</u>
Rock				
Adult/Pop				
Hip Hop/R&B				
Country	3	4,784	Venues Today and Arena	
Dance				
Latin				
Christian				
Theater/Classical	2	1,978	Venues Today and Arena	
Totals	5	6,762		
Gross Revenue from Concert Events		\$281,343	Arena and Venues Today - Partial gross VT	

<u>Civic/Community Event Data</u>		<u>#</u>	<u>Total Attendance</u>	<u>Sources and Notes</u>
Total Attendance at Civic/Community Events	92		Arena	
Gross Revenue from Concert Events				

<u>Family Event Data</u>		<u>#</u>	<u>Total Attendance</u>	<u>Sources and Notes</u>
Total Events	24		Arena	
Gross Revenue from Family Events				

Table A.43

Arena:		Broomfield Event Center	
Owner:		City of Broomfield	
Location:		Broomfield, CO	

<u>Building Construction and Funding</u>	<u>Sources and Notes</u>		
Building Cost at opening	\$45,000,000	National Sports Law Institute (NSLI)	
Bulding Cost Adjusted to 2008	\$48,240,000		
Public Investment Adjusted to 2008	\$48,240,000		
Maximum Seating	7,000	Venues Today	
Opened	2006		
Cost per Seat	\$6,891		
Public Cost per Seat	\$6,891		
Public Share of Building Cost	100%		
Funding Sources		Real estate development taxes	
Construction Cost Index	7751	Engineering News Record	
Construction Cost Adjustment Factor	1.072	ENR	
Manager	Team	NSLI	

<u>Tenants</u>	<u>Average Salary</u>	<u>Sources and Notes</u>	
Rocky Mountain Rage CHL	\$23,500	Based on a 19 Player Roster	
		Team currently inactive	
	<u>Annual Payroll</u>		
Rocky Mountain Rage CHL	\$446,500	Salary Cap & Housing CHL 2009	

<u>Demographics</u>	<u>Sources and Notes</u>		
Location Population (2008)	53,311	US Census	
Household Median Income (2008)	\$72,170	US Census	
National Household Median Income (2008)	\$52,175	US Census	

<u>Sports Event Data</u>	<u>#</u>	<u>Total Attendance</u>	<u>Sources and Notes</u>
Collegiate Sports			
Professional Hockey	32	72,385	Hans Horstein
Professional Basketball			
Totals			
Gross Revenue from Sports Events	32		
Net Revenue to Arena from Sports Events			

<u>Concert Data</u>	<u>#</u>	<u>Total Attendance</u>	<u>Sources and Notes</u>
Rock	2	12,419	Portion assumed based on reported gross sales
Adult/Pop			Venues Today
Hip Hop/R&B			
Country			
Dance			
Latin	1	4,889	Venues Today
Christian	1	4,530	Venues Today
Theater/Classical			
Totals	4	21,838	Venues Today
Gross Revenue from Concert Events		\$1,101,954	Venues Today

<u>Civic/Community Event Data</u>	<u>#</u>	<u>Total Attendance</u>	<u>Sources and Notes</u>
Total Attendance at Civic/Community Events	30		Assumed
Gross Revenue from Civic/Community Events			

<u>Family Event Data</u>	<u>#</u>	<u>Total Attendance</u>	<u>Sources and Notes</u>
	1	2,465	Venues Today
Gross Revenue from Family Events		\$68,848	

Table A.44

Arena:		Budweiser Events Center	
Owner:		Larimer County	
Location:		Loveland, CO	

<u>Building Construction and Funding</u>		<u>Sources and Notes</u>	
Building Cost at opening	\$60,000,000	National Sports Law Institute (NSLI)	
Building Cost Adjusted to 2008	\$74,400,000	Engineering News Record	
Public Investment Adjusted to 2008	\$74,400,000		
Maximum Seating	7,200	Venues Today	
Opened	2003	NSLI	
Cost per Seat	\$10,333		
Public Cost per Seat	\$10,333		
Public Share of Building Cost			
Funding Sources		County funded - Arena	
Construction Cost Index	6694	Engineering News Record	
Construction Cost Adjustment Factor	1.24	ENR	
Management	3rd Party	Arena - Global Spectrum	

<u>Tenants</u>		<u>Average Salary</u>	<u>Sources and Notes</u>
Colorado Eagles CHL		\$23,500	Based on a 19 Player Roster
Colorado Ice IFL		\$10,400	Based on AFL non-franchise player salary
Colorado Lightning PASL			
		<u>Annual Payroll</u>	
Colorado Eagles CHL		\$446,500	Salary Cap & Housing CHL 2009
Colorado Ice IFL		\$208,000	Based on 20 player roster
Colorado Lightning PASL			

<u>Demographics</u>		<u>Sources and Notes</u>	
Location Population (2008)	62,409	US Census	
Household Median Income (2008)	\$54,867	US Census	
National Household Median Income (2008)	\$52,175	US Census	

<u>Sports Event Data</u>	<u>#</u>	<u>Total Attendance</u>	<u>Sources and Notes</u>
Collegiate Sports			
High School Sports			
Professional Hockey	32	169,248	Hans Horstein
Professional Basketball			
Arena Football	7		Arena
Indoor Soccer			
Totals	39		
Gross Revenue from Sports Events			

<u>Concert Data</u>	<u>#</u>	<u>Total Attendance</u>	<u>Sources and Notes</u>
Rock			
Adult/Pop			
Hip Hop/R&B			
Country			
Dance			
Latin			
Christian	1	2,453	Venues Today
Theater/Classical	2	3,095	Venues Today
Totals	3	5,548	Venues Today
Gross Revenue from Concert Events		\$98,237	Venues Today

<u>Civic/Community Event Data</u>	<u>#</u>	<u>Total Attendance</u>	<u>Sources and Notes</u>
Total Attendance at Civic/Community Events	30		Assumed
Gross Revenue from Civic/Community Events			

<u>Family Event Data</u>	<u>#</u>	<u>Total Attendance</u>	<u>Sources and Notes</u>
	7	27,210.0	Venues Today
Gross Revenue from Family Events		\$725,834	

Table A.45

Arena:		Cambria Co. War Memorial Arena	
Location:		Cambria County Johnstown, PA	

<u>Building Construction and Funding</u>			<u>Sources and Notes</u>
Building Cost at opening	\$8,000,000		National Sports Law Institute (NSLI)
Building Cost Adjusted to 2008	\$9,920,000		Upgrade only in 2003
Public Investment Adjusted to 2008	\$9,920,000		
Maximum Seating	7,500		
Opened	1950		
Cost per Seat Adjusted to 2008	\$1,323		
Public Cost per Seat Adjusted to 2008	\$1,323		
Public Share of Building Cost			
Funding Sources			2002 received an \$8M upgrade w/state grant
Construction Cost Index	6694		Engineering News Record
Construction Cost Adjustment Factor	1.24		ENR
Management	3rd Party		Arena

<u>Tenants</u>	<u>Average Salary</u>	<u>Sources and Notes</u>
Johnstown Chiefs ECHL	\$24,700	Based on 20 Player Roster
	<u>Annual Payroll</u>	
Johnstown Chiefs ECHL	\$494,000	Salary Cap & Housing Allowance 2009

<u>Demographics</u>		<u>Sources and Notes</u>
Location Population (2008)	145,079	US Census (County)
Household Median Income (2008)	\$38,590	US Census (County)
National Household Median Income (2008)	\$52,175	US Census

<u>Sports Event Data</u>	<u>Totals</u>		<u>Sources and Notes</u>
Collegiate Sports			
High School Sports			
Professional Hockey	36	79,642	Hans Horstein
Professional Basketball			
Arena Football			
Totals	36		
Gross Revenue from Sports Events			

<u>Concert Data</u>	<u>#</u>	<u>Total Attendance</u>	<u>Sources and Notes</u>
Rock	0		
Adult/Pop			Not Available
Hip Hop/R&B			
Country			
Dance			
Latin			
Christian			
Theater/Classical			
Totals	0		
Gross Revenue from Concert Events			

<u>Civic/Community Event Data</u>	<u>#</u>	<u>Total Attendance</u>	<u>Sources and Notes</u>
Total Attendance at Civic/Community Events	30		Assumed
Gross Revenue from Civic/Community Events			

<u>Family Event Data</u>	<u>#</u>	<u>Total Attendance</u>	<u>Sources and Notes</u>
Gross Revenue from Family Events			

Table A.46

Arena:		Peoria Civic Center-Carver Arena	
Owner:		City of Peoria	
Location:		Peoria, IL	

<u>Building Construction and Funding</u>		<u>Sources and Notes</u>	
Building Cost at opening	\$55,000,000	National Sports Law Institute (NSLI)	
Building Cost Adjusted to 2008	\$61,380,000	Renovation only	
Public Investment Adjusted to 2008	\$61,380,000	renovation in 2005 uncertain amount for arena	
Maximum Seating	12,145	Arena	
Opened	1982	NSLI	
Cost per Seat Adjusted to 2008	\$5,054		
Public Cost per Seat Adjusted to 2008	\$5,054		
Funding Sources		Hotel and restaurant tax - NSLI	
Construction Cost Index	7446	Engineering News Record	
Construction Cost Adjustment Factor	1.116	ENR	
Management	3rd Party	Arena	

<u>Tenants</u>		<u>Average Salary</u>	<u>Sources and Notes</u>
Peoria Rivermen AHL		\$67,218	AHL Exclusive of One Way Contract PHPA
Bradley University Braves NCAA	N/A		NCAA
Peoria Pirates AF2		\$10,400	Based on AFL non-franchise player salary and estimated housing and food allowance
		<u>Annual Payroll</u>	
Peoria Rivermen AHL		\$1,344,360	Based on a 20 Player Roster
Peoria Pirates AF2		\$208,000	Based on 20 player roster

<u>Demographics</u>		<u>Sources and Notes</u>	
Location Population (2008)	112,303	US Census	
Area Median Income (2008)	\$44,164	US Census	
National Median Income (2008)	\$52,175	US Census	

<u>Sports Event Data</u>	<u>#</u>	<u>Total Attendance</u>	<u>Sources and Notes</u>
Collegiate Sports	13		Estimated
High School Sports			
Professional Hockey	40	160,759	Hans Horstein
Professional Basketball			
Arena Football	8		Arena
Indoor Soccer			
Totals	61		
Gross Revenue from Sports Events			

<u>Concert Data</u>	<u>#</u>	<u>Total Attendance</u>	<u>Sources and Notes</u>
Rock	4	22,508	Arena
Adult/Pop			
Hip Hop/R&B			
Country	3	21,360	Arena
Latin			
Christian	1	2,180	Arena
Theater/Classical	2	10,775	Arena
Totals	10	56,823	Not included theater concerts and family shows

<u>Civic/Community Event Data</u>	<u>#</u>	<u>Total Attendance</u>	<u>Sources and Notes</u>
Total Attendance at Civic/Community Events	20	121,265	Arena
Gross Revenue from Civic/Community Events			

<u>Family Event Data</u>	<u>#</u>	<u>Total Attendance</u>	<u>Sources and Notes</u>
Total events and attendance	19	63,069	Arena
Gross Revenue from Family Events			

Table A.47

Arena:		Century Tel Center	
Owner:		City of Bossier	
Location:		Bossier City, LA	

<u>Building Construction and Funding</u>		<u>Sources and Notes</u>	
Building Cost at opening	\$56,500,000	National Sports Law Institute (NSLI)	
Building Cost Adjusted to 2008	\$70,907,500		
Public Investment Adjusted to 2008	\$70,907,500		
Maximum Seating	14,000	Arena	
Opened	2000	NSLI	
Cost per Seat Adjusted to 2008	\$5,065		
Public Cost per Seat Adjusted to 2008	\$5,065		
Funding Sources		City financed - NSLI	
Construction Cost Index	6621	Engineering News Record	
Construction Cost Adjustment Factor	1.255	ENR	

<u>Tenants</u>		<u>Average Salary</u>		<u>Sources and Notes</u>	
Bossier-Shreveport Mudbugs CHL		\$23,500		Based on a 19 Player Roster	
Bossier-Shreveport Battle Wings AF2		\$10,400		Based on AFL non-franchise player salary and estimated housing and food allowance	
		<u>Annual Payroll</u>			
Bossier-Shreveport Mudbugs CHL		\$446,500		Salary Cap & Housing CHL 2009	
Bossier-Shreveport Battle Wings AF2		\$208,000		Based on 20 player roster	

<u>Demographics</u>		<u>Sources and Notes</u>	
Location Population (2008)	61,027		
Household Median Income (2008)	\$45,391		
National Household Median Income (2008)	\$52,175		

<u>Sports Event Data</u>		<u>Totals</u>		<u>Sources and Notes</u>	
Collegiate Sports					
High School Sports					
Professional Hockey	32	125,170		Hans Horstein	
Professional Basketball					
Arena Football	7				
Indoor Soccer					
Indoor Lacrosse					
Exhibition events					
Professional Tennis					
Totals	39				
Gross Revenue from Sports Events					
Net Revenue to Arena from Sports Events					

<u>Concert Data</u>		<u>#</u>		<u>Total Attendance</u>		<u>Sources and Notes</u>	
Rock	3	28,425		Venues Today			
Adult/Pop	1	5,706		Venues Today			
Hip Hop/R&B	1	2,492		Venues Today			
Country	4	26,663		Venues Today			
Dance							
Latin							
Christian	1	7,934		Venues Today			
Theater/Classical	3	17,098		Venues Today			
Totals	13	88,318		Venues Today			
Gross Revenue from Concert Events		\$4,180,152		Venues Today			
Net Revenue to Arena from Concert Events							

<u>Civic/Community Event Data</u>		<u>#</u>		<u>Total Attendance</u>		<u>Sources and Notes</u>	
Total Attendance at Civic/Community Events		30				Assumed	
Gross Revenue from Civic/Community Events							

<u>Family Event Data</u>		<u>#</u>		<u>Total Attendance</u>		<u>Sources and Notes</u>	
Total Family Events		8		22424		Venues Today	
Gross Revenue from Family Events				\$835,662		Venues Today	

Table A.48

Arena:		Citizens Business Bank Arena	
Owner:		City of Ontario	
Location:		Ontario, CA	

Building Construction and Funding		Sources and Notes	
Building Cost at opening	\$150,000,000	Arena	
Building Cost Adjusted to 2008	\$150,000,000		
Public Investment Adjusted to 2008	\$150,000,000		
Maximum Seating	11,089		
Opened	2008		
Cost per Seat Adjusted to 2008	\$13,527		
Public Cost per Seat Adjusted to 2008	\$13,527		
Public Share of Building Cost			
Funding Sources			
Construction Cost Index	8310	Engineering News Record	
Construction Cost Adjustment Factor	1	ENR	
Management			

Tenants		Average Salary	Sources and Notes
Ontario Reign ECHL		\$24,700	Based on 20 Player Roster
		Annual Payroll	
Ontario Reign ECHL		\$494,000	Salary Cap & Housing Allowance 2009

Demographics		Sources and Notes	
Location Population (2008)	162,630	US Census	
Household Median Income (2008)	\$57,184		
National Household Median Income (2008)	\$52,175		

Sports Event Data		#	Totals	Sources and Notes
Collegiate Sports				
Professional Hockey	36	210,801	Hans Horstein	
Professional Basketball				
Arena Football				
Indoor Soccer				
Indoor Lacrosse				
Professional Tennis				
Totals	36			
Gross Revenue from Sports Events				
Net Revenue to Arena from Sports Events				

Concert Data		#	Total Attendance	Sources and Notes
Rock	6		Arena	
Adult/Pop	1		Arena	
Hip Hop/R&B				
Country	3		Arena	
Dance				
Latin	2		Arena	
Christian	2		Arena	
Theater/Classical	1		Arena	
Totals	15		Arena	
Gross Revenue from Concert Events				

Civic/Community Event Data		#	Total Attendance	Sources and Notes
Total Attendance at Civic/Community Events	30		Arena	
Gross Revenue from Concert Events				

Family Event Data		#	Total Attendance	Sources and Notes
Gross Revenue from Family Events	43		Arena	

Table A.49

Arena:		Columbus Civic Center	
Owner:		City of Columbus	
Location:		Columbus, GA	

<u>Building Construction and Funding</u>		<u>Sources and Notes</u>
Building Cost at opening	\$39,470,000	NSLI
Building Cost Adjusted to 2008	\$58,415,600	Includes infrastructure and arena improvements in 2008
Public Investment Adjusted to 2008	\$58,415,600	
Maximum Seating	10,000	Arena
Opened	1996	Arena
Cost per Seat Adjusted to 2008	\$5,842	
Public Cost per Seat Adjusted to 2008	\$5,842	
Public Share of Building Cost		
Funding Sources		
Construction Cost Index	5620	Engineering News Record
Construction Cost Adjustment Factor	1.48	ENR

<u>Tenants</u>	<u>Average Salary</u>	<u>Sources and Notes</u>
Columbus Cottonmouths SPHL	\$16,300	Estimated based on media reports - 18 players
Columbus Lions AIFA	\$10,400	Based on AFL non-franchise player salary and estimated housing and food allowance
	<u>Annual Payroll</u>	
Columbus Cottonmouths SPHL	\$293,400	\$5,600 salary cap and housing
Columbus Lions AIFA	\$208,000	Based on 20 player roster

<u>Demographics</u>		<u>Sources and Notes</u>
Location Population (2008)	185,171	Census.gov
Household Median Income (2008)	\$34,853	1999 Census
National Household Median Income (2008)	\$52,175	

<u>Sports Event Data</u>	<u>Totals</u>	<u>Sources and Notes</u>
Collegiate Sports		
High School Sports		
Professional Hockey	30	82,415 Hans Horstein
Professional Basketball		
Arena Football	7	
Indoor Soccer		
Indoor Lacrosse		
Totals	37	
Gross Revenue from Sports Events		
Net Revenue to Arena from Sports Events		

<u>Concert Data</u>	<u>#</u>	<u>Total Attendance</u>	<u>Sources and Notes</u>
Rock			
Adult/Pop			
Hip Hop/R&B			
Country	1	6,226	Venues Today
Dance			
Latin			
Christian			
Theater/Classical			
Totals		6,226	
Gross Revenue from Concert Events		\$248,295	
Net Revenue to Arena from Concert Events			

<u>Civic/Community Event Data</u>	<u>#</u>	<u>Total Attendance</u>	<u>Sources and Notes</u>
Total Attendance at Civic/Community Events	30		Assumed
Gross Revenue from Concert Events			
Net Revenue to Arena from Concert Events			

<u>Family Event Data</u>	<u>#</u>	<u>Total Attendance</u>	<u>Sources and Notes</u>
Total Events			
Gross Revenue from Family Events			
Net Revenue to Arena from Family Events			

Table A.50

Arena:		Comcast Center at Everett	
Owner:		City of Everett	
Location:		Everett, WA	

<u>Building Construction and Funding</u>		<u>Sources and Notes</u>	
Building Cost at opening	\$71,500,000	Arena and news sources(incl. conference ctr)	
Bulding Cost Adjusted to 2008	\$88,660,000		
Public Investment Adjusted to 2008	\$88,660,000		
Maximum Seating	10,000	Venues Today	
Opened	2003		
Cost per Seat Adjusted to 2008	\$8,866		
Public Cost per Seat Adjusted to 2008	\$8,866		
Funding Sources			
Construction Cost Index	6694	Engineering News Record	
Construction Cost Adjustment Factor	1.24	ENR	

<u>Tenants</u>		<u>Average Salary</u>	<u>Sources and Notes</u>
Everett Silvertips - WHL		N/A	Amateur
 <u>Annual Payroll</u>			

<u>Demographics</u>		<u>Sources and Notes</u>	
Location Population (2008)	102,050	Census.gov	
Household Median Income (2008)	\$49,392	Census.gov	
National Household Median Income (2008)	\$52,175		

<u>Sports Event Data</u>		<u>Totals</u>	<u>Sources and Notes</u>
Collegiate Sports			
High School Sportts			
Amateur Hockey	36	217,080	Hans Horstein
Professional Basketball			
Arena Football			
Indoor Soccer			
Indoor Lacrosse			
Totals	36	217,080	
Gross Revenue from Sports Events			
Net Revenue to Arena from Sports Events			

<u>Concert Data</u>		<u>#</u>	<u>Total Attendance</u>	<u>Sources and Notes</u>
Rock		2	12,569	Venue Today and Arena
Adult/Pop		1	1,049	Venues Today
Hip Hop/R&B				
Country				
Dance				
Latin				
Christian				
Theater/Classical		2	11,259	Venues Today
Totals		5	24,877	Venues Today
Gross Revenue from Concert Events				\$1,069,497
Net Revenue to Arena from Concert Events				Venues Today doesn't include 1 concert

<u>Civic/Community Event Data</u>		<u>#</u>	<u>Total Attendance</u>	<u>Sources and Notes</u>
Total Attendance at Civic/Community Events		38	NA	Arena
Gross Revenue from Concert Events				
Net Revenue to Arena from Concert Events				

<u>Family Event Data</u>		<u>#</u>	<u>Total Attendance</u>	<u>Sources and Notes</u>
		32	NA	Arena
Gross Revenue from Family Events				
Net Revenue to Arena from Family Events				

Table A.51

Arena:		Covelli Center	
Owner:		City of Youngstown	
Location:		Youngstown, OH	

<u>Building Construction and Funding</u>		<u>Sources and Notes</u>	
Building Cost at opening	\$42,000,000	Arena and news sources	
Building Cost Adjusted to 2008	\$46,872,000		
Public Investment Adjusted to 2008	\$46,872,000		
Maximum Seating	5,500		
Opened	2005		
Cost per Seat Adjusted to 2008	\$8,522		
Public Cost per Seat Adjusted to 2008	\$8,522		
Funding Sources		Federal and City funds - arena and news	
Construction Cost Index	7446	Engineering News Record	
Construction Cost Adjustment Factor	1.116	ENR	

<u>Tenants</u>		<u>Average Salary</u>	<u>Sources and Notes</u>
Mahoning Valley Thunder AF2		\$10,400	Based on 20 player roster
Youngstown Steelhounds CHL		\$23,500	Based on a 19 Player Roster
Youngstown Phantoms	N/A		US Hockey League junior amateur
		<u>Annual Payroll</u>	
Mahoning Valley Thunder AF2		\$208,000	Based on AFL non-franchise player salary and estimated housing and food allowance
Youngstown Steelhounds CHL		\$446,500	Salary Cap & Housing CHL 2009

<u>Demographics</u>		<u>Sources and Notes</u>	
Location Population (2008)	67,364	census.gov	
Household Median Income (2008)	\$24,776	census.gov	
National Household Median Income (2008)	\$52,175		

<u>Sports Event Data</u>		<u>Attendance</u>	<u>Sources and Notes</u>
Collegiate Sports			
High School Sports			
Professional Hockey	32	106,687	Hans Horstein 2007-08
Professional Basketball			
Arena Football	8		Arena
Indoor Soccer			
Indoor Lacrosse			
Amateur Hockey			
Professional Tennis			
Totals	40		
Gross Revenue from Sports Events			
Net Revenue to Arena from Sports Events			

<u>Concert Data</u>		<u># Total Attendance</u>	<u>Sources and Notes</u>
Rock			
Adult/Pop			
Hip Hop/R&B			
Country			
Dance			
Latin			
Christian			
Theater/Classical			
Totals			
Gross Revenue from Concert Events			
Net Revenue to Arena from Concert Events			

<u>Civic/Community Event Data</u>		<u># Total Attendance</u>	<u>Sources and Notes</u>
Total Attendance at Civic/Community Events	30		Assumed
Gross Revenue from Civic/Community Events			

<u>Family Event Data</u>		<u># Total Attendance</u>	<u>Sources and Notes</u>
Gross Revenue from Family Events			
Net Revenue to Arena from Family Events			

Table A.52

Arena:	Cumberland County Crown Coliseum
Owner:	Cumberland Co., NC
Location:	Fayetteville, NC

<u>Building Construction and Funding</u>		<u>Sources and Notes</u>
Building Cost at opening	\$55,000,000	Amusement Business
Building Cost Adjusted to 2008	\$78,430,000	
Public Investment Adjusted to 2008	\$78,430,000	
Maximum Seating	8,500	Venues Today
Opened	1997	Arena website
Cost per Seat Adjusted to 2008	\$9,227	
Public Cost per Seat Adjusted to 2008	\$9,227	
Public Share of Building Cost		
Funding Sources	1.5%/1%	Hotel tax/concession tax - Amusement Business; 03/23/98 pA1
Construction Cost Index	5826	Engineering News Record
Construction Cost Adjustment Factor	1.426	ENR

<u>Tenants</u>	<u>Average Salary</u>	<u>Sources and Notes</u>
Fayetteville Fire Antz SPHL	\$16,300	Estimated based on media reports - 18 players
Fayetteville Guard AIFA	\$10,400	Based on AFL non-franchise player salary and estimated housing and food allowance
	<u>Annual Payroll</u>	
Fayetteville Fire Antz SPHL	\$293,400	\$5,600 salary cap and housing
Fayetteville Guard AIFA	\$208,000	Based on 20 player roster

<u>Demographics</u>		<u>Sources and Notes</u>
Location Population (2008)	309,542	Cumberland County census.gov
Household Median Income (2008)	\$44,316	Cumberland County census.gov
National Household Median Income (2008)	\$52,175	

<u>Sports Event Data</u>	<u>Totals</u>	<u>Sources and Notes</u>
Collegiate Sports		
High School Sports		
Professional Hockey	30	102,637 Hans Horstein
Professional Basketball		
Arena Football	7	
Indoor Soccer		
Indoor Lacrosse		
Exhibition events		
Professional Tennis		
Totals	37	
Gross Revenue from Sports Events		
Net Revenue to Arena from Sports Events		

<u>Concert Data</u>	<u>#</u>	<u>Total Attendance</u>	<u>Sources and Notes</u>
Rock	7	18,308	Arena
Adult/Pop	3	1,525	Arena
Hip Hop/R&B	2	2,996	Arena
Country	1	5,013	Arena
Dance			
Latin			
Christian	6	21,501	Arena
Theater/Classical	8	6,962	Arena
Totals	27	56,305	Arena
Gross Revenue from Concert Events	NA		
Net Revenue to Arena from Concert Events			

<u>Civic/Community Event Data</u>	<u>#</u>	<u>Total Attendance</u>	<u>Sources and Notes</u>
Total Attendance at Civic/Community Events	158	289,192.00	Arena
Gross Revenue from Concert Events			
Net Revenue to Arena from Concert Events			

<u>Family Event Data</u>	<u>#</u>	<u>Total Attendance</u>	<u>Sources and Notes</u>
Total Events	55	140,639	Arena
Gross Revenue from Family Events			
Net Revenue to Arena from Family Events			

Table A.53

Arena:	Cumberland County Crown Coliseum
Owner:	Cumberland Co., NC
Location:	Fayetteville, NC

<u>Building Construction and Funding</u>		<u>Sources and Notes</u>
Building Cost at opening	\$55,000,000	Amusement Business
Building Cost Adjusted to 2008	\$78,430,000	
Public Investment Adjusted to 2008	\$78,430,000	
Maximum Seating	8,500	Venues Today
Opened	1997	Arena website
Cost per Seat Adjusted to 2008	\$9,227	
Public Cost per Seat Adjusted to 2008	\$9,227	
Public Share of Building Cost		
Funding Sources	1.5%/1%	Hotel tax/concession tax - Amusement Business; 03/23/98 pA1
Construction Cost Index	5826	Engineering News Record
Construction Cost Adjustment Factor	1.426	ENR

<u>Tenants</u>	<u>Average Salary</u>	<u>Sources and Notes</u>
Fayetteville Fire Antz SPHL	\$16,300	Estimated based on media reports - 18 players
Fayetteville Guard AIFA	\$10,400	Based on AFL non-franchise player salary and estimated housing and food allowance
	<u>Annual Payroll</u>	
Fayetteville Fire Antz SPHL	\$293,400	\$5,600 salary cap and housing
Fayetteville Guard AIFA	\$208,000	Based on 20 player roster

<u>Demographics</u>		<u>Sources and Notes</u>
Location Population (2008)	309,542	Cumberland County census.gov
Household Median Income (2008)	\$44,316	Cumberland County census.gov
National Household Median Income (2008)	\$52,175	

<u>Sports Event Data</u>	<u>Totals</u>	<u>Sources and Notes</u>
Collegiate Sports		
High School Sports		
Professional Hockey	30	102,637 Hans Horstein
Professional Basketball		
Arena Football	7	
Indoor Soccer		
Indoor Lacrosse		
Exhibition events		
Professional Tennis		
Totals	37	
Gross Revenue from Sports Events		
Net Revenue to Arena from Sports Events		

<u>Concert Data</u>	<u>#</u>	<u>Total Attendance</u>	<u>Sources and Notes</u>
Rock	7	18,308	Arena
Adult/Pop	3	1,525	Arena
Hip Hop/R&B	2	2,996	Arena
Country	1	5,013	Arena
Dance			
Latin			
Christian	6	21,501	Arena
Theater/Classical	8	6,962	Arena
Totals	27	56,305	Arena
Gross Revenue from Concert Events		NA	
Net Revenue to Arena from Concert Events			

<u>Civic/Community Event Data</u>	<u>#</u>	<u>Total Attendance</u>	<u>Sources and Notes</u>
Total Attendance at Civic/Community Events	158	289,192.00	Arena
Gross Revenue from Concert Events			
Net Revenue to Arena from Concert Events			

<u>Family Event Data</u>	<u>#</u>	<u>Total Attendance</u>	<u>Sources and Notes</u>
Total Events	55	140,639	Arena
Gross Revenue from Family Events			
Net Revenue to Arena from Family Events			

Table A.54

Arena:		DCU Center	
Owner:		City of Worcester	
Location:		Worcester, MA	

<u>Building Construction and Funding</u>		<u>Sources and Notes</u>	
Building Cost	\$30,000,000	National Sports Law Institute (NSLI)	
Building Cost Adjusted to 2008	\$31,290,000	upgrade of \$30M in 2007	
Public Investment Adjusted to 2008	\$31,290,000	Engineering News Record	
Maximum Seating	15,000	NSLI	
Opened	1982/2007	Venues Today	
Cost per Seat Adjusted to 2008	\$2,086	NSLI	
Public Cost per Seat Adjusted to 2008	\$2,086		
Funding Sources		Taxes on hotel motel, food and beverage	
Construction Cost Index	7966	Engineering News Record	
Construction Cost Adjustment Factor	1.043	ENR	
Management	3rd Party	Arena	

<u>Tenants</u>		<u>Average Salary</u>	<u>Sources and Notes</u>
Worcester Sharks AHL		\$67,218	AHL Exclusive of One Way Contract PHPA
New England Surge CIFL		\$10,400	Based on AFL non-franchise player salary and estimated housing and food allowance
		<u>Annual Payroll</u>	
Worcester Sharks AHL		\$1,344,360	Based on a 20 Player Roster
New England Surge CIFL		\$208,000	Based on 20 player roster

<u>Demographics</u>		<u>Sources and Notes</u>	
Location Population (2008)	163,637		
Household Median Income (2008)	\$44,794		
National Household Median Income (2008)	\$52,175		

<u>Sports Event Data</u>		<u>Totals</u>		<u>Sources and Notes</u>
Collegiate Sports				
High School Sports				
Professional Hockey	40	156,089		Hans Horstein
Professional Basketball				
Arena Football	5	NA		CIFL in 2008. Joining AFL in 2010
Totals	45	156,089		
Gross Revenue from Sports Events				

<u>Concert Data</u>		<u>#</u>	<u>Total Attendance</u>	<u>Sources and Notes</u>
Rock	3	22,417		Venues Today
Adult/Pop	1	9,505		Venues Today
Hip Hop/R&B				
Country				
Dance				
Latin				
Christian				
Theater/Classical	1	10,131		Venues Today
Totals	5	42,053		Venues Today
Gross Revenue from Concert Events			\$2,217,624	Venues Today

<u>Civic/Community Event Data</u>		<u>#</u>	<u>Total Attendance</u>	<u>Sources and Notes</u>
Total Attendance at Civic/Community Events		30		Assumed
Gross Revenue from Civic/Community Events				

<u>Family Event Data</u>		<u>#</u>	<u>Total Attendance</u>	<u>Sources and Notes</u>
Total Attendance at Civic/Community Events				
Gross Revenue from Civic/Community Events				

Table A.55

Arena:		DeSoto Civic Center	
Owner:		DeSoto County	
Location:		Southhaven, MS	

<u>Building Construction and Funding</u>		<u>Sources and Notes</u>	
Building Cost	\$27,500,000	National Sports Law Institute (NSLI)	
Building Cost Adjusted to 2008	\$36,740,000	Engineering News Record	
Public Investment Adjusted to 2008	\$36,740,000	Assumed	
Maximum Seating	11,000	Arena	
Opened	2000	NSLI	
Cost per Seat Adjusted to 2008	\$3,340		
Public Cost per Seat Adjusted to 2008	\$3,340		
Funding Sources			
Construction Cost Index	6221	Engineering News Record	
Construction Cost Adjustment Factor	1.336	ENR	

<u>Tenants</u>		<u>Average Salary</u>	<u>Sources and Notes</u>
Mississippi RiverKings CHL		\$23,500	Based on a 19 Player Roster
		<u>Annual Payroll</u>	
Mississippi RiverKings CHL		\$391,700	Salary Cap & Housing CHL 2009

<u>Demographics</u>		<u>Sources and Notes</u>	
Location Population (2008)	51,919	US Census	
Area Median Income (2008) - (6 mo. Season)	\$58,626	US Census	
National Household Median Income (2008)	\$52,175	US Census	

<u>Sports Event Data</u>		<u>Totals</u>	<u>Sources and Notes</u>
Collegiate Sports			
High School Sports			
Professional Hockey	32	95761	Hans Horstein
Professional Basketball			
Arena Football			
Totals	32		

<u>Concert Data</u>		<u>Sources and Notes</u>	
Rock	1	2,160	Venues Today
Adult/Pop			
Hip Hop/R&B			
Country	1	6,648	Venues Today
Dance			
Latin			
Christian			
Theater/Classical			
Totals	2	8,808	Venues Today
Gross Revenue from Concert Events		\$425,241	Venues Today

<u>Civic/Community Event Data</u>		<u>Sources and Notes</u>	
Total Attendance at Civic/Community Events	30	Assumed	
Gross Revenue from Civic/Community Events			

<u>Family Event Data</u>		<u>Sources and Notes</u>	
Gross Revenue from Family Events			

Table A.56

Arena:		Dodge Arena (State Farm Arena)	
Owner:		City of Hidalgo	
Location:		Hidalgo, TX	

<u>Building Construction and Funding</u>		<u>Sources and Notes</u>
Building Cost	\$130,000,000	National Sports Law Institute (NSLI)
Building Cost Adjusted to 2008	\$161,200,000	Engineering News Record
Public Investment Adjusted to 2008	\$161,200,000	
Maximum Seating	15,000	Venues Today
Opened	2003	NSLI
Cost per Seat Adjusted to 2008	\$10,747	
Public Cost per Seat Adjusted to 2008	\$10,747	
Public Share of Building Cost		
Funding Sources		Various public funds - NSLI
Construction Cost Index	6694	Engineering News Record
Construction Cost Adjustment Factor	1.24	ENR

<u>Tenants</u>	<u>Average Salary</u>	<u>Sources and Notes</u>
Rio Grande Valley Killer Bees CHL	\$23,500	Based on a 19 Player Roster
Rio Grande Valley Dorados AF2	\$10,400	Based on AFL non-franchise player salary and estimated housing and food allowance
Rio Grande Valley Vipers NBA D-League	\$25,000	Estimated \$18,000 a year with housing and food during season
<u>Annual Payroll</u>		
Rio Grande Valley Killer Bees CHL	\$446,500	Salary Cap & Housing CHL 2009
Rio Grande Valley Dorados AF2	\$208,000	Based on 20 player roster
Rio Grande Valley Vipers NBA D-League	\$300,000	All players work for the league

<u>Demographics</u>		<u>Sources and Notes</u>
Location Population (2008)	706,039	
Household Median Income (2008)	\$30,518	
National Household Median Income (2008)	\$52,175	

<u>Sports Event Data</u>	<u>Totals</u>		<u>Sources and Notes</u>
Collegiate Sports			
High School Sports			
Professional Hockey	32	147,524	Hans Horstein
Professional Basketball	25		NBA-D League
Arena Football	8		AF2
Indoor Soccer			
Indoor Lacrosse			
Totals	65		
Gross Revenue from Sports Events			

<u>Concert Data</u>	<u>#</u>	<u>Total Attendance</u>	<u>Sources and Notes</u>
Rock	8	31,074	Venues Today
Adult/Pop			
Hip Hop/R&B	1	4,829	Venues Today
Country			
Dance			
Latin	6	27,964	Venues Today
Christian			
Theater/Classical			
Totals	15	63,867	Venues Today
Gross Revenue from Concert Events		\$4,763,753	Venues Today

<u>Civic/Community Event Data</u>	<u>#</u>	<u>Total Attendance</u>	<u>Sources and Notes</u>
Total Attendance at Civic/Community Events	30		Assumed
Gross Revenue from Civic/Community Events			

<u>Family Event Data</u>	<u>#</u>	<u>Total Attendance</u>	<u>Sources and Notes</u>
Total Family Events	11	39,869	Venues Today
Gross Revenue from Family Events		\$2,072,082	Venues Today

Table A.57

Arena:		Dunkin Donuts Center	
Owner:		Rhode Island Convention Ctr Auth.	
Location:		Providence, RI	

<u>Building Construction and Funding</u>		<u>Sources and Notes</u>	
Building Cost	\$13,000,000	National Sports Law Institute (NSLI)	
Building Cost Adjusted to 2008	\$61,620,000	Engineering News Record	
Public Investment Adjusted to 2008	\$61,620,000	NSLI	
Maximum Seating	14,500	Arena	
Opened	1972	NSLI	
Cost per Seat Adjusted to 2008	\$4,250		
Public Cost per Seat Adjusted to 2008	\$4,250		
Public Share of Building Cost			
Funding Sources		State -currently undergoing \$80M	
Construction Cost Index	1753	Engineering News Record	
Construction Cost Adjustment Factor	4.74	ENR	
Management	3rd Party	Arena	

<u>Tenants</u>		<u>Average Salary</u>	<u>Sources and Notes</u>
Providence Bruins AHL		\$67,218	AHL Exclusive of One Way Contract PHPA
Providence College Friars NCAA		N/A	
		<u>Annual Payroll</u>	
Worcester Sharks AHL		\$1,344,360	Based on a 20 Player Roster

<u>Demographics</u>		<u>Sources and Notes</u>	
Location Population (2008)	169,635	US Census	
Household Median Income (2008)	\$36,298	US Census	
National Household Median Income (2008)	\$52,175	US Census	

<u>Sports Event Data</u>		<u>Totals</u>	<u>Sources and Notes</u>
Collegiate Sports	13		Estimated
High School Sports			
Professional Hockey	40	253,718	Hans Horstein
Professional Basketball			
Arena Football			
Indoor Soccer			
Totals	53		
Gross Revenue from Sports Events			

<u>Concert Data</u>		<u>Sources and Notes</u>	
Rock	4	17,638	Venues Today
Adult/Pop			
Hip Hop/R&B	1	3,350	Venues Today
Country			
Dance			
Latin			
Christian			
Theater/Classical	1	17,482	Venues Today
Totals	6	38,470	Venues Today
Gross Revenue from Concert Events		\$1,728,266	Venues Today

<u>Civic/Community Event Data</u>		<u>Sources and Notes</u>	
Total Attendance at Civic/Community Events	30	Assumed	
Gross Revenue from Civic/Community Events			

<u>Family Event Data</u>		<u>Sources and Notes</u>	
	1	5,378	Venues Today
Gross Revenue from Family Events		\$388,370	Venues Today
Net Revenue to Arena from Family Events			

Table A.58

Arena:		Ector County Coliseum	
Owner:		Ector County	
Location:		Odessa, TX	

<u>Building Construction and Funding</u>		<u>Sources and Notes</u>	
Building Cost at opening	\$1,600,000	National Sports Law Institute (NSLI)	
		renovations in 1991 - NSLI	
Building Cost Adjusted to 2008	\$2,750,400	Renovations only	
Public Investment Adjusted to 2008	\$2,750,400		
Maximum Seating	7,439	Arena	
Opened	1954		
Cost per Seat	\$370		
Public Cost per Seat	\$370		
Public Share of Building Cost			
Funding Sources		Ector County	
Construction Cost Index	4835	Engineering News Record	
Construction Cost Adjustment Factor	1.719	ENR	

<u>Tenants</u>		<u>Average Salary</u>	<u>Sources and Notes</u>
Odessa Jackalopes CHL		\$23,500	Based on a 19 Player Roster
Odessa Roughnecks IFL		\$10,400	Based on AFL non-franchise player salary and estimated housing and food allowance
		<u>Annual Payroll</u>	
Odessa Jackalopes CHL		\$290,400	Salary Cap & Housing CHL 2009
Odessa Roughnecks IFL		\$208,000	Based on 20 player roster

<u>Demographics</u>		<u>Sources and Notes</u>
Location Population (2008)	129,267	
Household Median Income (2008)	\$46,882	
Area Median Income (2008) - (6 mo. Season)	\$23,441	
National Household Median Income (2008)	\$52,175	

Table A.57

Ector County Coliseum

<u>Sports Event Data</u>	<u>#</u>	<u>Total Attendance</u>	<u>Sources and Notes</u>
Collegiate Sports			
High School Sports			
Professional Hockey	36	85,198	Hans Horstein
Professional Basketball			
Arena Football	7		
Indoor Soccer			
Indoor Lacrosse			
Exhibition events			
Professional Tennis			
Totals	43		
Gross Revenue from Sports Events			
Net Revenue to Arena from Sports Events			

<u>Concert Data</u>	<u>#</u>	<u>Total Attendance</u>	<u>Sources and Notes</u>
Rock	0		
Adult/Pop	0		
Hip Hop/R&B	0		
Country	0		
Dance	0		
Latin	0		
Christian	0		
Theater/Classical	0		
Totals			
Gross Revenue from Concert Events			
Net Revenue to Arena from Concert Events			

<u>Civic/Community Event Data</u>	<u>#</u>	<u>Total Attendance</u>	<u>Sources and Notes</u>
Total Attendance at Civic/Community Events	30		Assumed
Gross Revenue from Civic/Community Events			

<u>Family Event Data</u>	<u>#</u>	<u>Total Attendance</u>	<u>Sources and Notes</u>
Gross Revenue from Family Events			
Net Revenue to Arena from Family Events			

Table A.59			
Arena:			Erie Civic Center - Tullio Arena
Owner:			City of Erie
Location:			Erie, PA
Building Construction and Funding			Sources and Notes
Building Cost	\$17,000,000		Rehab cost in 2003 - Arena
Building Cost Adjusted to 2008	\$21,097,000		
Public Investment Adjusted to 2008	\$21,097,000		
Maximum Seating	7,838		Arena
Opened	1983		Arena
Cost per Seat	\$0		
Public Cost per Seat	\$4,288		
Funding Sources			
Construction Cost Index	6694		Engineering News Record
Construction Cost Adjustment Factor	1.241		ENR
Management	Owner		Arena
Tenants		Average Salary	Sources and Notes
Erie Otters		N/A	OHL Junior Amateur Hockey
Erie Bayhawks NBA-D		\$25,000	Estimated \$18,000 a year with housing and food during season
Erie RiverRats AIFA		\$10,400	Based on AFL non-franchise player salary and estimated housing and food allowance
		Annual Payroll	
Erie Otters		N/A	
Erie Bayhawks		\$300,000	All players work for the league
Erie RiverRats		\$208,000	Based on a 20 Player Roster
Demographics			Sources and Notes
Location Population (2008)	202,626		US Census
Area Median Income (2008) - (6 mo. Season)	\$43,351		US Census
National Household Median Income (2008)	\$52,175		US Census
Sports Event Data		Totals	Sources and Notes
Collegiate Sports			
High School Sports			
Professional Hockey	34	126,874	Hans Horstein - Amateur Hockey - OHL
Professional Basketball	25		NBA-D
Arena Football			
Indoor Soccer			
Totals	59		
Gross Revenue from Sports Events			
Concert Data			Sources and Notes
Rock			
Adult/Pop			
Hip Hop/R&B			
Country			
Dance			
Latin			
Christian	1	2,877	Venues Today
Theater/Classical	1	5,926	Venues Today
Totals	2	8,803	
Gross Revenue from Concert Events		\$343,363	Venues Today
Civic/Community Event Data			Sources and Notes
Total Attendance at Civic/Community Events	30		Assumed
Gross Revenue from Concert Events			
Family Event Data			Sources and Notes
Total Family Events	4	12,166	Venues Today
Gross Revenue from Family Events		\$351,250	Venues Today

Table A.60

Arena:		Giant Center	
Owner:		Derry Twp Industrial & Commercial Development Auth.	
Location:		Hershey, PA	

<u>Building Construction and Funding</u>			<u>Sources and Notes</u>
Building Cost at opening	\$95,000,000		National Sports Law Institute (NSLI)
Building Cost Adjusted to 2008	\$120,745,000		includes infrastructure - ENR
Public Investment Adjusted to 2008	\$48,298,000		NLSI
Maximum Seating	12,000		Arena
Opened	2002		NSLI
Cost per Seat	\$10,062		
Public Cost per Seat	\$4,025		
Funding Sources			
Construction Cost Index	6538		Engineering News Record
Construction Cost Adjustment Factor	1.271		ENR
Management	Team		Arena

<u>Tenants</u>	<u>Average Salary</u>	<u>Sources and Notes</u>
Hershey Bears AHL	\$67,218	AHL Exclusive of One Way Contract PHPA
	<u>Annual Payroll</u>	
Hershey Bears AHL	\$1,344,360	Based on a 20 Player Roster

<u>Demographics</u>		<u>Sources and Notes</u>
Location Population (2008)	22,226	
Household Median Income (2008)	\$66,349	
National Household Median Income (2008)	\$52,175	

<u>Sports Event Data</u>	<u>#</u>	<u>Total Attendance</u>	<u>Sources and Notes</u>
Collegiate Sports			
High School Sports			
Professional Hockey	40	359,499	Hans Horstein
Professional Basketball			
Arena Football			
Totals	40		
Gross Revenue from Sports Events			

<u>Concert Data</u>	<u>#</u>	<u>Total Attendance</u>	<u>Sources and Notes</u>
Rock	2	15,138	Venues Today
Adult/Pop			
Hip Hop/R&B			
Country	2	11,726	Venues Today
Dance			
Latin			
Christian	1	7,524	Venues Today
Theater/Classical	1	8,794	Venues Today
Totals	6	43,182	Venues Today
Gross Revenue from Concert Events		\$2,372,439.00	Venues Today

<u>Civic/Community Event Data</u>	<u>#</u>	<u>Total Attendance</u>	<u>Sources and Notes</u>
Total Attendance at Civic/Community Events	30		Assumed
Gross Revenue from Civic/Community Events			

<u>Family Event Data</u>	<u>#</u>	<u>Total Attendance</u>	<u>Sources and Notes</u>
Total Family Events	7	40,966	Venues Today
Gross Revenue from Family Events		\$1,420,481	

Table A.61

Arena:		Gwinnett Center	
Owner:		Gwinnett County	
Location:		Duluth, GA	

<u>Building Construction and Funding</u>		<u>Sources and Notes</u>	
Building Cost at opening	\$65,000,000	National Sports Law Institute (NSLI)	
Building Cost Adjusted to 2008	\$80,600,000	Engineering News Record	
Public Investment Adjusted to 2008	\$80,600,000	NSLI	
Maximum Seating	13,111	Arena at Gwinnett Center	
Opened	2003	NLSI	
Cost per Seat	\$6,148		
Public Cost per Seat	\$6,148		
Public Share of Building Cost			
Funding Sources		Gwinnett County - NSLI	
Construction Cost Index	6694	Engineering News Record	
Construction Cost Adjustment Factor	1.24	ENR	
Management	3rd Party	Arena	

<u>Tenants</u>		<u>Average Salary</u>	<u>Sources and Notes</u>
Gwinnett Gladiators ECHL		\$24,700	Based on 20 Player Roster
Georgia Force AFL		\$10,400	Based on AFL non-franchise player salary and estimated housing and food allowance
		<u>Annual Payroll</u>	
Gwinnett Gladiators ECHL		\$494,000	Salary Cap & Housing Allowance 2009 - ECHL
Georgia Force AFL		\$208,000	Based on 20 player roster

<u>Demographics</u>		<u>Sources and Notes</u>	
Location Population (2008)	769,054	US Census	
Household Median Income (2008)	\$66,846	US Census	
National Household Median Income (2008)	\$52,175	US Census	

<u>Sports Event Data</u>		<u>Totals</u>	<u>Sources and Notes</u>
Collegiate Sports			
High School Sports			
Professional Hockey	36	200,122	ECHL and Hans Horstein
Professional Basketball			
Arena Football	8		AFL Arena
Indoor Soccer			
Indoor Lacrosse			
Exhibition events			
Professional Tennis			
Totals	44		

<u>Concert Data</u>		<u>#</u>	<u>Total Attendance</u>	<u>Sources and Notes</u>
Rock	13	NA		Arena
Adult/Pop	1		8,816	Venues Today
Hip Hop/R&B	2	NA		Arena
Country	3	NA		Arena
Latin	4	NA		Arena
Christian	2	NA		Arena
Theater/Classical	0	NA		Arena
Totals	25	NA		
Gross Revenue from Concert Events				

<u>Civic/Community Event Data</u>		<u>#</u>	<u>Total Attendance</u>	<u>Sources and Notes</u>
Total Attendance at Civic/Community Events	43	NA		Arena
Gross Revenue from Civic/Community Events				
Net Revenue to Arena from Concert Events				

<u>Family Event Data</u>		<u>#</u>	<u>Total Attendance</u>	<u>Sources and Notes</u>
Gross Revenue from Family Events	6	NA		Arena
Net Revenue to Arena from Family Events				

Table A.62

Arena:		I Wireless Center	
Owner:		Illinois Quad City Civic Center Auth	
Location:		Moline, IL	

Building Construction and Funding		Sources and Notes	
Building Cost at opening	\$36,100,000	National Sports Law Institute (NSLI)	
Building Cost Adjusted to 2008	\$57,579,500	Engineering News Record	
Public Investment Adjusted to 2008	\$54,389,500	National Sports Law Institute (NSLI)	
Maximum Seating	12,000	Venues Today	
Opened	1993	National Sports Law Institute (NSLI)	
Cost per Seat	\$4,798		
Public Cost per Seat	\$4,532		
Funding Sources			
Construction Cost Index	5210	Engineering News Record	
Construction Cost Adjustment Factor	1.595	ENR	
Management	Owner	Arena	

Tenants	Median Salary	Sources and Notes	
Quad City Flames AHL	\$67,218	AHL Exclusive of One Way Contract PHPA	
Quad City Steamwheelers AF2	\$10,400	Based on AFL non-franchise player salary and estimated housing and food allowance	
Annual Payroll			
Quad City Flames AHL	\$1,344,360	Based on a 20 Player Roster	
Quad City Steamwheelers AF2	\$208,000	Based on 20 player roster	

Demographics		Sources and Notes	
Location Population (2008)	377,625	Quad City area - Census	
Household Median Income (2008)	\$47,970	Census	
National Household Median Income (2008)	\$52,175	Census	

Sports Event Data		Totals	Sources and Notes	
Collegiate Sports				
High School Sports				
Professional Hockey	40	121,396	Hans Horstein	
Professional Basketball				
Arena Football	8		Arena	
Indoor Soccer				
Totals	48			
Gross Revenue from Sports Events				

Concert Data	#	Total Attendance	Sources and Notes	
Rock	12	61,919	Venues Today	
Adult/Pop	1	11,362	Venues Today	
Hip Hop/R&B				
Country	2	20,772	Venues Today	
Dance				
Latin				
Christian	2	9,494	Venues Today	
Theater/Classical	6	34,333	Venues Today	
Totals	23	137,880	Venues Today	
Gross Revenue from Concert Events		\$6,010,121	Venues Today	

Civic/Community Event Data	#	Total Attendance	Sources and Notes	
Total Attendance at Civic/Community Events	9	NA	Arena	
Gross Revenue from Civic/Community Events				

Family Event Data	#	Total Attendance	Sources and Notes	
	33	NA	Arena	
Gross Revenue from Family Events				

Table A.63

Arena:	James Brown Arena
Owner:	Augusta-Richmond Co.
Location:	Augusta, GA

<u>Building Construction and Funding</u>		<u>Sources and Notes</u>
Building Cost at opening	N/A	National Sports Law Institute (NSLI)
Building Cost Adjusted to 2008		
Public Investment Adjusted to 2008		
Maximum Seating	12,000	Pei Cobb Architects
Opened	1980	NSLI
Cost per Seat Adjusted to 2008		
Public Cost per Seat Adjusted to 2008	\$0	
Funding Sources		
Construction Cost Index	3237	Engineering News Record
Construction Cost Adjustment Factor	2.567	ENR
Management	3rd Party	Arena - SMG

<u>Tenants</u>	<u>Average Salary</u>	<u>Sources and Notes</u>
Augusta Lynx	\$24,700	Based on 20 Player Roster SPHL team in 2010
	<u>Annual Payroll</u>	
Augusta Lynx	\$494,000	Salary Cap & Housing Allowance 2009 - ECHL

<u>Demographics</u>		<u>Sources and Notes</u>
Location Population (2008)	198,111	US Census
Household Median Income (2008)	\$37,797	US Census
National Household Median Income (2008)	\$52,175	US Census

<u>Sports Event Data</u>	<u>#</u>	<u>Total Attendance</u>	<u>Sources and Notes</u>
Collegiate Sports			
High School Sports			
Professional Hockey	7	19,053	Season suspended Hans Horstein & team
Professional Basketball			
Arena Football			
Totals	7		
Gross Revenue from Sports Events			

<u>Concert Data</u>	<u>#</u>	<u>Total Attendance</u>	<u>Sources and Notes</u>
Rock	3	7,684	Arena
Adult/Pop	1	1,519	Arena
Hip Hop/R&B	4	10,128	Arena
Country	1	1,521	Arena
Latin			
Christian	2	3,289	Arena
Theater/Classical	5	8,209	Arena
Totals	16	32,350	Arena
Gross Revenue from Concert Events			

<u>Civic/Community Event Data</u>	<u>#</u>	<u>Total Attendance</u>	<u>Sources and Notes</u>
Total Attendance at Civic/Community Events	8	16,535	Arena
Gross Revenue from Civic/Community Events			

<u>Family Event Data</u>	<u>#</u>	<u>Total Attendance</u>	<u>Sources and Notes</u>
Total Family Events	30	80,148	Arena
Gross Revenue from Family Events			

Table A.64

Arena:		James White Coliseum	
Owner:		City of Knoxville	
Location:		Knoxville, TN	

<u>Building Construction and Funding</u>		<u>Sources and Notes</u>	
Building Cost at opening	NA	NSLI	
Building Cost Adjusted to 2008	NA		Includes infrastructure and arena improvements in 2008
Public Investment Adjusted to 2008	NA		
Maximum Seating	6,673	Arena	
Opened	1961	NSLI	
Cost per Seat Adjusted to 2008	NA		
Public Cost per Seat Adjusted to 2008	NA		
Public Share of Building Cost			
Funding Sources			
Construction Cost Index	NA	Engineering News Record	
Construction Cost Adjustment Factor	NA	ENR	
Management	Owner	Arena	

<u>Tenants</u>		<u>Average Salary</u>	<u>Sources and Notes</u>
Knoxville Ice Bears SPHL		\$16,300	Estimated based on media reports - 18 players
U of T Ice Vols		NA	University of Tennessee
		<u>Annual Payroll</u>	
Knoxville Ice Bears SPHL		\$293,400	\$5,600 salary cap and housing
U of T Ice Vols		NA	

<u>Demographics</u>		<u>Sources and Notes</u>	
Location Population (2008)	177,646	Census.gov	
Household Median Income (2008)	\$33,316	1999 Census	
National Household Median Income (2008)	\$52,175	US Census	

<u>Sports Event Data</u>		<u>Totals</u>	<u>Sources and Notes</u>
Collegiate Sports	13	NA	Tennessee Ice Vols
High School Sports			
Professional Hockey	30	101,054	Hans Horstein
Professional Basketball			
Arena Football			
Totals	43		
Gross Revenue from Sports Events			

<u>Concert Data</u>		#	<u>Total Attendance</u>	<u>Sources and Notes</u>
Rock				
Adult/Pop				
Hip Hop/R&B				
Country				
Dance				
Latin				
Christian				
Theater/Classical				
Totals				
Gross Revenue from Concert Events				

<u>Civic/Community Event Data</u>		#	<u>Total Attendance</u>	<u>Sources and Notes</u>
Total Attendance at Civic/Community Events	30		Assumed	
Gross Revenue from Concert Events				

<u>Family Event Data</u>		#	<u>Total Attendance</u>	<u>Sources and Notes</u>
Total Events				
Gross Revenue from Family Events				

Table A.65

Arena:		L.C. Walker Arena	
Owner:		City of Muskegon	
Location:		Muskegon, MI	

<u>Building Construction and Funding</u>		<u>Sources and Notes</u>	
Building Cost at opening	\$1,000,000	National Sports Law Institute (NSLI)	
Building Cost Adjusted to 2008	\$10,085,000	Engineering News Record	
Public Investment Adjusted to 2008	\$0		
Maximum Seating	6,100	Arena	
Opened	1960	Arena	
Cost per Seat Adjusted to 2008	\$1,653		
Public Cost per Seat Adjusted to 2008	\$0		
Public Share of Building Cost			
Funding Sources			
Construction Cost Index	824	Engineering News Record	
Construction Cost Adjustment Factor	10.085	ENR	
Management	Owner	Arena	

<u>Tenants</u>		<u>Average Salary</u>		<u>Sources and Notes</u>	
				Hosting a single A hockey team in 2009 and a junior amateur hockey team in 2010	
				Based on a 19 Player Roster	
				Team ceasing operations in 2010	
		<u>Annual Payroll</u>			
Muskegon Lumberjacks IHL		\$23,500			
Muskegon Lumberjacks IHL		\$446,500		Salary Cap & Housing CHL 2009	

<u>Demographics</u>		<u>Sources and Notes</u>	
Location Population (2008)	41,085	US Census	
Household Median Income (2008)	\$27,241	US Census	
National Household Median Income (2008)	\$52,175	US Census	

<u>Sports Event Data</u>		<u># Total Attendance</u>		<u>Sources and Notes</u>	
Collegiate Sports					
High School Sports					
Professional Hockey		38	110,710	Hans Horstein	
Professional Basketball					
Arena Football					
Indoor Soccer					
Totals		38			
Gross Revenue from Sports Events					

<u>Concert Data</u>		<u># Total Attendance</u>		<u>Sources and Notes</u>	
Rock					
Adult/Pop					
Hip Hop/R&B					
Country					
Dance					
Latin					
Christian					
Theater/Classical					
Totals					
Gross Revenue from Concert Events					

<u>Civic/Community Event Data</u>		<u># Total Attendance</u>		<u>Sources and Notes</u>	
Total Attendance at Civic/Community Events		30		Assumed	
Gross Revenue from Civic/Community Events					

<u>Family Event Data</u>		<u># Total Attendance</u>		<u>Sources and Notes</u>	
Gross Revenue from Family Events					

Table A.66

Arena:		Laredo Entertainment Center	
Owner:		City of Laredo	
Location:		Laredo, TX	

<u>Building Construction and Funding</u>		<u>Sources and Notes</u>	
Building Cost at opening	\$36,500,000	National Sports Law Institute (NSLI)	
Building Cost Adjusted to 2008	\$46,391,500		
Public Investment Adjusted to 2008	\$46,391,500	NSLI	
Maximum Seating	9,622	Arena	
Opened	2002	NSLI	
Cost per Seat Adjusted to 2008	\$4,821		
Public Cost per Seat Adjusted to 2008	\$4,821		
Public Share of Building Cost			
Funding Sources		Sales tax increase	
Construction Cost Index	6538	Engineering News Record	
Construction Cost Adjustment Factor	1.271	ENR	
Management	3rd Party	Arena - SMG	

<u>Tenants</u>	<u>Average Salary</u>	<u>Sources and Notes</u>	
Laredo Bucks CHL	\$23,500	Based on a 19 Player Roster	
	<u>Annual Payroll</u>		
Laredo Bucks CHL	\$446,500	Salary Cap & Housing CHL 2009	

<u>Demographics</u>		<u>Sources and Notes</u>	
Location Population (2008)	270,245	US Census	
Household Median Income (2008)	\$39,398	US Census	
National Household Median Income (2008)	\$52,175	US Census	

<u>Sports Event Data</u>	<u>#</u>	<u>Total Attendance</u>	<u>Sources and Notes</u>
Collegiate Sports			
High School Sports			
Professional Hockey	32	133,060	Hans Horstein
Professional Basketball			
Arena Football			
Indoor Soccer			
Totals	32		
Gross Revenue from Sports Events			
Net Revenue to Arena from Sports Events			

<u>Concert Data</u>	<u>#</u>	<u>Total Attendance</u>	<u>Sources and Notes</u>
Rock			
Adult/Pop			
Hip Hop/R&B			
Country			
Dance			
Latin			
Christian			
Theater/Classical			
Totals			
Gross Revenue from Concert Events			
Net Revenue to Arena from Concert Events			

<u>Civic/Community Event Data</u>	<u>#</u>	<u>Total Attendance</u>	<u>Sources and Notes</u>
Total Attendance at Civic/Community Events	30		Assumed
Gross Revenue from Civic/Community Events			

<u>Family Event Data</u>	<u>#</u>	<u>Total Attendance</u>	<u>Sources and Notes</u>
Gross Revenue from Family Events			
Net Revenue to Arena from Family Events			

Table A.67

Arena:		Lawrence Joel Veterans Mem.	
Owner:		City of Winston-Salem	
Location:		Winston-Salem, NC	

<u>Building Construction and Funding</u>		<u>Sources and Notes</u>	
Building Cost at opening	\$14,100,000	NSLI	
Building Cost Adjusted to 2008	\$25,380,000	Engineering News Record	
Maximum Seating	15,272	Venues Today	
Opened	1989	NSLI	
Adjusted Cost per Seat	\$1,662		
Public Cost per Seat	\$0		
Funding Sources			
Construction Cost Index	4615	Engineering News Record	
Construction Cost Adjustment Factor	1.8	ENR	
Funding Sources			
Management	Owner	Arena	

<u>Tenants</u>		<u>Average Salary</u>	<u>Sources and Notes</u>
Wake Forest University		NA	NCAA
Twin City Cyclones (SPHL)	\$16,300		Estimated based on media reports - 18 players
		<u>Annual Payroll</u>	
Twin City Cyclones (SPHL)	\$293,400		\$5,600 salary cap and housing

<u>Demographics</u>		<u>Sources and Notes</u>	
Location Population (2008)	216,271	census.gov	
Household Median Income (2008)	\$41,326	census.gov	
National Household Median Income (2008)	\$52,175	census.gov,	

<u>Sports Event Data</u>		<u>#</u>	<u>Total Attendance</u>	<u>Sources and Notes</u>
Collegiate Sports	37	155,530	Arena	
High School Sports				
Professional Hockey	30	33,909	Hans Horstein	
Professional Basketball				
Arena Football				
Totals	67	189,439		
Gross Revenue from Sports Events				

<u>Concert Data</u>		<u>#</u>	<u>Total Attendance</u>	<u>Sources and Notes</u>
Rock	1	954	Arena	
Adult/Pop				
Hip Hop/R&B	2	4,545	Arena	
Country	2	12,624	Arena	
Dance				
Latin				
Christian				
Theater/Classical	3	10,416	Arena	
Totals	8	28,539	Arena	
Gross Revenue from Concert Events				

<u>Civic/Community Event Data</u>		<u>#</u>	<u>Total Attendance</u>	<u>Sources and Notes</u>
Total Attendance at Civic/Community Events	316	418,306	Arena	
Gross Revenue from Civic/Community Events				

<u>Family Event Data</u>		<u>#</u>	<u>Total Attendance</u>	<u>Sources and Notes</u>
Gross Revenue from Family Events	191	275,286	Arena	

Table A.68

Arena:	Mass Mutual Center
Owner:	Massachusetts Convention Center Authority
Location:	Springfield, MA

<u>Building Construction and Funding</u>		<u>Sources and Notes</u>
Building Cost at opening	\$71,000,000	National Sports Law Institute (NSLI)
Building Cost Adjusted to 2008	\$79,236,000	Renovation completed in 2005 - NSLI
Public Investment Adjusted to 2008	\$79,236,000	Engineering News Record -2005
Maximum Seating	8,354	NSLI
Opened	1972	Arena
Cost per Seat Adjusted to 2008	\$9,485	
Public Cost per Seat Adjusted to 2008	\$9,485	
Funding Sources		Renovation state funded - arena
Construction Cost Index	7446	Engineering News Record -2005
Construction Cost Adjustment Factor	1.116	ENR
Management	3rd Party	Global Spectrum

<u>Tenants</u>	<u>Average Salary</u>	<u>Sources and Notes</u>
Springfield Falcons AHL	\$67,218	AHL Exclusive of One Way Contract PHPA
	<u>Annual Payroll</u>	
Springfield Falcons AHL	\$1,344,360	Based on a 20 Player Roster

<u>Demographics</u>		<u>Sources and Notes</u>
Location Population (2008)	149,586	
Household Median Income (2008)	\$34,090	
National Household Median Income (2008)	\$52,175	

<u>Sports Event Data</u>	<u>#</u>	<u>Total Attendance</u>	<u>Sources and Notes</u>
Collegiate Sports			
High School Sports			
Professional Hockey	40	158,064	Hans Horstein
Professional Basketball			
Arena Football			
Professional Tennis			
Totals	40	158,054	
Gross Revenue from Sports Events			

<u>Concert Data</u>	<u>#</u>	<u>Total Attendance</u>	<u>Sources and Notes</u>
Rock			
Adult/Pop			
Hip Hop/R&B			
Country			
Dance			
Latin			
Christian			
Theater/Classical			
Totals			
Gross Revenue from Concert Events			

<u>Civic/Community Event Data</u>	<u>#</u>	<u>Total Attendance</u>	<u>Sources and Notes</u>
Total Attendance at Civic/Community Events	32	N/A	Arena
Gross Revenue from Civic/Community Events			

<u>Family Event Data</u>	<u>#</u>	<u>Total Attendance</u>	<u>Sources and Notes</u>
Total Events	31	N/A	Arena
Gross Revenue from Family Events			

Table A.69

Arena:	McMorran Place Arena
Owner:	City of Port Huron
Location:	Port Huron, MI

<u>Building Construction and Funding</u>		<u>Sources and Notes</u>
Building Cost at opening	\$3,500,000	National Sports Law Institute (NSLI)
Building Cost Adjusted to 2008	\$35,280,000	Engineering News Record
Public Investment Adjusted to 2008	\$35,280,000	
Maximum Seating	4,500	Arena
Opened	1960	NSLI
Cost per Seat Adjusted to 2008	\$7,840	
Public Cost per Seat Adjusted to 2008	\$7,840	
Construction Cost Index	824	Engineering News Record
Construction Cost Adjustment Factor	10.08	ENR
Management	Joint Team/Owner	Arena

<u>Tenants</u>	<u>Average Salary</u>	<u>Sources and Notes</u>
Port Huron Icehawks IHL	\$23,500	Based on a 19 Player Roster
	<u>Annual Payroll</u>	
Port Huron Icehawks IHL	\$446,500	Salary Cap & Housing CHL 2009

<u>Demographics</u>		<u>Sources and Notes</u>
Location Population (2008)	30,736	US Census
Household Median Income (2008)	\$32,929	US Census
National Household Median Income (2008)	\$52,175	US Census

<u>Sports Event Data</u>	<u>#</u>	<u>Total Attendance</u>	<u>Sources and Notes</u>
Collegiate Sports			
High School Sports			
Professional Hockey	38	55,379	Hans Horstein
Professional Basketball			
Arena Football			
Indoor Soccer			
Totals	38		
Gross Revenue from Sports Events			

<u>Concert Data</u>	<u>#</u>	<u>Total Attendance</u>	<u>Sources and Notes</u>
Rock			
Adult/Pop			
Hip Hop/R&B			
Country			
Dance			
Latin			
Christian			
Theater/Classical			
Totals			
Gross Revenue from Concert Events			

<u>Civic/Community Event Data</u>	<u>#</u>	<u>Total Attendance</u>	<u>Sources and Notes</u>
Total Attendance at Civic/Community Events	62		Arena
Gross Revenue from Civic/Community Events			
Net Revenue to Arena from Concert Events			

<u>Family Event Data</u>	<u>#</u>	<u>Total Attendance</u>	<u>Sources and Notes</u>
Gross Revenue from Family Events			
Net Revenue to Arena from Family Events			

Table A.70

Arena:		Mississippi Coast Coliseum	
Owner:		State of Mississippi	
Location:		Biloxi, MS	

<u>Building Construction and Funding</u>		<u>Sources and Notes</u>	
Building Cost at opening	NA	National Sports Law Institute (NSLI)	
Building Cost Adjusted to 2008			
Public Investment Adjusted to 2008			
Maximum Seating	15,000	National Sports Law Institute (NSLI)	
Opened	1977	National Sports Law Institute (NSLI)	
Cost per Seat Adjusted to 2008	NA		
Public Cost per Seat Adjusted to 2008	NA		
Public Share of Building Cost			
Funding Sources			
Construction Cost Index	2576	Engineering News Record	
Construction Cost Adjustment Factor	3.226	ENR	
Management	Owner	Arena	

<u>Tenants</u>		<u>Average Salary</u>	<u>Sources and Notes</u>
Mississippi Sea Wolves ECHL		\$24,700	Based on 20 Player Roster
		<u>Annual Payroll</u>	
Mississippi Sea Wolves ECHL		\$494,000	Salary Cap & Housing Allowance 2009

<u>Demographics</u>		<u>Sources and Notes</u>	
Location Population (2008)	38,865	US Census	
Household Median Income (2008)	\$48,623	US Census	
National Household Median Income (2008)	\$52,175	US Census	

<u>Sports Event Data</u>		<u>#</u>	<u>Total Attendance</u>	<u>Sources and Notes</u>
Collegiate Sports				
High School Sports				
Professional Hockey	36	113,632		Hans Horstein
Professional Basketball				
Arena Football				
Totals	36			
Gross Revenue from Sports Events				

<u>Concert Data</u>		<u>#</u>	<u>Total Attendance</u>	<u>Sources and Notes</u>
Rock	2	11,463		Venues Today
Adult/Pop				
Hip Hop/R&B	1	4,326		Venues Today
Country				
Dance				
Latin				
Christian				
Theater/Classical				
Totals	3	15,789		Venues Today
Gross Revenue from Concert Events		\$583,849		Venues Today

<u>Civic/Community Event Data</u>		<u>#</u>	<u>Total Attendance</u>	<u>Sources and Notes</u>
Total Attendance at Civic/Community Events	30			Assumed
Gross Revenue from Civic/Community Events				

<u>Family Event Data</u>		<u>#</u>	<u>Total Attendance</u>	<u>Sources and Notes</u>
Gross Revenue from Family Events				

Table A.71

Arena:	Norfolk Scope Arena
Owner:	City of Norfolk
Location:	Norfolk, VA

<u>Building Construction and Funding</u>		<u>Sources and Notes</u>
Building Cost at opening	\$28,100,000	National Sports Law Institute (NSLI)
Building Cost Adjusted to 2008	\$147,693,600	Engineering News Record
Public Investment Adjusted to 2008	\$147,693,600	NSLI
Maximum Seating	13,800	Arena
Opened	1971	NSLI
Cost per Seat Adjusted to 2008	\$10,702	
Public Cost per Seat Adjusted to 2008	\$10,702	
Funding Sources		Federal \$23M and City - NSLI
Construction Cost Index	1581	Engineering News Record
Construction Cost Adjustment Factor	5.256	ENR
Manager	Owner	Arena

<u>Tenants</u>	<u>Average Salary</u>	<u>Sources and Notes</u>
Norfolk Admirals AHL	\$67,218	AHL Exclusive of One Way Contract PHPA
	<u>Annual Payroll</u>	
Norfolk Admirals AHL	\$1,344,360	Based on a 20 Player Roster

<u>Demographics</u>		<u>Sources and Notes</u>
Location Population (2008)	236,345	
Household Median Income (2008)	\$48,661	
National Household Median Income (2008)	\$52,175	

<u>Sports Event Data</u>	<u>#</u>	<u>Total Attendance</u>	<u>Sources and Notes</u>
Collegiate Sports			
High School Sports			
Professional Hockey	40	164,363	Hans Horstein
Professional Basketball			
Arena Football			
Indoor Soccer			
Totals			
Gross Revenue from Sports Events			
Net Revenue to Arena from Sports Events			

<u>Concert Data</u>	<u>#</u>	<u>Total Attendance</u>	<u>Sources and Notes</u>
Rock			
Adult/Pop			
Hip Hop/R&B			
Country			
Dance			
Latin			
Christian			
Theater/Classical			
Totals			
Gross Revenue from Concert Events			
Net Revenue to Arena from Concert Events			

<u>Civic/Community Event Data</u>	<u>#</u>	<u>Total Attendance</u>	<u>Sources and Notes</u>
Total Attendance at Civic/Community Events	30		Assumed
Gross Revenue from Civic/Community Events			

<u>Family Event Data</u>	<u>#</u>	<u>Total Attendance</u>	<u>Sources and Notes</u>
Gross Revenue from Family Events			
Net Revenue to Arena from Family Events			

Table A.72

Arena:		North Charleston Coliseum	
Owner:		City of North Charleston	
Location:		North Charleston, SC	

<u>Building Construction and Funding</u>		<u>Sources and Notes</u>	
Building Cost at opening	\$20,000,000	National Sports Law Institute (NSLI)	
Building Cost Adjusted to 2008	\$32,000,000	Engineering News Record	
Public Investment Adjusted to 2008	\$32,000,000	NSLI	
Maximum Seating	13,295	Arena	
Opened	1993	NSLI	
Cost per Seat Adjusted to 2008	\$2,407		
Public Cost per Seat Adjusted to 2008	\$2,407		
Construction Cost Index	5210	Engineering News Record	
Construction Cost Adjustment Factor	1.6	ENR	
Management	3rd Party	Arena	

<u>Tenants</u>		<u>Average Salary</u>	<u>Sources and Notes</u>
South Carolina Stingrays ECHL	\$24,700	Based on 20 Player Roster	
Charleston Southern University	NA		
		<u>Annual Payroll</u>	
South Carolina Stingrays ECHL	\$494,000	Salary Cap & Housing Allowance 2009	
Charleston Southern University	NA		

<u>Demographics</u>		<u>Sources and Notes</u>	
Location Population (2008)	87,295	U.S. Census	
Household Median Income (2008)	\$36,461	U.S. Census	
National Household Median Income (2008)	\$52,175	U.S. Census	

<u>Sports Event Data</u>		#	<u>Total Attendance</u>	<u>Sources and Notes</u>
Collegiate Sports	11			Estimated
High School Sports				
Professional Hockey	36	180,046		Hans Horstein
Professional Basketball				
Arena Football				
Totals	47			
Gross Revenue from Sports Events				

<u>Concert Data</u>		#	<u>Total Attendance</u>	<u>Sources and Notes</u>
Rock				
Adult/Pop				
Hip Hop/R&B				
Country				
Dance				
Latin				
Christian				
Theater/Classical				
Totals				
Gross Revenue from Concert Events				

<u>Civic/Community Event Data</u>		#	<u>Total Attendance</u>	<u>Sources and Notes</u>
Total Attendance at Civic/Community Events	30			Assumed
Gross Revenue from Civic/Community Events				

<u>Family Event Data</u>		#	<u>Total Attendance</u>	<u>Sources and Notes</u>
Gross Revenue from Family Events				

Table A.73

Arena:		Pennsacola Civic Center	
Owner:		Escambia County	
Location:		Pennsacola, FL	

<u>Building Construction and Funding</u>		<u>Sources and Notes</u>	
Building Cost at opening	\$21,500,000	National Sports Law Institute	
Building Cost Adjusted to 2008	\$42,570,000	Engineering News Record	
Public Investment Adjusted to 2008	\$42,570,000	National Sports Law Institute	
Maximum Seating	12,000	Arena	
Opened	1985	Ice added in 1996 - NSLI	
Cost per Seat Adjusted to 2008	\$3,548		
Public Cost per Seat Adjusted to 2008	\$3,548		
Public Share of Building Cost			
Funding Sources		County funds	
Construction Cost Index	4195	Engineering News Record	
Construction Cost Adjustment Factor	1.98	ENR	
Management			

<u>Tenants</u>		<u>Average Salary</u>	<u>Sources and Notes</u>
Pensacola Ice Pilots		\$24,700	Based on 20 Player Roster ECHL until June, 2008. SPHL coming in 2010
		<u>Annual Payroll</u>	
Pensacola Ice Pilots		\$494,000	Salary Cap & Housing Allowance 2009

<u>Demographics</u>		<u>Sources and Notes</u>	
Location Population (2008)	90,511	US Census	
Area Median Income (2008)	\$40,978	US Census	
National Median Income (2008)	\$52,175	US Census	

<u>Sports Event Data</u>		<u>#</u>	<u>Total Attendance</u>	<u>Sources and Notes</u>
Collegiate Sports				
High School Sports				
Professional Hockey	36		100,943	Hans Horstein 2007-2008
Professional Basketball				
Arena Football				
Indoor Soccer				
Totals	36		100,943	
Gross Revenue from Sports Events				

<u>Concert Data</u>		<u>#</u>	<u>Total Attendance</u>	<u>Sources and Notes</u>
Rock	2		10,765	Venues Today
Adult/Pop	2		13,541	Venues Today
Hip Hop/R&B	1		1,444	Venues Today
Country				
Dance				
Latin				
Christian	1		2,561	Venues Today
Theater/Classical	3		9,450	Venues Today
Totals	9		37,761	Venues Today
Gross Revenue from Concert Events			\$2,387,588	Venues Today

<u>Civic/Community Event Data</u>		<u>#</u>	<u>Total Attendance</u>	<u>Sources and Notes</u>
Total Attendance at Civic/Community Events	30			Assumed
Gross Revenue from Civic/Community Events				

<u>Family Event Data</u>		<u>#</u>	<u>Total Attendance</u>	<u>Sources and Notes</u>
	2		8,546	Venues Today
Gross Revenue from Family Events			\$61,726	Venues Today

Table A.74

Arena:		Qwest Arena	
Owner:		State of Idaho	
Location:		Boise, ID	

<u>Building Construction and Funding</u>		<u>Sources and Notes</u>	
Building Cost at opening	\$50,000,000	National Sports Law Institute (NSLI)	
Building Cost Adjusted to 2008	\$71,300,000	Engineering News Record	
Public Investment Adjusted to 2008	\$71,300,000	National Sports Law Institute (NSLI)	
Maximum Seating	10,500	NSLI	
Opened	1997	NSLI	
Cost per Seat Adjusted to 2008	\$6,790		
Public Cost per Seat Adjusted to 2008	\$6,790		
Public Share of Building Cost			
Funding Sources		State of Idaho - NSLI	
Construction Cost Index	5826	Engineering News Record	
Construction Cost Adjustment Factor	1.426	ENR	
Management	Owner	Block 22LLC	

<u>Tenants</u>	<u>Average Salary</u>	<u>Sources and Notes</u>	
Idaho Steelheads ECHL	\$24,700	Based on 20 Player Roster	
Idaho Stampede NBA D-League	\$25,000	Estimated \$18,000 a year with housing and food during season	
Boise Burn AF2	\$10,400	Based on AFL non-franchise player salary and estimated housing and food allowance	
<u>Annual Payroll</u>			
Idaho Steelheads ECHL	\$494,000	Salary Cap & Housing Allowance 2009	
Idaho Stampede NBA D-League	\$300,000	All players work for the league	
Boise Burn AF2	\$208,000	Based on 20 player roster	

<u>Demographics</u>		<u>Sources and Notes</u>	
Location Population (2008)	79,435	US Census	
Area Median Income (2008)	\$35,259	US Census	
National Median Income (2008)	\$52,175	US Census	

<u>Sports Event Data</u>	<u>#</u>	<u>Total Attendance</u>	<u>Sources and Notes</u>
Collegiate Sports			
High School Sports			
Professional Hockey	36	142,340	Hans Horstein
Professional Basketball			
Arena Football			
Indoor Soccer			
Indoor Lacrosse			
Totals			
Gross Revenue from Sports Events	36	142,340	

<u>Concert Data</u>	<u>#</u>	<u>Total Attendance</u>	<u>Sources and Notes</u>
Rock	11	113,946	Venues Today
Adult/Pop	1	11,432	Venues Today
Hip Hop/R&B			
Country	2	15,889	Venues Today
Dance			
Latin			
Christian			
Theater/Classical			
Totals	14	141,267	Venues Today
Gross Revenue from Concert Events		\$9,078,854	Venues Today

<u>Civic/Community Event Data</u>	<u>#</u>	<u>Total Attendance</u>	<u>Sources and Notes</u>
Total Attendance at Civic/Community Events	30		Assumed
Gross Revenue from Civic/Community Events			

<u>Family Event Data</u>	<u>#</u>	<u>Total Attendance</u>	<u>Sources and Notes</u>
Total events and attendance	1	3,773	Venues Today
Gross Revenue from Family Events		\$313,846	Venues Today

Table A.75

Arena:	Rabobank Arena
Owner:	City of Bakersfield
Location:	Bakersfield, CA

<u>Building Construction and Funding</u>		<u>Sources and Notes</u>
Building Cost at opening	\$38,000,000	National Sports Law Institute (NSLI)
Building Cost Adjusted to 2008	\$53,340,600	Engineering News Record
Public Investment Adjusted to 2008	\$53,340,600	NSLI
Maximum Seating	10,400	Arena
Opened	1998	NSLI
Cost per Seat Adjusted to 2008	\$5,129	
Public Cost per Seat Adjusted to 2008	\$5,129	
Public Share of Building Cost		
Funding Sources		City of Bakersfield - NSLI
Construction Cost Index	5920	Engineering News Record
Construction Cost Adjustment Factor	1.4037	ENR
Management	3rd Party	SMG - Arena

<u>Tenants</u>	<u>Average Salary</u>	<u>Sources and Notes</u>
Bakersfield Condors ECHL	\$24,700	Based on 20 Player Roster
Bakersfield Jam NBA Development League	\$25,000	Estimated \$18,000 a year with housing and food during season
Cal State U. Bakersfield Roadrunners NCAA	N/A	NCAA
	<u>Annual Payroll</u>	
Bakersfield Condors ECHL	\$494,000	Salary Cap & Housing Allowance 2009
Bakersfield Jam NBA Development League	\$300,000	All players work for the league

<u>Demographics</u>		<u>Sources and Notes</u>
Location Population (2008)	318,436	US Census
Area Median Income (2008)	\$23,314	US Census
National Median Income (2008)	\$52,175	US Census

<u>Sports Event Data</u>	<u>#</u>	<u>Total Attendance</u>	<u>Sources and Notes</u>
Collegiate Sports	11		Estimated CSU Bakersfield
High School Sports			
Professional Hockey	36	199,628	Hans Horstein
Professional Basketball	25		NBA Development League
Arena Football			
Indoor Soccer			
Totals	72		
Gross Revenue from Sports Events			

<u>Concert Data</u>	<u>#</u>	<u>Total Attendance</u>	<u>Sources and Notes</u>
Rock	2	5857	Venues Today
Adult/Pop			
Hip Hop/R&B			
Country	2	10634	Venues Today
Dance			
Latin			
Christian			
Theater/Classical			
Totals	4	16,491	Venues Today
Gross Revenue from Concert Events		\$633,495	Venues Today

<u>Civic/Community Event Data</u>	<u>#</u>	<u>Total Attendance</u>	<u>Sources and Notes</u>
Total Attendance at Civic/Community Events	30		Assumed
Gross Revenue from Civic/Community Events			

<u>Family Event Data</u>	<u>#</u>	<u>Total Attendance</u>	<u>Sources and Notes</u>
Gross Revenue from Family Events			

Table A.76

Arena:		Reliant Arena	
Owner:		Harris County	
Location:		Houston, TX	

Building Construction and Funding		Sources and Notes	
Building Cost at opening	NA	National Sports Law Institute (NSLI)	
Building Cost Adjusted to 2008	NA		
Public Investment Adjusted to 2008	NA		
Maximum Seating	8,300	NSLI	
Opened	1974	NSLI	
Cost per Seat Adjusted to 2008	NA		
Public Cost per Seat Adjusted to 2008	NA		
Public Share of Building Cost			
Funding Sources			
Construction Cost Index			
Construction Cost Adjustment Factor			
Management	3rd Party	Arena	

Tenants		Median Salary	Sources and Notes
Seattle Storm WNBA		\$64,333	Mean based on 12 Player Roster
		Annual Payroll	
Seattle Storm WNBA		\$772,000	Salary cap - WNBA Collective Bargaining

Demographics		Sources and Notes	
Location Population (2008)	2,024,379	US Census	
Area Median Income (2008)	42,624	US Census	
National Median Income (2008)	\$52,175	US Census	

Sports Event Data		#	Total Attendance	Sources and Notes
Collegiate Sports				
High School Sports				
Professional Hockey				
Professional Basketball				
Arena Football				
Professional Basketball - Womens	17	111,951	Arena - WNBA - Womensbasketballonline.com	
Totals	17	111,951		
Gross Revenue from Sports Events				

Concert Data		#	Total Attendance	Sources and Notes
Rock	1	5,689	Venues Today	
Adult/Pop				
Hip Hop/R&B	2	8,821	Venues Today	
Country	1	5,873	Venues Today	
Dance				
Latin				
Christian				
Theater/Classical	1	2,579	Venues Today	
Totals	5	22,962	Venues Today	
Gross Revenue from Concert Events		\$989,840	Venues Today	

Civic/Community Event Data		#	Total Attendance	Sources and Notes
Total Attendance at Civic/Community Events	30		Assumed	
Gross Revenue from Civic/Community Events				

Family Event Data		#	Total Attendance	Sources and Notes
Total events and attendance	14	65,097	Venues Today	
Gross Revenue from Family Events		\$2,171,297	Venues Today	

Table A.77

Arena:		Resch Center	
Owner:		Brown County	
Location:		Ashwaubenon, WI	

<u>Building Construction and Funding</u>		<u>Sources and Notes</u>	
Building Cost at opening	\$45,000,000	National Sports Law Institute (NSLI)	
Bulding Cost Adjusted to 2008	\$57,195,000	Engineering News Record	
Public Investment Adjusted to 2008	\$57,195,000		
Maximum Seating	10,000	Arena website	
Opened	2002	National Sports Law Institute (NSLI)	
Cost per Seat Adjusted to 2008	\$5,720		
Public Cost per Seat Adjusted to 2008	\$5,720		
<u>Funding Sources</u>			
Construction Cost Index	6538	Engineering News Record	
Construction Cost Adjustment Factor	1.271	ENR	
Management	Owner	Arena	

<u>Tenants</u>		<u>Average Salary</u>	<u>Sources and Notes</u>
Green Bay Gamblers USHL	N/A		Arena
Green Bay Blizzard IFL		\$10,400	Based on AFL non-franchise player salary and estimated housing and food allowance
UW-Green Bay Phoenix	N/A		NCAA
<u>Annual Payroll</u>			
Green Bay Gamblers USHL	N/A		Amateur
Green Bay Blizzard IFL		\$208,000	Based on 20 player roster

<u>Demographics</u>			
Location Population (2008)	242,863	census.gov	Brown County
Area Median Income (2008)	\$53,370	census.gov	
National Median Income (2008)	\$52,175	census.gov	

<u>Sports Event Data</u>		<u>#</u>	<u>Total Attendance</u>	<u>Sources and Notes</u>
Collegiate Sports - UWGB	13			Estimated
High School Sports				
Amateur Hockey	25	62,646		Hans Horstein
Professional Basketball				
Arena Football	7			Arena - IFL
Totals	45			
Gross Revenue from Sports Events				
Net Revenue to Arena from Sports Events				

<u>Concert Data</u>		<u>#</u>	<u>Total Attendance</u>	<u>Sources and Notes</u>
Rock	4	18,822		Venues Today
Adult/Pop	2	13,343		Venues Today
Hip Hop/R&B				
Country	5	29,277		Venues Today
Unknown	8			
Latin				
Christian	1	5,905		Venues Today
Theater/Classical	4	23,408		Venues Today
Totals	24	90,755		Venues Today
Gross Revenue from Concert Events		\$4,506,746		Venues Today

<u>Civic/Community Event Data</u>		<u>#</u>	<u>Total Attendance</u>	<u>Sources and Notes</u>
Total Attendance at Civic/Community Events	18			Arena -Some events were held in adjacent hall

<u>Family Event Data</u>		<u>#</u>	<u>Total Attendance</u>	<u>Sources and Notes</u>
Total events and attendance	24	85,649		Venues Today
Gross Revenue from Family Events		\$2,422,627		Venues Today

Table A.78

Arena:		Richmond Coliseum	
Owner:		City of Richmond	
Location:		Richmond, VA	

<u>Building Construction and Funding</u>		<u>Sources and Notes</u>	
Building Cost at opening	\$24,000,000	Richmond Times Dispatch	12-13-09
Bulding Cost Adjusted to 2008	\$130,614,034	\$2.8M in 1993 for added seats	
Public Investment Adjusted to 2008	\$130,614,034	Richmond Times Dispatch	12-13-09
Maximum Seating	13,000	Venues Today	
Opened	1971	NSLI	
Cost per Seat Adjusted to 2008	\$10,047		
Public Cost per Seat Adjusted to 2008	\$10,047		
Public Share of Building Cost			
Funding Sources			
Construction Cost Index	1581/5210	Engineering News Record	
Construction Cost Adjustment Factor	5.26/1.595	ENR	
Management	3rd Party	SMG - Arena	

<u>Tenants</u>		<u>Median Salary</u>		<u>Sources and Notes</u>	
Richmond Renegades SPHL		\$16,300		Estimated based on media reports - 18 players	
		<u>Annual Payroll</u>			
Richmond Renegades SPHL		\$293,400		\$5,600 salary cap and housing	

<u>Demographics</u>		<u>Sources and Notes</u>	
Location Population (2008)	200,158	census.gov	
Area Median Income (2008)	\$38,385	census.gov	
National Median Income (2008)	\$52,175	census.gov	

<u>Sports Event Data</u>		#	<u>Total Attendance</u>	<u>Sources and Notes</u>	
Collegiate Sports					
High School Sports					
Professional Hockey	30		99,071	Hans Horstein	
Professional Basketball					
Arena Football					
Indoor Soccer					
Indoor Lacrosse					
Totals	30		99,071		
Gross Revenue from Sports Events					

<u>Concert Data</u>		#	<u>Total Attendance</u>	<u>Sources and Notes</u>	
Rock	3		24,418	Venues Today	
Adult/Pop					
Hip Hop/R&B					
Country	1		9,337	Venues Today	
Dance					
Latin					
Christian					
Theater/Classical	1		4,523	Venues Today	
Totals	5		38,278	Venues Today	
Gross Revenue from Concert Events			\$2,668,159	Venues Today	

<u>Civic/Community Event Data</u>		#	<u>Total Attendance</u>	<u>Sources and Notes</u>	
Total Attendance at Civic/Community Events	30			Assumed	
Gross Revenue from Civic/Community Events					

<u>Family Event Data</u>		#	<u>Total Attendance</u>	<u>Sources and Notes</u>	
Total events and attendance	1		3,900	Venues Today	
Gross Revenue from Family Events			\$291,348	Venues Today	

Table A.79

Arena:		Rimrock Auto Arena	
Owner:		Billings and Yellowstone County	
Location:		Billings, MT	

<u>Building Construction and Funding</u>			<u>Sources and Notes</u>
Building Cost at opening	Unknown		National Sports Law Institute (NSLI)
Building Cost Adjusted to 2008	NA		
Public Investment Adjusted to 2008	NA		
Maximum Seating		12,000	Arena
Opened		1975	
Cost per Seat Adjusted to 2008	NA		
Public Cost per Seat Adjusted to 2008	NA		
Public Share of Building Cost			
Funding Sources			
Construction Cost Index		6059	Engineering News Record
Construction Cost Adjustment Factor		1.371	ENR
Management	Owner		Arena

<u>Tenants</u>	<u>Average Salary</u>	<u>Sources and Notes</u>
Billings Outlaws IFL	\$10,400	Based on AFL non-franchise player salary and estimated housing and food allowance
	<u>Annual Payroll</u>	
Bloomington Extreme IFL	\$208,000	Based on 20 player roster

<u>Demographics</u>		<u>Sources and Notes</u>
Location Population (2008)	98,465	US Census
Area Median Income (2008)	\$46,523	US Census
National Median Income (2008)	\$52,175	US Census

<u>Sports Event Data</u>	<u>#</u>	<u>Total Attendance</u>	<u>Sources and Notes</u>
Collegiate Sports			
High School Sports			
Professional Hockey			
Professional Basketball			
Arena Football	7		Arena
Indoor Soccer			
Totals			
Gross Revenue from Sports Events			

<u>Concert Data</u>	<u>#</u>	<u>Total Attendance</u>	<u>Sources and Notes</u>
Rock			
Adult/Pop			
Hip Hop/R&B			
Country			
Dance			
Latin			
Christian			
Theater/Classical			
Totals			
Gross Revenue from Concert Events			

<u>Civic/Community Event Data</u>	<u>#</u>	<u>Total Attendance</u>	<u>Sources and Notes</u>
Total Attendance at Civic/Community Events	30		Assumed
Gross Revenue from Civic/Community Events			

<u>Family Event Data</u>	<u>#</u>	<u>Total Attendance</u>	<u>Sources and Notes</u>
Gross Revenue from Family Events			

Table A.80

Arena:		Rockford Metrocentre	
Owner:		Metrocentre Auth.	
Location:		Rockford, IL	

<u>Building Construction and Funding</u>		<u>Sources and Notes</u>	
Building Cost at opening	Unknown	National Sports Law Institute (NSLI)	
	\$38,000,000	Renovation in 2005 - NSLI	
	\$23,000,000	Renovation in 2007 -arena	
Building Cost Adjusted to 2008	\$66,397,000	Renovations only	
Public Investment Adjusted to 2008	\$66,397,000	Publicly financed	
Maximum Seating	10,000		
Opened	1981	National Sports Law Institute (NSLI)	
Cost per Seat Adjusted to 2008	\$6,640		
Public Cost per Seat Adjusted to 2008	\$6,640		
Public Share of Building Cost			
Funding Sources		Public Authority - Arena	
Construction Cost Index	7446/7966	Engineering News Record	
Construction Cost Adjustment Factor	1.116/1.043	ENR	
Management	Owner	Arena	

<u>Tenants</u>		<u>Average Salary</u>		<u>Sources and Notes</u>	
Rockford IceHogs AHL		\$67,218		AHL Exclusive of One Way Contract PHPA	
Rock River Raptors CIFL		\$10,400		Based on AFL non-franchise player salary and estimated housing and food allowance	
Rockford Rampage MISL				Indoor Soccer	
		<u>Annual Payroll</u>			
Rockford IceHogs AHL		\$1,344,360		Based on a 20 Player Roster	
Rock River Raptors CIFL		\$208,000		Based on 20 player roster	
Rockford Rampage MISL					

<u>Demographics</u>		<u>Sources and Notes</u>	
Location Population (2008)	297,122	Winnebago County census.gov	
Area Median Income (2008)	\$38,204	Winnebago County census.gov	
National Media Income (2008)	\$52,175	Census	

<u>Sports Event Data</u>		<u>#</u>	<u>Total Attendance</u>	<u>Sources and Notes</u>	
Collegiate Sports					
High School Sports					
Professional Hockey	40		156,352	Hans Horstein	
Professional Basketball					
Arena Football	6		14,488	Arena	
Indoor Soccer	9			MISL	
Totals	55		170,840		

<u>Concert Data</u>		<u>#</u>	<u>Total Attendance</u>	<u>Sources and Notes</u>	
Rock	5		16,993	Arena	
Adult/Pop					
Hip Hop/R&B					
Country	3		11,703	Arena	
Dance					
Latin					
Christian					
Theater/Classical	1		1,887	Arena	
Totals	9		30,583		
Gross Revenue from Concert Events					

<u>Civic/Community Event Data</u>		<u>#</u>	<u>Total Attendance</u>	<u>Sources and Notes</u>	
Total Attendance at Civic/Community Events	16		46,199	Arena	
Gross Revenue from Civic/Community Events					

<u>Family Event Data</u>		<u>#</u>	<u>Total Attendance</u>	<u>Sources and Notes</u>	
Total Events and Attendance	33		103,685	Arena	
Gross Revenue from Family Events					

Table A.81

Arena:	Santa Ana Star Center
Owner:	City of Rio Rancho
Location:	Rio Rancho, NM

<u>Building Construction and Funding</u>		<u>Sources and Notes</u>
Building Cost at opening	\$47,000,000	National Sports Law Institute (NSLI)
Building Cost Adjusted to 2008	\$50,384,000	
Public Investment Adjusted to 2008	\$50,384,000	
Maximum Seating	6,500	Arena
Opened	2006	NSLI
Cost per Seat Adjusted to 2008	\$7,751	
Funding Sources		State and local funds - Albuquerque Journal
Construction Cost Index	7751	Engineering News Record
Construction Cost Adjustment Factor	1.072	ENR
Management	3rd Party	Global Spectrum

<u>Tenants</u>	<u>Average Salary</u>	<u>Sources and Notes</u>
New Mexico Scorpions CHL	\$23,500	Based on a 19 Player Roster
New Mexico Wildcats AIFA	\$10,400	Based on AFL non-franchise player salary and estimated housing and food allowance
	<u>Annual Payroll</u>	
New Mexico Scorpions CHL	\$446,500	Salary Cap & Housing CHL 2009
New Mexico Wildcats AIFA	\$208,000	Based on 20 player roster

<u>Demographics</u>		<u>Sources and Notes</u>
Location Population (2008)	79,655	census.gov
Area Median Income (2008)	\$49,933	census.gov
National Median Income (2008)	\$52,175	census.gov

<u>Sports Event Data</u>	<u>#</u>	<u>Total Attendance</u>	<u>Sources and Notes</u>
Collegiate Sports			
High School Sports			
Professional Hockey	32	89,322	Hans Horstein
Professional Basketball			
Arena Football	7		Arena
Indoor Soccer			
Totals	39		
Gross Revenue from Sports Events			

<u>Concert Data</u>	<u>#</u>	<u>Total Attendance</u>	<u>Sources and Notes</u>
Rock			
Adult/Pop	1		Arena
Hip Hop/R&B			
Country	2		Arena
Dance			
Latin			
Christian	1		Arena
Theater/Classical			
Totals	4		Arena
Gross Revenue from Concert Events			

<u>Civic/Community Event Data</u>	<u>#</u>	<u>Total Attendance</u>	<u>Sources and Notes</u>
Total Attendance at Civic/Community Events	30		Arena
Gross Revenue from Civic/Community Events			
Net Revenue to Arena from Concert Events			

<u>Family Event Data</u>	<u>#</u>	<u>Total Attendance</u>	<u>Sources and Notes</u>
Total events and attendance	19		Arena
Gross Revenue from Family Events			
Net Revenue to Arena from Family Events			

Table A.82

Arena:		Selland Arena	
Owner:		City of Fresno	
Location:		Fresno, CA	

<u>Building Construction and Funding</u>		<u>Sources and Notes</u>	
Building Cost at opening	\$10,000,000	Fresno State News	
Building Cost Adjusted to 2008	\$35,850,000	\$10M renovation - 1985 - \$15M - 2006	
Public Investment Adjusted to 2008	\$35,850,000	Renovation only	
Maximum Seating	11,300	Venues Today	
Opened			
Cost per Seat Adjusted to 2008	\$3,173		
Public Cost per Seat Adjusted to 2008	\$3,173		
Public Share of Building Cost			
Funding Sources		City Funds	
Construction Cost Index	4195	Engineering News Record	
Construction Cost Adjustment Factor	1.98/1.07	ENR	
Managemetrn	3rd Party	SMG	

<u>Tenants</u>		<u>Median Salary</u>	<u>Sources and Notes</u>
Central Valley Coyotes		\$10,400	Based on AFL non-franchise player salary and estimated housing and food allowance
		<u>Annual Payroll</u>	
Central Valley Coyotes		\$208,000	Based on 20 player roster

<u>Demographics</u>		<u>Sources and Notes</u>	
Location Population (2008)	472,179	US Census	
Area Median Income (2008)	\$42,616	US Census	
National Median Income (2008)	\$52,175	US Census	

<u>Sports Event Data</u>	<u>#</u>	<u>Total Attendance</u>	<u>Sources and Notes</u>
Collegiate Sports			
High School Sportts			
Professional Hockey			
Professional Basketball			
Arena Football	8		Arena
Totals	8		Arena
Gross Revenue from Sports Events			

<u>Concert Data</u>	<u>#</u>	<u>Total Attendance</u>	<u>Sources and Notes</u>
Rock			
Adult/Pop			
Hip Hop/R&B			
Country			
Dance			
Latin	3	14,500	Arena
Christian	1	7,500	Arena
Theater/Classical	0		
Totals	4	22,000	Arena
Gross Revenue from Concert Events			

<u>Civic/Community Event Data</u>	<u>#</u>	<u>Total Attendance</u>	<u>Sources and Notes</u>
Total Attendance at Civic/Community Events	41	76,084	Arena
Gross Revenue from Civic/Community Events			

<u>Family Event Data</u>	<u>#</u>	<u>Total Attendance</u>	<u>Sources and Notes</u>
	9	36,500	Arena
Gross Revenue from Family Events			

Table A.83

Arena:	Sovereign Bank Arena
Owner:	Mercer Co. Improvement Authority
Location:	Trenton, NJ

<u>Building Construction and Funding</u>		<u>Sources and Notes</u>
Building Cost at opening	\$54,000,000	National Sports Law Institute (NSLI)
Building Cost Adjusted to 2008	\$74,034,000	Engineering News Record
Public Investment Adjusted to 2008	\$74,034,000	National Sports Law Institute (NSLI)
Maximum Seating	10,500	Arena
Opened	1999	Arena
Cost per Seat Adjusted to 2008	\$7,051	
Public Cost per Seat Adjusted to 2008	\$7,051	
Funding Sources		County and state funds
Construction Cost Index	6059	Engineering News Record
Construction Cost Adjustment Factor	1.371	ENR
Management	3rd Party	Global Spectrum

<u>Tenants</u>	<u>Average Salary</u>	<u>Sources and Notes</u>
Trenton Titans/Trenton Devils ECHL	\$24,700	Based on 20 Player Roster
	<u>Annual Payroll</u>	
Trenton Titans/Trenton Devils ECHL	\$494,000	Salary Cap & Housing Allowance 2009

<u>Demographics</u>		<u>Sources and Notes</u>
Location Population (2008)	363,938	Mercer County - census.gov
Area Median Income (2008)	\$35,259	Census - City of Trenton
National Median Income (2008)	\$52,175	Census

<u>Sports Event Data</u>	<u>#</u>	<u>Total Attendance</u>	<u>Sources and Notes</u>
Collegiate Sports			
High School Sports			
Professional Hockey	36	99,144	Hans Horstein
Professional Basketball			
Arena Football			
Totals	36	99,144	
Gross Revenue from Sports Events			

<u>Concert Data</u>	<u>#</u>	<u>Total Attendance</u>	<u>Sources and Notes</u>
Rock	5		Venues Today
Adult/Pop			
Hip Hop/R&B			
Country			
Dance			
Latin	1		Venues Today
Christian			
Theater/Classical	2		Venues Today
Totals	8	31,042	Arena
Gross Revenue from Concert Events			

<u>Civic/Community Event Data</u>	<u>#</u>	<u>Total Attendance</u>	<u>Sources and Notes</u>
Total Attendance at Civic/Community Events	119	133,870	Arena
Gross Revenue from Civic/Community Events			

<u>Family Event Data</u>	<u>#</u>	<u>Total Attendance</u>	<u>Sources and Notes</u>
Total Family Events	50	132,480	Arena
Gross Revenue from Family Events			

Table A.84

Arena:	Sovereign Center
Owner:	Berks County Convention Center Authority
Location:	Reading, PA

<u>Building Construction and Funding</u>		<u>Sources and Notes</u>
Building Cost at opening	\$25,000,000	National Sports Law Institute (NSLI)
Building Cost Adjusted to 2008	\$32,750,000	Engineering News Record
Public Investment Adjusted to 2008	\$32,750,000	NLSI
Maximum Seating	8,900	Arena
Opened	2001	NLSI
Cost per Seat Adjusted to 2008	\$3,680	
Public Cost per Seat Adjusted to 2008	\$3,680	
Public Share of Building Cost		
Funding Sources		State and Berks County - NSLI
Construction Cost Index	6343	Engineering News Record
Construction Cost Adjustment Factor	1.31	ENR
Management	3rd Party	SMG

<u>Tenants</u>	<u>Average Salary</u>	<u>Sources and Notes</u>
Reading Royals ECHL	\$21,340	Based on 20 Player Roster
Reading Express AIFA	\$10,400	Based on AFL non-franchise player salary and estimated housing and food allowance
	<u>Annual Payroll</u>	
Reading Royals ECHL	\$426,800	Salary Cap & Housing Allowance 2009
Reading Express AIFA	\$208,000	Based on 20 player roster

<u>Demographics</u>		<u>Sources and Notes</u>
Location Population (2008)	401,142	Berks Co. - census.gov
Area Median Income (2008)	\$28,776	
National Median Income (2008)	\$52,175	

<u>Sports Event Data</u>	<u>#</u>	<u>Total Attendance</u>	<u>Sources and Notes</u>
Collegiate Sports			
High School Sports			
Professional Hockey	36	180,180	Hans Horstein
Professional Basketball			
Arena Football	7		Arena
Totals	43		
Gross Revenue from Sports Events			
Net Revenue to Arena from Sports Events			

<u>Concert Data</u>	<u>#</u>	<u>Total Attendance</u>	<u>Sources and Notes</u>
Rock	10	40,757	Venues Today
Adult/Pop			
Hip Hop/R&B	1	3,016	Venues Today
Country	3	13,668	Venues Today and media
Dance			
Latin			
Christian	1	5,650	Venues Today
Theater/Classical	1	2,539	Venues Today
Totals	16	65,630	
Gross Revenue from Concert Events		\$2,878,563	Venues Today not including 1 Country event
Net Revenue to Arena from Concert Events			

<u>Civic/Community Event Data</u>	<u>#</u>	<u>Total Attendance</u>	<u>Sources and Notes</u>
Total Attendance at Civic/Community Events	11	N/A	Arena
Gross Revenue from Civic/Community Events			
Net Revenue to Arena from Concert Events			

<u>Family Event Data</u>	<u>#</u>	<u>Total Attendance</u>	<u>Sources and Notes</u>
Total events and attendance	7	N/A	Venues Today and Arena
Gross Revenue from Family Events			

Table A.85

Arena:	Spokane Arena
Owner:	Spokane Public Facilities District
Location:	Spokane, WA

<u>Building Construction and Funding</u>		<u>Sources and Notes</u>
Building Cost at opening	\$44,500,000	National Sports Law Institute (NSLI)
Building Cost Adjusted to 2008	\$68,378,700	Engineering News Record
Public Investment Adjusted to 2008	\$68,378,700	NSLI
Maximum Seating	11,660	Arena
Opened	1994	NSLI
Cost per Seat Adjusted to 2008	\$5,864	
Public Cost per Seat Adjusted to 2008	\$5,864	
Public Share of Building Cost		
Funding Sources		Hotel taxes and other public sources NSLI
Construction Cost Index	5408	Engineering News Record
Construction Cost Adjustment Factor	1.5366	ENR
Management	Owner	Arena

<u>Tenants</u>	<u>Median Salary</u>	<u>Sources and Notes</u>
Spokane Chiefs - WHL		Junior Hockey - Amateur
Spokane Shock - AF2	\$10,400	Based on AFL non-franchise player salary and estimated housing and food allowance
	<u>Annual Payroll</u>	
Spokane Shock - AF2	\$208,000	Based on 20 player roster

<u>Demographics</u>		<u>Sources and Notes</u>
Location Population (2008)	455,204	Spokane Co. census.gov
Area Median Income (2008)	\$47,136	Spokane Co. census.gov
National Median Income (2008)	\$52,175	Census

<u>Sports Event Data</u>	<u>#</u>	<u>Total Attendance</u>	<u>Sources and Notes</u>
Collegiate Sports	2	26,449	Gonzaga & Women's NCAA basketball included in community events
High School Sports			
Professional Hockey	38	249,517	Arena
Professional Basketball			
Arena Football	8	65,577	Arena and estimated regular season
Totals	48	341,543	Arena
Gross Revenue from Sports Events			

<u>Concert Data</u>	<u>#</u>	<u>Total Attendance</u>	<u>Sources and Notes</u>
Rock	3	23,710	Arena annual report
Adult/Pop			
Hip Hop/R&B	0		
Country	3	20,989	Arena annual report
Dance			
Latin			
Christian	1	4,721	Arena annual report
Theater/Classical	2	6,156	Arena annual report
Totals	9	55,576	
Gross Revenue from Concert Events			

<u>Civic/Community Event Data</u>	<u>#</u>	<u>Total Attendance</u>	<u>Sources and Notes</u>
Total Attendance at Civic/Community Events	25	140,835	Arena annual report
Gross Revenue from Civic/Community Events	N/A		

<u>Family Event Data</u>	<u>#</u>	<u>Total Attendance</u>	<u>Sources and Notes</u>
Total events and attendance	22	33,653	Arena Annual Report
Gross Revenue from Family Events			

Table A.86

Arena:	Sprint Center
Owner:	City of Kansas City
Location:	Kansas City, MO

<u>Building Construction and Funding</u>		<u>Sources and Notes</u>
Building Cost at opening	\$276,000,000	Arena website
Building Cost Adjusted to 2008	\$287,868,000	Engineering News Record
Public Investment Adjusted to 2008	\$287,868,000	
Maximum Seating	18,500	Venues Today
Opened	2007	NSLI
Cost per Seat Adjusted to 2008	\$15,560	
Public Cost per Seat Adjusted to 2008	\$15,560	
Funding Sources		Hotel and restaurant tax - NSLI
Construction Cost Index	7966	Engineering News Record
Construction Cost Adjustment Factor	1.043	ENR
Management		

<u>Tenants</u>	<u>Average Salary</u>	<u>Sources and Notes</u>
Kansas City Brigade AFL	\$10,400	Based on AFL non-franchise player salary and estimated housing and food allowance
	<u>Annual Payroll</u>	
Kansas City Brigade AFL	\$208,000	Based on 20 player roster

<u>Demographics</u>		<u>Sources and Notes</u>
Location Population (2008)	112,303	US Census
Area Median Income (2008)	\$44,164	US Census
National Median Income (2008)	\$52,175	US Census

<u>Sports Event Data</u>	<u>#</u>	<u>Total Attendance</u>	<u>Sources and Notes</u>
Collegiate Sports			
High School Sports			
Professional Hockey			
Professional Basketball			
Arena Football	8		Arena
Totals			
Gross Revenue from Sports Events	8		

<u>Concert Data</u>	<u>#</u>	<u>Total Attendance</u>	<u>Sources and Notes</u>
Rock	7	68,567	Venues Today
Adult/Pop	1	11,199	Venues Today
Hip Hop/R&B	3	36,651	Venues Today
Country	1	12,492	Venues Today
Dance			
Latin	1	3,456	Venues Today
Christian			
Theater/Classical	3	25,394	Venues Today
Totals	16		
Gross Revenue from Concert Events		\$10,218,164	Venues Today
Net Revenue to Arena from Concert Events			

<u>Civic/Community Event Data</u>	<u>#</u>	<u>Total Attendance</u>	<u>Sources and Notes</u>
Total Attendance at Civic/Community Events	30		Assumed
Gross Revenue from Civic/Community Events			

<u>Family Event Data</u>	<u>#</u>	<u>Total Attendance</u>	<u>Sources and Notes</u>
Total events and attendance	1	5,000	Estimated from gross sales Venues Today
Gross Revenue from Family Events		\$448,552	Venues Today
Net Revenue to Arena from Family Events			

Table A.87

Arena:		Stockton Arena	
Owner:		City of Stockton	
Location:		Stockton, CA	

Building Construction and Funding		Sources and Notes	
Building Cost at opening	\$64,000,000	National Sports Law Institute (NSLI)	
Building Cost Adjusted to 2008	\$71,424,000	Engineering News Record	
Public Investment Adjusted to 2008	\$71,424,000	Engineering News Record	
Maximum Seating	10,000	National Sports Law Institute (NSLI)	
Opened	2005	National Sports Law Institute (NSLI)	
Cost per Seat Adjusted to 2008	\$7,142		
Public Cost per Seat Adjusted to 2008	\$7,142		
Funding Sources		City of Stockton	
Construction Cost Index	7446	Engineering News Record	
Construction Cost Adjustment Factor	1.116	ENR	
Management	3rd Party	International Facilities Group	

Tenants		Average Salary	Sources and Notes
Stockton Thunder ECHL		\$24,700	Based on 20 Player Roster
Stockton Lightning AF2		\$10,400	Based on AFL non-franchise player salary and estimated housing and food allowance
California Cougars MISL			Major Indoor Soccer League
		Annual Payroll	
Stockton Thunder ECHL		\$494,000	Salary Cap & Housing Allowance 2009
Stockton Lightning AF2		\$208,000	Based on 20 player roster
California Cougars MISL		NA	

Demographics		Sources and Notes	
Location Population (2008)	285,919	US Census	
Area Median Income (2008)	\$49,090	US Census	
National Median Income (2008)	\$52,175	US Census	

Sports Event Data	#	Total Attendance	Sources and Notes
Collegiate Sports			
High School Sports			
Professional Hockey	36	223,854	Hans Horstein
Professional Basketball			
Arena Football	8		Arena
Indoor Soccer	6		Arena
Totals	50		
Gross Revenue from Sports Events			

Concert Data	#	Total Attendance	Sources and Notes
Rock			
Adult/Pop			
Hip Hop/R&B			
Country			
Dance			
Latin			
Christian			
Theater/Classical			
Totals			
Gross Revenue from Concert Events			

Civic/Community Event Data	#	Total Attendance	Sources and Notes
Total Attendance at Civic/Community Events	30		Assumed
Gross Revenue from Civic/Community Events			

Family Event Data	#	Total Attendance	Sources and Notes
Total events and attendance			
Gross Revenue from Family Events			

Table A.88

Arena:	George Sullivan Arena	
Owner:	City of Anchorage	
Location:	Anchorage, Alaska	

<u>Building Construction and Funding</u>	<u>Sources and Notes</u>	
Building Cost at opening	\$34,300,000	Anchorage Daily News
Building Cost Adjusted to 2008	\$69,972,000	Engineering News Record
Public Investment Adjusted to 2008	\$69,972,000	Anchorage Daily News
Maximum Seating	8,700	Arena
Opened	1983	National Sports Law Institute (NSLI)
Cost per Seat Adjusted to 2008	\$8,043	
Public Share of Building Cost		
Funding Sources		State funded from oil revenues
Construction Cost Index	4066	Engineering News Record
Construction Cost Adjustment Factor	2.04	ENR
Management	3rd Party	SMG

<u>Tenants</u>	<u>Average Salary</u>	<u>Sources and Notes</u>
Alaska Aces ECHL	\$24,700	Based on 20 Player Roster
Alaska Wild IFL	\$10,400	Based on AFL non-franchise player salary and estimated housing and food allowance
Alaska-Anchorage Seawolves NCAA	N/A	
	<u>Annual Payroll</u>	
Alaska Aces ECHL	\$494,000	Salary Cap & Housing Allowance 2009
Alaska Wild IFL	\$208,000	Based on 20 player roster

<u>Demographics</u>		
Location Population (2008)	278,716	US Census
Area Median Income (2008)	\$72,137	US Census
National Median Income (2008)	\$52,175	US Census

<u>Sports Event Data</u>	<u>#</u>	<u>Total Attendance</u>	<u>Sources and Notes</u>
Collegiate Sports	13		Estimated U of Alaska Hockey Team
High School Sports			
Professional Hockey	36	168,547	Hans Horstein
Professional Basketball			
Arena Football	7		Arena
Totals	56		
Gross Revenue from Sports Events			

<u>Concert Data</u>	<u>#</u>	<u>Total Attendance</u>	<u>Sources and Notes</u>
Rock			
Adult/Pop	2	16,560	Venues Today
Hip Hop/R&B			
Country	2	12,868	Venues Today
Dance			
Latin			
Christian			
Theater/Classical			
Totals	4	29,428	Venues Today
Gross Revenue from Concert Events		\$2,217,468	Venues Today

<u>Civic/Community Event Data</u>	<u>#</u>	<u>Total Attendance</u>	<u>Sources and Notes</u>
Total Attendance at Civic/Community Events	30		Assumed
Gross Revenue from Civic/Community Events			

<u>Family Event Data</u>	<u>#</u>	<u>Total Attendance</u>	<u>Sources and Notes</u>
Total events and attendance			
Gross Revenue from Family Events			

Table A.89			
Arena:		The E Center	
Owner:		City of West Valley	
Location:		W. Valley, Utah	
<u>Building Construction and Funding</u>		<u>Sources and Notes</u>	
Building Cost at opening	\$58,000,000	National Sports Law Institute (NSLI)	
Building Cost Adjusted to 2008	\$82,708,000	Engineering News Record	
Public Investment Adjusted to 2008	\$82,708,000	National Sports Law Institute (NSLI)	
Maximum Seating	12,000	Arena	
Opened	1997	Arena	
Cost per Seat	\$6,892		
Public Cost per Seat	\$6,892		
Funding Sources		Salt Lake City Olympic Comm. & West Valley-NSLI	
Construction Cost Index	5826	Engineering News Record	
Construction Cost Adjustment Factor	1.426	ENR	
	3rd Party	Arena - Centennial Mgmt.	
<u>Tenants</u>		<u>Average Salary</u>	
Utah Grizzlies ECHL	\$24,700	Based on 20 Player Roster	
		<u>Annual Payroll</u>	
Utah Grizzlies ECHL	\$494,000	Salary Cap & Housing Allowance 2009	
<u>Demographics</u>		<u>Sources and Notes</u>	
Location Population (2008)	123,447	US Census	
Area Median Income (2008)	\$51,629	US Census	
National Median Income (2008)	\$52,175	US Census	
<u>Sports Event Data</u>		<u># Total Attendance</u>	
Collegiate Sports			
High School Sports			
Professional Hockey	36	131,622	Hans Horstein
Professional Basketball			
Arena Football			
Indoor Soccer			
Totals	36		
Gross Revenue from Sports Events			
<u>Concert Data</u>		<u># Total Attendance</u>	
Rock	9	48,598	Arena
Adult/Pop			
Hip Hop/R&B	1	4,191	Arena
Country	2	9,966	Arena
Dance			
Latin	3	7,605	Arena
Christian			
Theater/Classical			
Totals	15	70,360	Arena
Gross Revenue from Concert Events		\$3,126,097	Venues Today
<u>Civic/Community Event Data</u>		<u># Total Attendance</u>	
Total Attendance at Civic/Community Events	9	10,260	Arena
Gross Revenue from Civic/Community Events		\$56,118	Arena
<u>Family Event Data</u>		<u># Total Attendance</u>	
	10	18740	Arena
Gross Revenue from Family Events		\$582,934	Arena

Table A.90		
Arena:		Times Union Center
Owner:		Albany County
Location:		Albany, NY
<u>Building Construction and Funding</u>		<u>Sources and Notes</u>
Building Cost at opening	\$68,000,000	National Sports Law Institute
Building Cost Adjusted to 2008	\$119,408,000	
Public Investment Adjusted to 2008	\$119,408,000	
Maximum Seating	17,000	Arena
Opened	1990	NSLI
Cost per Seat	\$7,024	
Public Cost per Seat	\$7,024	
Public Share of Building Cost		
Funding Sources		County funds
Construction Cost Index	4732	Engineering News Record
Construction Cost Adjustment Factor	1.756	ENR
<u>Tenants</u>	<u>Average Salary</u>	<u>Sources and Notes</u>
Albany Firebirds AHL	\$67,218	AHL Exclusive of One Way Contract P-HPA
	<u>Annual Payroll</u>	
Albany Firebirds AHL	\$1,344,360	Based on a 20 Player Roster
<u>Demographics</u>		<u>Sources and Notes</u>
Location Population (2008)	90,511	US Census
Area Median Income (2008)	\$40,978	US Census
National Median Income (2008)	\$52,175	US Census
<u>Sports Event Data</u>	# <u>Total Attendance</u>	<u>Sources and Notes</u>
Collegiate Sports		
High School Sports		
Professional Hockey	40	141,550
Professional Basketball		Hans Horstein
Arena Football		
Indoor Soccer		
Totals	40	
Gross Revenue from Sports Events		
<u>Concert Data</u>	# <u>Total Attendance</u>	<u>Sources and Notes</u>
Rock		
Adult/Pop		
Hip Hop/R&B		
Country	1	3,935
Dance		Venues Today
Latin		
Christian		
Theater/Classical	1	1,362
Totals	2	5,297
Gross Revenue from Concert Events		\$226,882
		Venues Today
<u>Civic/Community Event Data</u>	# <u>Total Attendance</u>	<u>Sources and Notes</u>
Total Attendance at Civic/Community Events	30	Assumed
Gross Revenue from Civic/Community Events		
<u>Family Event Data</u>	# <u>Total Attendance</u>	<u>Sources and Notes</u>
Total events and attendance		
Gross Revenue from Family Events		

Table A.91			
Arena:		Toyota Center (TriCities)	
Owner:		City of Kennewick	
Location:		Kennewick, WA	
Building Construction and Funding		Sources and Notes	
Building Cost at opening	\$0	Arena and new s sources	
Building Cost Adjusted to 2008			
Public Investment Adjusted to 2008			
Maximum Seating	7,715	Venues Today	
Opened	1988	Arena	
Cost per Seat	\$0		
Public Cost per Seat	\$0		
Funding Sources			
Construction Cost Index	5210	Engineering News Record	
Construction Cost Adjustment Factor	1.595	ENR	
Management	3rd Party	Arena	
Tenants		Average Salary	Sources and Notes
Tri-City Americans - WHL	N/A		Amateur
Tri-Cities Fever	\$10,400		Based on AFL non-franchise player salary and estimated housing and food allowance
		Annual Payroll	
Tri-Cities Fever	\$208,000		Based on a 20 Player Roster
Demographics		Sources and Notes	
Location Population (2008)	64,206	US Census	
Household Median Income (2008)	\$45,243	US Census	
National Household Median Income (2008)	\$52,175	US Census	
Sports Event Data		Attendance	Sources and Notes
Collegiate Sports			
Professional Hockey			
Professional Basketball			
Arena Football	7		IFL - Arena
Amateur Hockey	36	159,264	Hans Horstein
Totals	43		
Gross Revenue from Sports Events			
Concert Data		# Total Attendance	Sources and Notes
Rock	0		
Adult/Pop	0		Did not respond
Hip Hop/R&B			
Country			
Dance			
Latin			
Christian			
Theater/Classical	0		
Totals	0		
Gross Revenue from Concert Events			
Civic/Community Event Data		# Total Attendance	Sources and Notes
Total Attendance at Civic/Community Events	30		Assumed
Gross Revenue from Civic/Community Events			
Family Event Data		# Total Attendance	Sources and Notes
Gross Revenue from Family Events			

		Table A.92	
Arena:			Tonsgas Arena
Owner:			City of Lowell (until 2009)
Location:			Lowell, MA
<u>Building Construction and Funding</u>			<u>Sources and Notes</u>
Building Cost at opening	\$28,000,000		National Sports Law Institute (NSLI)
Bulding Cost Adjusted to 2008	\$39,312,000		
Public Investment Adjusted to 2008	\$39,312,000		NSLI
Maximum Seating	7,800		Arena
Opened	1998		Arena
Cost per Seat	\$5,040		
Public Cost per Seat	\$5,040		
Funding Sources			Low ell, Umass & State - NSLI
Construction Cost Index	5920		Engineering New s Record
Construction Cost Adjustment Factor	1.404		ENR
Manager	3rd Party		Arena - SMG
<u>Tenants</u>	<u>Median Salary</u>		<u>Sources and Notes</u>
Low ell Devils AHL	\$67,218		AHL Exclusive of One Way Contract PHPA
Umass Low ell River Haw k Hockey NCAA	N/A		NCAA
	<u>Annual Payroll</u>		
Low ell Devils AHL	\$1,344,360		Based on a 20 Player Roster
<u>Demographics</u>			<u>Sources and Notes</u>
Location Population (2008)	987,696		US Census
Area Median Income (2008)	\$50,944		US Census
National Median Income (2008)	\$52,175		US Census
<u>Sports Event Data</u>	#	<u>Total Attendance</u>	<u>Sources and Notes</u>
Collegiate Sports	13		Estimated
High School Sportts			
Professional Hockey	40	91,728	Hans Horstein
Professional Basketball			
Arena Football			
Totals	53		
Gross Revenue from Sports Events			
<u>Concert Data</u>	#	<u>Total Attendance</u>	<u>Sources and Notes</u>
Rock	8	43,256	Venues Today
Adult/Pop			
Hip Hop/R&B			
Country	2	4,090	Venues Today
Dance			
Latin			
Christian	1	3,630	Venues Today
Theater/Classical			
Totals	11		
Gross Revenue from Concert Events		\$1,641,665	Venues Today
<u>Civic/Community Event Data</u>	#	<u>Total Attendance</u>	<u>Sources and Notes</u>
Total Attendance at Civic/Community Events	30		Assumed
Gross Revenue from Civic/Community Events			
<u>Family Event Data</u>	#	<u>Total Attendance</u>	<u>Sources and Notes</u>
	1	4,162	Venues Today
Gross Revenue from Family Events		\$174,895	

Table A.93			
Arena:		US Cellular	
Owner:		City of Bloomington	
Location:		Bloomington, IL	
Building Construction and Funding		Sources and Notes	
Building Cost at opening	\$37,000,000	National Sports Law Institute (NSLI)	
Building Cost Adjusted to 2008	\$39,590,000	Engineering News Record	
Public Investment Adjusted to 2008	\$39,590,000	National Sports Law Institute (NSLI)	
Maximum Seating	7,600	Arena	
Opened	2006	Arena	
Cost per Seat	\$5,209		
Public Cost per Seat	\$5,209		
Public Share of Building Cost			
Funding Sources		City of Bloomington - NSLI	
Construction Cost Index	7751	Engineering News Record	
Construction Cost Adjustment Factor	1.07	ENR	
Management	3rd Party	Central Illinois Management - Arena	
Tenants		Average Salary	Sources and Notes
Bloomington Extreme IFL		\$10,400	Based on AFL non-franchise player salary and estimated housing and food allowance
Bloomington Prairie Thunder IHL		\$23,500	Based on a 19 Player Roster
Illinois State Redbirds Hockey Club	N/A		Collegiate intramural
		Annual Payroll	
Bloomington Prairie Thunder IHL		\$446,500	Salary Cap & Housing CHL 2009
Bloomington Extreme IFL		\$208,000	Based on 20 player roster
Demographics		Sources and Notes	
Location Population (2008)	70,855	Census	
Area Median Income (2008)	\$55,177	Census	
National Median Income (2008)	\$52,175	Census	
Sports Event Data		#	Total Attendance
Collegiate Sports			
High School Sports			
Professional Hockey	38		112,556
Professional Basketball			
Arena Football	7		
Totals	45		
Gross Revenue from Sports Events			
Concert Data		#	Total Attendance
Rock	3		11,909
Adult/Pop			
Hip Hop/R&B			
Country	2		6,882
Dance			
Latin			
Christian			
Theater/Classical			
Totals	5		18,791
Gross Revenue from Concert Events			\$735,751
Civic/Community Event Data		#	Total Attendance
Total Attendance at Civic/Community Events	30		
Gross Revenue from Civic/Community Events			
Family Event Data		#	Total Attendance
Total Family Events	10		18,265
Gross Revenue from Family Events			\$386,859

Table A.94		
Arena:		Van Andel Arena
Owner:		Grand Rapids/Kent Co. Arena Auth.
Location:		Grand Rapids, MI
Building Construction and Funding		Sources and Notes
Building Cost at opening	\$75,000,000	National Sports Law Institute (NSLI)
Building Cost Adjusted to 2008	\$110,850,000	Engineering News Record
Public Investment Adjusted to 2008	\$51,733,695	NSLI
Maximum Seating	12,000	Arena
Opened	1996	NSLI
Cost per Seat	\$9,238	
Public Cost per Seat	\$4,311	
Public Share of Building Cost		
Funding Sources		Private sources and state taxes- NSLI
Construction Cost Index	5620	Engineering News Record
Construction Cost Adjustment Factor	1.478	ENR
Management	3rd Party	Arena - SMG
Tenants		Average Salary
Grand Rapids Griffins AHL	\$67,218	AHL Exclusive of One Way Contract PHPA
Grand Rapids Rampage AFL	\$10,400	Based on AFL non-franchise player salary and estimated housing and food allowance
		Annual Payroll
Grand Rapids Griffins AHL	\$1,344,360	Based on a 20 Player Roster
Grand Rapids Rampage AFL	\$208,000	Based on a 20 Player Roster
Demographics		Sources and Notes
Location Population (2008)	187,695	US Census
Area Median Income (2008)	\$39,269	US Census
National Median Income (2008)	\$52,175	US Census
Sports Event Data		# Total Attendance
Collegiate Sports		
Professional Hockey	40	297,905
Professional Basketball	1	9,000
Arena Football	6	27,804
Indoor Soccer		
Totals	47	
Gross Revenue from Sports Events		\$356,847
Concert Data		# Total Attendance
Rock	10	66,892
Adult/Pop	2	17,108
Hip Hop/R&B		
Country	4	43,232
Dance		
Latin		
Christian	3	20,495
Theater/Classical	3	22,468
Totals	22	170,195
Gross Revenue from Concert Events		\$6,730,357
Civic/Community Event Data		# Total Attendance
Total Attendance at Civic/Community Events	14	73,654
Gross Revenue from Civic/Community Events		
Family Event Data		# Total Attendance
Total events and attendance	30	127,287
		\$3,150,680

Table A.95			
Arena:			Verizon Arena
Owned:			Pulaski County
Location:			North Little Rock, AR
Building Construction and Funding			Sources and Notes
Building Cost at opening	\$83,000,000		National Sports Law Institute (NSLI)
Building Cost Adjusted to 2008	\$113,876,000		Engineering News Record
Public Investment Adjusted to 2008	\$113,876,000		NSLI
Maximum Seating	18,000		Arena
Opened	1999		NSLI
Cost per Seat	\$6,326		
Public Cost per Seat	\$6,326		
Funding Sources			Co. tax, State \$10M, Suite leases
Construction Cost Index	6059		Engineering News Record
Construction Cost Adjustment Factor	1.372		ENR
Management	Owner		Arena
Tenants		Median Salary	Sources and Notes
Arkansas (Twisters) Diamonds IFL		\$10,400	Based on AFL non-franchise player salary and estimated housing and food allowance
		Annual Payroll	
Arkansas (Twisters) Diamonds IFL		\$208,000	Based on a 20 Player Roster
Demographics			Sources and Notes
Location Population (2008)	374,322		US Census
Area Median Income (2008)	\$45,386		US Census
National Median Income (2008)	\$52,175		US Census
Table A.94			Verizon Arena
Sports Event Data	#	Total Attendance	Sources and Notes
Collegiate Sports			
High School Sports			
Professional Hockey			
Professional Basketball			
Arena Football	7	44,061	Arena
Totals	7	44,061	
Gross Revenue from Sports Events			
Concert Data		#	Total Attendance
Rock	2	16,440	Arena
Adult/Pop	7	64,662	Arena
Hip Hop/R&B	0		
Country	3	35,038	Arena
Dance			
Latin	0		
Christian	1	13,498	Arena
Theater/Classical	3	22,158	Arena
Totals	16	151,796	
Gross Revenue from Concert Events			
Civic/Community Event Data		#	Total Attendance
Total Attendance at Civic/Community Events	25	26,549	Arena
Other events			Hosted numerous small civic events in mtg rooms
Family Event Data		#	Total Attendance
Total events and attendance	40	169,423	Arena

Table A.96		
Arena:		Verizon Wireless Arena
Owner:		City of Manchester
Location:		Manchester, NH
Building Construction and Funding		Sources and Notes
Building Cost at opening	\$67,000,000	National Sports Law Institute (NSLI)
Building Cost Adjusted to 2008	\$87,770,000	Engineering News Record
Public Investment Adjusted to 2008	\$87,770,000	National Sports Law Institute (NSLI)
Maximum Seating	11,770	Arena
Opened	2001	NSLI
Cost per Seat	\$7,457	
Public Cost per Seat	\$7,457	
Funding Sources		City and State Tax Revenue Sharing
Construction Cost Index	6343	Engineering News Record
Construction Cost Adjustment Factor	1.31	ENR
Management	3rd Party	Arena - SMG
Tenants		Average Salary
Manchester Monarchs AHL	\$67,218	AHL Exclusive of One Way Contract PHPA
Manchester Wolves AF2	\$10,400	Based on AFL non-franchise player salary and estimated housing and food allowance
		Annual Payroll
Manchester Monarchs AHL	\$1,344,360	Based on a 20 Player Roster
Manchester Wolves AF2	\$208,000	Based on a 20 Player Roster
Demographics		
Location Population (2008)	108,160	US Census
Area Median Income (2008)	\$52,911	US Census
National Median Income (2008)	\$52,175	US Census
Sports Event Data		# Total Attendance
Collegiate Sports		
High School Sports		
Professional Hockey	40	235,289
Professional Basketball		
Arena Football	7	
Indoor Soccer		
Totals	47	
Gross Revenue from Sports Events		
Concert Data		# Total Attendance
Rock	11	
Adult/Pop	1	
Hip Hop/R&B		
Country	5	
Latin		
Christian		
Theater/Classical	6	
Totals	23	
Gross Revenue from Concert Events		
Civic/Community Event Data		# Total Attendance
Total Attendance at Civic/Community Events	16	
Gross Revenue from Civic/Community Events		
Family Event Data		# Total Attendance
Total events and attendance	40	Did not provide

Table A.97		
Arena:		Von Braun Center
Owner:		Von Braun Board of Control
Location:		Huntsville, AL
Building Construction and Funding		Sources and Notes
Building Cost at opening	\$28,000,000	National Sports Law Institute (NSLI)
Building Cost Adjusted to 2008	\$105,196,000	
Public Investment Adjusted to 2008	\$105,196,000	NSLI
Maximum Seating	10,000	Arena
Opened	1975	NSLI
Cost per Seat	\$10,520	
Public Cost per Seat	\$10,520	
Funding Sources		
Construction Cost Index	2212	Engineering News Record
Construction Cost Adjustment Factor	3.757	ENR
Manager	Ow ner	Board of Control
Tenants		Median Salary
Huntsville Havoc SPHL	\$16,300	Estimated based on media reports - 18 players
Univ. Alabama Huntsville Hockey NCAA	N/A	NCAA
Alabama Vipers AFL	\$10,400	Based on AFL non-franchise player salary and estimated housing and food allowance
		Annual Payroll
Huntsville Havoc SPHL	\$293,400	\$5,600 salary cap and housing
Alabama Vipers AFL	\$208,000	Based on 20 player roster
Demographics		Sources and Notes
Location Population (2008)	166,685	US Census
Area Median Income (2008)	\$46,137	US Census
National Median Income (2008)	\$52,175	US Census
Sports Event Data		# Total Attendance
Collegiate Sports		
Professional Hockey	30	106,848
Professional Basketball		
Arena Football		
Indoor Soccer		
Totals		
Gross Revenue from Sports Events		
Concert Data		# Total Attendance
Rock		
Adult/Pop		
Hip Hop/R&B		
Country		
Dance		
Latin		
Christian		
Theater/Classical		
Totals		
Gross Revenue from Concert Events		
Civic/Community Event Data		# Total Attendance
Total Attendance at Civic/Community Events	30	Assumed
Gross Revenue from Civic/Community Events		
Family Event Data		# Total Attendance
Gross Revenue from Family Events		

Table A.98

Arena:	Wachovia Arena at Casey Plaza (Now Mohegan Sun Arena)
Owner:	Luzerne County
Location:	Wilkes Barre, PA

<u>Building Construction and Funding</u>		<u>Sources and Notes</u>
Building Cost at opening	\$44,000,000	National Sports Law Institute (NSLI)
Building Cost Adjusted to 2008	\$60,280,000	
Public Investment Adjusted to 2008	\$60,280,000	NSLI
Maximum Seating	10,500	
Opened	1999	
Cost per Seat	\$0	
Public Cost per Seat	\$0	
Public Share of Building Cost		
Funding Sources		County and state funds - Arena
Construction Cost Index	6059	Engineering News Record
Construction Cost Adjustment Factor	1.37	ENR
Management	3rd Party	Arena

<u>Tenants</u>	<u>Average Salary</u>	<u>Sources and Notes</u>
Wilkes Barre Scranton Penguins AHL	\$67,218	AHL Exclusive of One Way Contract PHPA
Wilkes Barre Scranton Pioneers AF2	\$10,400	Based on AFL non-franchise player salary and estimated housing and food allowance
	<u>Annual Payroll</u>	
Wilkes Barre Scranton Penguins AHL	\$1,344,360	Based on a 20 Player Roster
Wilkes Barre Scranton Pioneers AF2	\$1,344,360	Based on a 20 Player Roster

<u>Demographics</u>		<u>Sources and Notes</u>
Location Population (2008)	311,752	US Census
Area Median Income (2008)	\$29,183	US Census
National Median Income (2008)	\$52,175	US Census

<u>Sports Event Data</u>	<u>#</u>	<u>Total Attendance</u>	<u>Sources and Notes</u>
Collegiate Sports			
High School Sports			
Professional Hockey	40	279,347	Hans Horstein
Professional Basketball			
Arena Football	8	40,000	Arena marketing director
Indoor Soccer			
Totals	48	319,347	
Gross Revenue from Sports Events			

<u>Concert Data</u>	<u>#</u>	<u>Total Attendance</u>	<u>Sources and Notes</u>
Rock			Arena does not provide detailed event information
Adult/Pop			Event information was not provided to Venues Today
Hip Hop/R&B			
Country			
Dance			
Latin			
Christian			
Theater/Classical			
Totals	20	160,000	Estimate based 64 concert and family events provided by arena
Gross Revenue from Concert Events	N/A		Not released by arena management

<u>Civic/Community Event Data</u>	<u>#</u>	<u>Total Attendance</u>	<u>Sources and Notes</u>
Total Attendance at Civic/Community Events	26	36,000	Provided by arena
Gross Revenue from Civic/Community Events			

<u>Family Event Data</u>	<u>#</u>	<u>Total Attendance</u>	<u>Sources and Notes</u>
Total events and attendance	44	80,000	Estimate based 64 concert and family events provided by arena
Gross Revenue from Family Events	N/A		

Table A.99

Arena:		War Memorial at Oncenter	
Owner:		Onondaga County	
Location:		Syracuse, NY	

<u>Building Construction and Funding</u>		<u>Sources and Notes</u>
Building Cost at opening	NA	National Sports Law Institute (NSLI)
Building Cost Adjusted to 2008		
Public Investment Adjusted to 2008		\$7M budgeted for upcoming renovation
Maximum Seating	7,000	NSLI
Opened	1951	NSLI
Cost per Seat	\$0	
Public Cost per Seat	\$0	
Funding Sources		
Construction Cost Index	4732	Engineering News Record
Construction Cost Adjustment Factor	1.756	ENR
Management	Owner	Arena

<u>Tenants</u>	<u>Average Salary</u>	<u>Sources and Notes</u>
Syracuse Crunch AHL	\$67,218	AHL Exclusive of One Way Contract PHPA
	<u>Annual Payroll</u>	
Syracuse Crunch AHL	\$1,344,360	Based on a 20 Player Roster

<u>Demographics</u>		<u>Sources and Notes</u>
Location Population (2008)	137,701	Census
Area Median Income (2008)	\$30,778	Census
National Median Income (2008)	\$52,175	Census

<u>Sports Event Data</u>	<u>#</u>	<u>Total Attendance</u>	<u>Sources and Notes</u>
Collegiate Sports			
High School Sports			
Professional Hockey	40	208,429	Hans Horstein
Professional Basketball			
Arena Football			
Totals			
Gross Revenue from Sports Events	40	208,429	

<u>Concert Data</u>	<u>#</u>	<u>Total Attendance</u>	<u>Sources and Notes</u>
Rock			
Adult/Pop			
Hip Hop/R&B			
Country			
Dance			
Latin			
Christian			
Theater/Classical			
Totals			
Gross Revenue from Concert Events			

<u>Civic/Community Event Data</u>	<u>#</u>	<u>Total Attendance</u>	<u>Sources and Notes</u>
Total Attendance at Civic/Community Events	30		Assumed
Gross Revenue from Civic/Community Events			

<u>Family Event Data</u>	<u>#</u>	<u>Total Attendance</u>	<u>Sources and Notes</u>
Total events and attendance			
Gross Revenue from Family Events			

Table A.100

Arena:		Wells Fargo Center	
Owner:		Polk County	
Location:		Des Moines, IA	

<u>Building Construction and Funding</u>		<u>Sources and Notes</u>	
Building Cost at opening	\$99,000,000	National Sports Law Institute (NSLI)	
Building Cost Adjusted to 2008	\$110,484,000	Engineering News Record	
Public Investment Adjusted to 2008	\$110,484,000	National Sports Law Institute (NSLI)	
Maximum Seating	17,000	Venues Today	
Opened	2005	NSLI	
Cost per Seat	\$6,499		
Public Cost per Seat	\$6,499		
Public Share of Building Cost			
Funding Sources			
Construction Cost Index	7446	Engineering News Record	
Construction Cost Adjustment Factor	1.116	ENR	
Management	3rd Party	Arena - Global Spectrum	

<u>Tenants</u>	<u>Average Salary</u>	<u>Sources and Notes</u>	
Iowa Chops AHL	\$67,218	AHL Exclusive of One Way Contract PHPA	
Iowa Energy NBA Development League	\$25,000	Estimated \$18,000 a year with housing and food during season	
Iowa Barnstormers AF1	\$10,400	Based on AFL non-franchise player salary and estimated housing and food allowance	
<u>Annual Payroll</u>			
Iowa Chops AHL	\$1,344,360	Based on a 20 Player Roster	
Iowa Energy NBA Development League	\$300,000	All players work for the league	
Iowa Barnstormers AF1	\$208,000	Based on a 20 Player Roster	

<u>Demographics</u>		<u>Sources and Notes</u>	
Location Population (2008)	197,912	Census	
Area Median Income (2008)	\$44,180	Census	
National Median Income (2008)	\$52,175	Census	

<u>Sports Event Data</u>	<u>#</u>	<u>Total Attendance</u>	<u>Sources and Notes</u>	
Collegiate Sports				
Professional Hockey	40	172,881	Hans Horstein	
Professional Basketball	18		Arena	
Arena Football	8		Arena	
Indoor Soccer				
Indoor Lacrosse				
Exhibition events				
Professional Tennis				
Totals	66			
Gross Revenue from Sports Events				

<u>Concert Data</u>	<u>#</u>	<u>Total Attendance</u>	<u>Sources and Notes</u>	
Rock	4	45,128	Arena and Venues Today	
Adult/Pop	1	6,915	Arena and Venues Today	
Hip Hop/R&B				
Country	1	8,289	Arena and Venues Today	
Dance				
Latin				
Christian				
Theater/Classical	2	11,263	Arena and Venues Today	
Totals	8	71,595	Arena and Venues Today	
Gross Revenue from Concert Events		\$4,328,639	Venues Today	

<u>Civic/Community Event Data</u>	<u>#</u>	<u>Total Attendance</u>	<u>Sources and Notes</u>	
Total Attendance at Civic/Community Events	43		Arena	
Gross Revenue from Civic/Community Events				

<u>Family Event Data</u>	<u>#</u>	<u>Total Attendance</u>	<u>Sources and Notes</u>	
Total events and attendance	32		Arena	
Gross Revenue from Family Events				

Table A.101

Arena:		Wesbanco Arena	
Owner:		City of Wheeling	
Location:		Wheeling, WV	

<u>Building Construction and Funding</u>			<u>Sources and Notes</u>
Building Cost at opening	\$7,000,000		National Sports Law Institute (NSLI)
Building Cost Adjusted to 2008	\$22,582,000		
Public Investment Adjusted to 2008	\$22,582,000		Arena
Maximum Seating	7,800		
Opened	1977		
Cost per Seat	\$2,895		
Public Cost per Seat	\$2,895		
Funding Sources			City funds (Assumed)
Construction Cost Index	2576		Engineering News Record
Construction Cost Adjustment Factor	3.226		ENR
Management	3rd Party		Arena - SMG

<u>Tenants</u>	<u>Average Salary</u>		<u>Sources and Notes</u>
Wheeling Nailers ECHL	\$24,700		Based on 20 Player Roster
Wheeling Wildcats CIFL	\$10,400		Based on AFL non-franchise player salary and estimated housing and food allowance
	<u>Annual Payroll</u>		
Wheeling Nailers ECHL	\$494,000		Salary Cap & Housing Allowance 2009
Wheeling Wildcats CIFL	\$208,000		Based on a 20 Player Roster

<u>Demographics</u>			<u>Sources and Notes</u>
Location Population (2008)	29,232		Census
Area Median Income (2008)	\$31,189		Census
National Median Income (2008)	\$52,175		Census

<u>Sports Event Data</u>	<u>#</u>	<u>Total Attendance</u>	<u>Sources and Notes</u>
Collegiate Sports			
High School Sports			
Professional Hockey	36	105,215	Hans Horstein
Professional Basketball			
Arena Football	6	10,031	2007 UIF - Team discontinued in 2008
Indoor Soccer			
Totals	42	115,246	
Gross Revenue from Sports Events			

<u>Concert Data</u>	<u>#</u>	<u>Total Attendance</u>	<u>Sources and Notes</u>
Rock	2	1,670	Arena
Adult/Pop			
Hip Hop/R&B			
Country	4	9,059	Arena
Dance			
Latin			
Christian	1	3,910	Arena
Theater/Classical	3	4,448	Arena
Totals	10	19,087	
Gross Revenue from Concert Events		N/A	

<u>Civic/Community Event Data</u>	<u>#</u>	<u>Total Attendance</u>	<u>Sources and Notes</u>
Total Attendance at Civic/Community Events	118	107,678	Arena
Gross Revenue from Civic/Community Events		N/A	Also hosts numerous service club meetings

<u>Family Event Data</u>	<u>#</u>	<u>Total Attendance</u>	<u>Sources and Notes</u>
Total events and attendance	14	52,868	Arena
Gross Revenue from Family Events			

Table A.102

Arena:		XL Center	
Owner:		City of Hartford	
Location:		Hartford, CT	

<u>Building Construction and Funding</u>		<u>Sources and Notes</u>	
Building Cost at opening	\$75,000,000	National Sports Law Institute (NSLI)	
Building Cost Adjusted to 2008	\$281,775,000	Engineering News Record	
Public Investment Adjusted to 2008	\$281,775,000	1980 Renovations - NSLI	
Maximum Seating	16,500	Arena	
Opened	1975	Renovated 1980 - NSLI	
Cost per Seat	\$17,077		
Public Cost per Seat	\$17,077		
<u>Funding Sources</u>			
Construction Cost Index	2212	Engineering News Record	
Construction Cost Adjustment Factor	3.76	ENR	
Manager	3rd Party	AEG - Arena	

<u>Tenants</u>		<u>Average Salary</u>		<u>Sources and Notes</u>	
Hartford Wolf Pack AHL		\$67,218		AHL Exclusive of One Way Contract PHPA	
Uconn Huskies NCAA		N/A		NCAA	
		<u>Annual Payroll</u>			
Hartford Wolf Pack AHL		\$1,344,360		Based on a 20 Player Roster	

<u>Demographics</u>		<u>Sources and Notes</u>	
Location Population (2008)	117,715	Census	
Area Median Income (2008)	\$29,244	Census	
National Median Income (2008)	\$52,175	Census	

<u>Sports Event Data</u>		<u>#</u>		<u>Total Attendance</u>		<u>Sources and Notes</u>	
Collegiate Sports		13				Estimated Uconn Basketball	
High School Sports							
Professional Hockey		40		167,606		Hans Horstein	
Professional Basketball							
Arena Football							
Indoor Soccer							
Totals		53					
Gross Revenue from Sports Events							

<u>Concert Data</u>		<u>#</u>		<u>Total Attendance</u>		<u>Sources and Notes</u>	
Rock		4		37,447		Venues Today	
Adult/Pop							
Hip Hop/R&B		1		11,848		Venues Today	
Country							
Dance							
Latin							
Christian							
Theater/Classical		2		20,568		Venues Today	
Totals		7		69,863			
Gross Revenue from Concert Events				\$6,053,440		Venues Today	

<u>Civic/Community Event Data</u>		<u>#</u>		<u>Total Attendance</u>		<u>Sources and Notes</u>	
Total Attendance at Civic/Community Events		30				Assumed	
Gross Revenue from Civic/Community Events							

<u>Family Event Data</u>		<u>#</u>		<u>Total Attendance</u>		<u>Sources and Notes</u>	
Total events and attendance							
Gross Revenue from Family Events							

Table A.103		
Stadium:		Arrowhead Stadium
Owner:		Kansas City, MO
Location:		Kansas City, MO
<u>Building Construction and Funding</u>		<u>Sources and Notes</u>
Building Cost at opening	\$53,000,000	National Sports Law Institute (NSLI)
Building Cost Adjusted to 2008	\$251,243,582	Engineering News Record
Public Investment Adjusted to 2008	\$251,243,582	NSLI
Maximum Seating	81,425	NSLI
Opened	1972	NSLI
Cost per Seat Adjusted to 2008	\$3,086	
Public Cost per Seat Adjusted to 2008	\$3,086	
Public Share of Building Cost		
Funding Sources		
Construction Cost Index	1753	Engineering News Record
Construction Cost Adjustment Factor	0.210950662	ENR
Management	Team	
<u>Tenants</u>		<u>Median Salary</u>
Kansas City Chiefs	\$651,860	USA Today database 2008-09
		<u>Annual Payroll</u>
Kansas City Chiefs	\$84,000,016	USA Today database 2008-09
<u>Demographics</u>		<u>Sources and Notes</u>
Location Population (2010)	515,843	US Census
Area Median Income (2010)	\$50,243	US Census
National Media Income (2008)	\$52,175	US Census
<u>Sports Event Data</u>	#	<u>Total Attendance</u>
Professional Football	8	592,622
		ESPN Attendance Data Base
Totals	8	
<u>Concert Data</u>	#	<u>Total Attendance</u>
Rock		
Adult/Pop		
Hip Hop/R&B		
Country		
Dance		
Latin		
Christian		
Theater/Classical		
Totals	2	Assumed
<u>Civic/Community Event Data</u>	#	<u>Total Attendance</u>
Total Attendance at Civic/Community Events	1	Assumed
Gross Revenue from Civic/Community Events		
<u>Family Event Data</u>	#	<u>Total Attendance</u>
	1	Assumed

Table A.104		
Stadium:		Browns Stadium
Owner:		City of Cleveland
Location:		Cleveland, OH
<u>Building Construction and Funding</u>		<u>Sources and Notes</u>
Building Cost at opening	\$315,000,000	National Sports Law Institute (NSLI)
Building Cost Adjusted to 2008	\$432,026,737	Engineering News Record
Public Investment Adjusted to 2008	\$330,500,454	NSLI
Maximum Seating	73,200	NSLI
Opened	1999	NSLI
Cost per Seat Adjusted to 2008	\$5,902	
Public Cost per Seat Adjusted to 2008	\$4,515	
Public Share of Building Cost		
Funding Sources		
Construction Cost Index	6059	Engineering News Record
Construction Cost Adjustment Factor	0.72912154	ENR
Management	Team	
<u>Tenants</u>	<u>Median Salary</u>	<u>Sources and Notes</u>
Cleveland Brown	\$930,000	USA Today database 2008-09
	<u>Annual Payroll</u>	
Cleveland Brown	\$131,916,300	USA Today database 2008-09
<u>Demographics</u>		<u>Sources and Notes</u>
Location Population (2010)	396,815	US Census
Area Median Income (2010)	\$27,349	US Census
National Media Income (2008)	\$52,175	US Census
<u>Sports Event Data</u>	# <u>Total Attendance</u>	<u>Sources and Notes</u>
Professional Football	8 592,622	ESPN Attendance Data Base
Totals	8	
<u>Concert Data</u>	# <u>Total Attendance</u>	<u>Sources and Notes</u>
Rock		
Adult/Pop		
Hip Hop/R&B		
Country		
Dance		
Latin		
Christian		
Theater/Classical		
Totals	2	Assumed
<u>Civic/Community Event Data</u>	# <u>Total Attendance</u>	<u>Sources and Notes</u>
Total Attendance at Civic/Community Events	1	Assumed
Gross Revenue from Civic/Community Events		
<u>Family Event Data</u>	# <u>Total Attendance</u>	<u>Sources and Notes</u>
	1	Assumed

Table A.105		
Stadium:		Candlestick Park
Owner:		San Francisco
Location:		San Francisco, CA
<u>Building Construction and Funding</u>		<u>Sources and Notes</u>
Building Cost at opening	\$24,600,000	National Sports Law Institute (NSLI)
Building Cost Adjusted to 2008	\$248,089,806	Engineering News Record
Public Investment Adjusted to 2008	\$248,089,806	NSLI
Maximum Seating	69,732	NSLI
Opened	1960	NSLI
Cost per Seat Adjusted to 2008	\$3,558	
Public Cost per Seat Adjusted to 2008	\$3,558	
Public Share of Building Cost		
Funding Sources		
Construction Cost Index	824	Engineering News Record
Construction Cost Adjustment Factor	0.099157641	ENR
Management	Team	
<u>Tenants</u>		<u>Sources and Notes</u>
<u>Median Salary</u>		
Cleveland Brown	\$930,000	USA Today database 2008-09
<u>Annual Payroll</u>		
Cleveland Brown	\$131,916,300	USA Today database 2008-09
<u>Demographics</u>		<u>Sources and Notes</u>
Location Population (2010)	396,815	US Census
Area Median Income (2010)	\$27,349	US Census
National Media Income (2008)	\$52,175	US Census
<u>Sports Event Data</u>		<u>Sources and Notes</u>
	#	Total Attendance
Professional Football	8	592,622
		ESPN Attendance Data Base
Totals	8	
<u>Concert Data</u>		<u>Sources and Notes</u>
	#	Total Attendance
Rock		
Adult/Pop		
Hip Hop/R&B		
Country		
Dance		
Latin		
Christian		
Theater/Classical		
Totals	2	Assumed
<u>Civic/Community Event Data</u>		<u>Sources and Notes</u>
	#	Total Attendance
Total Attendance at Civic/Community Events	1	Assumed
Gross Revenue from Civic/Community Events		
<u>Family Event Data</u>		<u>Sources and Notes</u>
	#	Total Attendance
	1	Assumed

Table A.106		
Stadium:		Edward Jones Dome
Owner:		City of St. Louis
Location:		St. Louis, MO
Building Construction and Funding		Sources and Notes
Building Cost at opening	\$280,000,000	National Sports Law Institute (NSLI)
Building Cost Adjusted to 2008	\$425,297,021	Engineering News Record
Public Investment Adjusted to 2008	\$425,297,021	NSLI
Maximum Seating	66,965	NSLI
Opened	1995	NSLI
Cost per Seat Adjusted to 2008	\$6,351	
Public Cost per Seat Adjusted to 2008	\$6,351	
Public Share of Building Cost		
Funding Sources		
Construction Cost Index	5471	Engineering News Record
Construction Cost Adjustment Factor	0.658363418	ENR
Management	Team	
Tenants		Median Salary
St. Louis Rams	\$759,920	USA Today database 2008-09
		Annual Payroll
St. Louis Rams	\$118,677,660	USA Today database 2008-09
Demographics		Sources and Notes
Location Population (2010)	396,815	US Census
Area Median Income (2010)	\$27,349	US Census
National Media Income (2008)	\$52,175	US Census
Sports Event Data	#	Total Attendance
Professional Football	8	479,843
		ESPN Attendance Data Base
Totals	8	
Concert Data		#
Rock		
Adult/Pop		
Hip Hop/R&B		
Country		
Dance		
Latin		
Christian		
Theater/Classical		
Totals	2	Assumed
Civic/Community Event Data		#
Total Attendance at Civic/Community Events	1	Assumed
Gross Revenue from Civic/Community Events		
Family Event Data		#
	1	Assumed

Table A.107		
Stadium:		Ford Field
Owner:		City of Detroit
Location:		Detroit, MI
<u>Building Construction and Funding</u>		<u>Sources and Notes</u>
Building Cost at opening	\$430,000,000	National Sports Law Institute (NSLI)
Building Cost Adjusted to 2008	\$546,543,285	Engineering News Record
Public Investment Adjusted to 2008	\$196,755,583	NSLI
Maximum Seating	64,500	NSLI
Opened	2002	NSLI
Cost per Seat Adjusted to 2008	\$8,474	
Public Cost per Seat Adjusted to 2008	\$3,050	
Public Share of Building Cost		
Funding Sources		
Construction Cost Index	6538	Engineering News Record
Construction Cost Adjustment Factor	0.786762936	ENR
Management	Team	
<u>Tenants</u>	<u>Median Salary</u>	<u>Sources and Notes</u>
Detroit Lions	\$947,685	USA Today database 2008-09
	<u>Annual Payroll</u>	
Detroit Lions	\$95,827,117	USA Today database 2008-09
<u>Demographics</u>		<u>Sources and Notes</u>
Location Population (2010)	396,815	US Census
Area Median Income (2010)	\$27,349	US Census
National Media Income (2008)	\$52,175	US Census
<u>Sports Event Data</u>	#	<u>Total Attendance</u>
Professional Football	8	435,979
		ESPN Attendance Data Base
Totals	8	
<u>Concert Data</u>	#	<u>Total Attendance</u>
Rock		
Adult/Pop		
Hip Hop/R&B		
Country		
Dance		
Latin		
Christian		
Theater/Classical		
Totals	2	Assumed
<u>Civic/Community Event Data</u>	#	<u>Total Attendance</u>
Total Attendance at Civic/Community Events	1	Assumed
Gross Revenue from Civic/Community Events		
<u>Family Event Data</u>	#	<u>Total Attendance</u>
	1	Assumed

Table A.108		
Stadium:		Georgia Dome
Owner:		Georgia and Fulton Co.
Location:		Atlanta, GA
<u>Building Construction and Funding</u>		<u>Sources and Notes</u>
Building Cost at opening	\$214,000,000	National Sports Law Institute (NSLI)
Building Cost Adjusted to 2008	\$356,738,215	Engineering News Record
Public Investment Adjusted to 2008	\$356,738,215	NSLI
Maximum Seating	71,288	NSLI
Opened	1992	NSLI
Cost per Seat Adjusted to 2008	\$5,004	
Public Cost per Seat Adjusted to 2008	\$5,004	
Public Share of Building Cost		
Funding Sources		
Construction Cost Index	4985	Engineering News Record
Construction Cost Adjustment Factor	0.599879663	ENR
Management	Team	
<u>Tenants</u>	<u>Median Salary</u>	<u>Sources and Notes</u>
Atlanta Falcons	\$809,560	USA Today database 2008-09
Atlanta Falcons	<u>Annual Payroll</u> \$96,391,525	USA Today database 2008-09
<u>Demographics</u>		<u>Sources and Notes</u>
Location Population (2010)	396,815	US Census
Area Median Income (2010)	\$27,349	US Census
National Media Income (2008)	\$52,175	US Census
<u>Sports Event Data</u>	# <u>Total Attendance</u>	<u>Sources and Notes</u>
Professional Football	8 512,527	ESPN Attendance Data Base
Other Sports	2	
Totals	10	
<u>Concert Data</u>	# <u>Total Attendance</u>	<u>Sources and Notes</u>
Rock		
Adult/Pop		
Hip Hop/R&B		
Country		
Dance		
Latin		
Christian		
Theater/Classical		
Totals	2	Assumed
<u>Civic/Community Event Data</u>	# <u>Total Attendance</u>	<u>Sources and Notes</u>
Total Attendance at Civic/Community Events	1	Assumed
Gross Revenue from Civic/Community Events		
<u>Family Event Data</u>	# <u>Total Attendance</u>	<u>Sources and Notes</u>
	1	Assumed

Table A.109		
Stadium:		Giants Stadium
Owner:		NJ Sports Authority
Location:		E. Rutherford, NJ
<u>Building Construction and Funding</u>		<u>Sources and Notes</u>
Building Cost at opening	\$78,000,000	National Sports Law Institute (NSLI)
Building Cost Adjusted to 2008	\$292,896,521	Engineering News Record
Public Investment Adjusted to 2008	\$292,896,521	NSLI
Maximum Seating	80,200	NSLI
Opened	1976	NSLI
Cost per Seat Adjusted to 2008	\$3,652	
Public Cost per Seat Adjusted to 2008	\$3,652	
Public Share of Building Cost		
Funding Sources		
Construction Cost Index	2213	Engineering News Record
Construction Cost Adjustment Factor	0.266305656	ENR
Management	Team	
<u>Tenants</u>	<u>Median Salary</u>	<u>Sources and Notes</u>
NY Giants	\$912,000	USA Today database 2008-09
NJ Jets	\$750,000	USA Today database 2008-09
	<u>Annual Payroll</u>	
NY Giants	\$115,816,180	USA Today database 2008-09
	\$116,910,097	
<u>Demographics</u>		<u>Sources and Notes</u>
Location Population (2010)	905,116	US Census Bergen County
Area Median Income (2010)	\$81,708	US Census
National Media Income (2008)	\$52,175	US Census
<u>Sports Event Data</u>	#	<u>Total Attendance</u>
Professional Football	16	1,260,412
		ESPN Attendance Data Base
Totals	8	
<u>Concert Data</u>	#	<u>Total Attendance</u>
Rock		
Adult/Pop		
Hip Hop/R&B		
Country		
Dance		
Latin		
Christian		
Theater/Classical		
Totals	2	Assumed
<u>Civic/Community Event Data</u>	#	<u>Total Attendance</u>
Total Attendance at Civic/Community Events	1	Assumed
Gross Revenue from Civic/Community Events		
<u>Family Event Data</u>	#	<u>Total Attendance</u>
	1	Assumed

		Table A.110	
Stadium:			Heinz Field
Owner:			City of Pittsburgh
Location:			Pittsburgh, PA
<u>Building Construction and Funding</u>			<u>Sources and Notes</u>
Building Cost at opening	\$281,000,000		National Sports Law Institute (NSLI)
Building Cost Adjusted to 2008	\$368,139,682		Engineering New s Record
Public Investment Adjusted to 2008	\$254,016,380		NSLI
Maximum Seating	65,050		NSLI
Opened	2001		NSLI
Cost per Seat Adjusted to 2008	\$5,659		
Public Cost per Seat Adjusted to 2008	\$3,905		
Public Share of Building Cost			
Funding Sources			
Construction Cost Index	6343		Engineering New s Record
Construction Cost Adjustment Factor	0.763297232		ENR
Management	Team		
<u>Tenants</u>		<u>Median Salary</u>	<u>Sources and Notes</u>
Pittsburgh Steelers	\$1,001,920		USA Today database 2008-09
Pittsburgh Steelers	\$128,815,061		USA Today database 2008-09
<u>Demographics</u>			<u>Sources and Notes</u>
Location Population (2010)	396,815		US Census
Area Median Income (2010)	\$27,349		US Census
National Media Income (2008)	\$52,175		US Census
<u>Sports Event Data</u>	#	<u>Total Attendance</u>	<u>Sources and Notes</u>
Professional Football	8	503,125	ESPN Attendance Data Base
Other sports	7		
Totals	15		
<u>Concert Data</u>	#	<u>Total Attendance</u>	<u>Sources and Notes</u>
Rock			
Adult/Pop			
Hip Hop/R&B			
Country			
Dance			
Latin			
Christian			
Theater/Classical			
Totals	2		Assumed
<u>Civic/Community Event Data</u>	#	<u>Total Attendance</u>	<u>Sources and Notes</u>
Total Attendance at Civic/Community Events	1		Assumed
Gross Revenue from Civic/Community Events			
<u>Family Event Data</u>	#	<u>Total Attendance</u>	<u>Sources and Notes</u>
	1		Assumed

[illegible]

Table A.112		
Stadium:		Jacksonville Municipal
Owner:		City of Jacksonville
Location:		Jacksonville, FL
<u>Building Construction and Funding</u>		<u>Sources and Notes</u>
Building Cost at opening	\$130,000,000	National Sports Law Institute (NSLI)
Building Cost Adjusted to 2008	\$197,459,331	Engineering News Record
Public Investment Adjusted to 2008	\$177,713,398	NSLI
Maximum Seating	67,164	NSLI
Opened	1993	NSLI
Cost per Seat Adjusted to 2008	\$2,940	
Public Cost per Seat Adjusted to 2008	\$2,646	
Public Share of Building Cost		
Funding Sources		
Construction Cost Index	5471	Engineering News Record
Construction Cost Adjustment Factor	0.658363418	ENR
Management	Team	
<u>Tenants</u>		<u>Sources and Notes</u>
Jacksonville Jaguars	Median Salary \$895,140	USA Today database 2008-09
	Annual Payroll	
Jacksonville Jaguars	\$122,109,207	USA Today database 2008-09
<u>Demographics</u>		<u>Sources and Notes</u>
Location Population (2010)	396,815	US Census
Area Median Income (2010)	\$27,349	US Census
National Media Income (2008)	\$52,175	US Census
<u>Sports Event Data</u>		<u>Sources and Notes</u>
	# Total Attendance	
Professional Football	8 521,338	ESPN Attendance Data Base
Other Sports	3	
Totals	11	
<u>Concert Data</u>		<u>Sources and Notes</u>
	# Total Attendance	
Rock		
Adult/Pop		
Hip Hop/R&B		
Country		
Dance		
Latin		
Christian		
Theater/Classical		
Totals	2	Assumed
<u>Civic/Community Event Data</u>		<u>Sources and Notes</u>
	# Total Attendance	
Total Attendance at Civic/Community Events	1	Assumed
Gross Revenue from Civic/Community Events		
<u>Family Event Data</u>		<u>Sources and Notes</u>
	# Total Attendance	
	1	Assumed

		Table A.113	
Stadium:			Lambeau Field
Owner:			City of Green Bay
Location:			Green Bay, WI
<u>Building Construction and Funding</u>			<u>Sources and Notes</u>
Building Cost at opening	\$295,000,000		National Sports Law Institute (NSLI)
Building Cost Adjusted to 2008	\$366,216,014		Engineering News Record
Public Investment Adjusted to 2008	\$208,743,128		NSLI
Maximum Seating	72,928		NSLI
Opened	2003		NSLI
Cost per Seat Adjusted to 2008	\$5,022		
Public Cost per Seat Adjusted to 2008	\$2,862		
Public Share of Building Cost			
Funding Sources			
Construction Cost Index	6694		Engineering News Record
Construction Cost Adjustment Factor	0.805535499		ENR
Management	Team		
<u>Tenants</u>	<u>Median Salary</u>		<u>Sources and Notes</u>
Green Bay Packers	\$642,000		USA Today database 2008-09
	<u>Annual Payroll</u>		
Green Bay Packers	\$94,018,300		USA Today database 2008-09
<u>Demographics</u>			<u>Sources and Notes</u>
Location Population (2010)	396,815		US Census
Area Median Income (2010)	\$27,349		US Census
National Media Income (2008)	\$52,175		US Census
<u>Sports Event Data</u>	#	<u>Total Attendance</u>	<u>Sources and Notes</u>
Professional Football	8	565,460	ESPN Attendance Data Base
Totals	8		
<u>Concert Data</u>	#	<u>Total Attendance</u>	<u>Sources and Notes</u>
Rock			
Adult/Pop			
Hip Hop/R&B			
Country			
Dance			
Latin			
Christian			
Theater/Classical			
Totals	2		Assumed
<u>Civic/Community Event Data</u>	#	<u>Total Attendance</u>	<u>Sources and Notes</u>
Total Attendance at Civic/Community Events	1		Assumed
Gross Revenue from Civic/Community Events			
<u>Family Event Data</u>	#	<u>Total Attendance</u>	<u>Sources and Notes</u>
	1		Assumed

Table A.114		
Stadium:		Lincoln Financial Field
Owner:		City of Philadelphia
Location:		Philadelphia, PA
<u>Building Construction and Funding</u>		<u>Sources and Notes</u>
Building Cost at opening	\$512,000,000	National Sports Law Institute (NSLI)
Building Cost Adjusted to 2008	\$635,602,032	Engineering News Record
Public Investment Adjusted to 2008	\$247,884,792	NSLI
Maximum Seating	69,144	NSLI
Opened	2003	NSLI
Cost per Seat Adjusted to 2008	\$9,192	
Public Cost per Seat Adjusted to 2008	\$3,585	
Public Share of Building Cost		
Funding Sources		
Construction Cost Index	6694	Engineering News Record
Construction Cost Adjustment Factor	0.805535499	ENR
Management	Team	
<u>Tenants</u>	<u>Median Salary</u>	<u>Sources and Notes</u>
Philadelphia Eagles	\$978,280	USA Today database 2008-09
	<u>Annual Payroll</u>	
Philadelphia Eagles	\$109,557,388	USA Today database 2008-09
<u>Demographics</u>		<u>Sources and Notes</u>
Location Population (2010)	1,536,471	US Census
Area Median Income (2010)	\$36,251	US Census
National Media Income (2008)	\$52,175	US Census
<u>Sports Event Data</u>	#	<u>Total Attendance</u>
		<u>Sources and Notes</u>
Professional Football	8	553,152
College Football and Professional Soccer	7	
Totals	15	
<u>Concert Data</u>	#	<u>Total Attendance</u>
		<u>Sources and Notes</u>
Rock		
Adult/Pop		
Hip Hop/R&B		
Country		
Dance		
Latin		
Christian		
Theater/Classical		
Totals	2	Assumed
<u>Civic/Community Event Data</u>	#	<u>Total Attendance</u>
		<u>Sources and Notes</u>
Total Attendance at Civic/Community Events	1	Assumed
Gross Revenue from Civic/Community Events		
<u>Family Event Data</u>	#	<u>Total Attendance</u>
		<u>Sources and Notes</u>
	1	Assumed

		Table A.116	
Stadium:			LP Field
Owner:			City of Nashville
Location:			Nashville, NJ
<u>Building Construction and Funding</u>			<u>Sources and Notes</u>
Building Cost at opening	\$292,000,000		National Sports Law Institute (NSLI)
Building Cost Adjusted to 2008	\$400,481,928		Engineering News Record
Public Investment Adjusted to 2008	\$400,481,928		NSLI
Maximum Seating	69,143		NSLI
Opened	1999		NSLI
Cost per Seat Adjusted to 2008	\$5,792		
Public Cost per Seat Adjusted to 2008	\$5,792		
Public Share of Building Cost			
Funding Sources			
Construction Cost Index	6059		Engineering News Record
Construction Cost Adjustment Factor	0.72912154		ENR
Management	Team		
<u>Tenants</u>	<u>Median Salary</u>		<u>Sources and Notes</u>
Tennessee Titans	\$1,008,120		USA Today database 2008-09
	<u>Annual Payroll</u>		
Tennessee Titans	\$128,017,443		USA Today database 2008-09
<u>Demographics</u>			<u>Sources and Notes</u>
Location Population (2010)	609,644		US Census
Area Median Income (2010)	\$45,063		US Census
National Media Income (2008)	\$52,175		US Census
<u>Sports Event Data</u>	#	<u>Total Attendance</u>	<u>Sources and Notes</u>
Professional Football	8	553,144	ESPN Attendance Data Base
College Football	11		
Totals	19		
<u>Concert Data</u>	#	<u>Total Attendance</u>	<u>Sources and Notes</u>
Rock			
Adult/Pop			
Hip Hop/R&B			
Country			
Dance			
Latin			
Christian			
Theater/Classical			
Totals	2		Assumed
<u>Civic/Community Event Data</u>	#	<u>Total Attendance</u>	<u>Sources and Notes</u>
Total Attendance at Civic/Community Events	1		Assumed
Gross Revenue from Civic/Community Events			
<u>Family Event Data</u>	#	<u>Total Attendance</u>	<u>Sources and Notes</u>
	1		Assumed

Table A.117		
Stadium:		Lucas Oil Stadium
Owner:		Marion County
Location:		Indianapolis, IN
Building Construction and Funding		Sources and Notes
Building Cost at opening	\$750,000,000	National Sports Law Institute (NSLI)
Building Cost Adjusted to 2008	\$750,000,000	Engineering News Record
Public Investment Adjusted to 2008	\$375,000,000	NSLI
Maximum Seating	66,153	NSLI
Opened	2008	NSLI
Cost per Seat Adjusted to 2008	\$11,337	
Public Cost per Seat Adjusted to 2008	\$5,669	
Public Share of Building Cost		
Funding Sources		
Construction Cost Index	8310	Engineering News Record
Construction Cost Adjustment Factor	1	ENR
Management	Team	
Tenants		Median Salary
Indianapolis Colts	\$846,440	USA Today database 2008-09
		Annual Payroll
Indianapolis Colts	\$93,373,915	USA Today database 2008-09
Demographics		Sources and Notes
Location Population (2010)	820,442	US Census
Area Median Income (2010)	\$43,088	US Census
National Media Income (2008)	\$52,175	US Census
Sports Event Data		# Total Attendance
Professional Football	8	531,026
College Football	1	
Totals	9	
Concert Data		# Total Attendance
Rock		
Adult/Pop		
Hip Hop/R&B		
Country		
Dance		
Latin		
Christian		
Theater/Classical		
Totals	2	Assumed
Civic/Community Event Data		# Total Attendance
Total Attendance at Civic/Community Events	1	Assumed
Gross Revenue from Civic/Community Events		
Family Event Data		# Total Attendance
	1	Assumed

Table A.118		
Stadium:		M&T Stadium
Owner:		State of Maryland
Location:		Baltimore, MD
<u>Building Construction and Funding</u>		<u>Sources and Notes</u>
Building Cost at opening	\$229,000,000	National Sports Law Institute (NSLI)
Bulding Cost Adjusted to 2008	\$321,451,014	Engineering New s Record
Public Investment Adjusted to 2008	\$279,662,382	NSLI
Maximum Seating	71,008	NSLI
Opened	1998	NSLI
Cost per Seat Adjusted to 2008	\$4,527	
Public Cost per Seat Adjusted to 2008	\$3,938	
Public Share of Building Cost		
Funding Sources		
Construction Cost Index	5920	Engineering New s Record
Construction Cost Adjustment Factor	0.712394705	ENR
Management	Team	
<u>Tenants</u>		<u>Median Salary</u>
Baltimore Ravens	\$819,800	USA Today database 2008-09
		<u>Annual Payroll</u>
Baltimore Ravens	\$90,713,965	USA Today database 2008-09
<u>Demographics</u>		<u>Sources and Notes</u>
Location Population (2010)	620,961	US Census
Area Median Income (2010)	\$39,361	US Census
National Media Income (2008)	\$52,175	US Census
<u>Sports Event Data</u>		<u>Sources and Notes</u>
	#	Total Attendance
Professional Football	8	570,152
College Football	1	
Totals	9	
<u>Concert Data</u>		<u>Sources and Notes</u>
	#	Total Attendance
Rock		
Adult/Pop		
Hip Hop/R&B		
Country		
Dance		
Latin		
Christian		
Theater/Classical		
Totals	2	Assumed
<u>Civic/Community Event Data</u>		<u>Sources and Notes</u>
	#	Total Attendance
Total Attendance at Civic/Community Events	1	Assumed
Gross Revenue from Civic/Community Events		
<u>Family Event Data</u>		<u>Sources and Notes</u>
	#	Total Attendance
	1	Assumed

Table A.119		
Stadium:		Paul Brown Stadium
Owner:		Hamilton County
Location:		Cincinnati, OH
<u>Building Construction and Funding</u>		<u>Sources and Notes</u>
Building Cost at opening	\$453,000,000	National Sports Law Institute (NSLI)
Building Cost Adjusted to 2008	\$605,116,541	Engineering News Record
Public Investment Adjusted to 2008	\$538,553,721	NSLI
Maximum Seating	65,790	NSLI
Opened	2000	NSLI
Cost per Seat Adjusted to 2008	\$9,198	
Public Cost per Seat Adjusted to 2008	\$8,186	
Public Share of Building Cost		
Funding Sources		
Construction Cost Index	6221	Engineering News Record
Construction Cost Adjustment Factor	0.748616125	ENR
Management	Team	
<u>Tenants</u>	<u>Median Salary</u>	<u>Sources and Notes</u>
Cincinnati Bengals	\$735,520	USA Today database 2008-09
Cincinnati Bengals	\$109,727,880	USA Today database 2008-09
<u>Demographics</u>		<u>Sources and Notes</u>
Location Population (2010)	296,950	US Census
Area Median Income (2010)	\$33,681	US Census
<u>National Media Income (2008)</u>	<u>\$52,175</u>	US Census
<u>Sports Event Data</u>	<u>#</u>	<u>Total Attendance</u>
		<u>Sources and Notes</u>
Professional Football	8	516,663
		ESPN Attendance Data Base
Totals	8	
<u>Concert Data</u>	<u>#</u>	<u>Total Attendance</u>
		<u>Sources and Notes</u>
Rock		
Adult/Pop		
Hip Hop/R&B		
Country		
Dance		
Latin		
Christian		
Theater/Classical		
Totals	2	Assumed
<u>Civic/Community Event Data</u>	<u>#</u>	<u>Total Attendance</u>
		<u>Sources and Notes</u>
Total Attendance at Civic/Community Events	1	Assumed
Gross Revenue from Civic/Community Events		
<u>Family Event Data</u>	<u>#</u>	<u>Total Attendance</u>
		<u>Sources and Notes</u>
	1	Assumed

Table A.120		
Stadium:		Qualcomm Stadium
Owner:		City of San Diego
Location:		San Diego, CA
<u>Building Construction and Funding</u>		<u>Sources and Notes</u>
Building Cost at opening	\$27,000,000	National Sports Law Institute (NSLI)
Building Cost Adjusted to 2008	\$208,910,615	Engineering News Record
Public Investment Adjusted to 2008	\$208,910,615	NSLI
Maximum Seating	71,294	NSLI
Opened	1967	NSLI
Cost per Seat Adjusted to 2008	\$2,930	
Public Cost per Seat Adjusted to 2008	\$2,930	
Public Share of Building Cost		
Funding Sources		
Construction Cost Index	1074	Engineering News Record
Construction Cost Adjustment Factor	0.129241877	ENR
Management	Team	
<u>Tenants</u>		<u>Median Salary</u>
San Diego Chargers	\$1,337,440	USA Today database 2008-09
		<u>Annual Payroll</u>
San Diego Chargers	\$111,813,340	USA Today database 2008-09
<u>Demographics</u>		<u>Sources and Notes</u>
Location Population (2010)	1,307,406	US Census
Area Median Income (2010)	\$62,480	US Census
National Media Income (2008)	\$52,175	US Census
<u>Sports Event Data</u>		<u>Sources and Notes</u>
	#	Total Attendance
Professional Football	8	545,107
College Football	9	
Totals	17	
<u>Concert Data</u>		<u>Sources and Notes</u>
	#	Total Attendance
Rock		
Adult/Pop		
Hip Hop/R&B		
Country		
Dance		
Latin		
Christian		
Theater/Classical		
Totals	2	Assumed
<u>Civic/Community Event Data</u>		<u>Sources and Notes</u>
	#	Total Attendance
Total Attendance at Civic/Community Events	1	Assumed
Gross Revenue from Civic/Community Events		
<u>Family Event Data</u>		<u>Sources and Notes</u>
	#	Total Attendance
	1	Assumed

Table A.121		
Stadium:		Qwest Field
Owner:		City of Seattle
Location:		Seattle, WA
<u>Building Construction and Funding</u>		<u>Sources and Notes</u>
Building Cost at opening	\$360,000,000	National Sports Law Institute (NSLI)
Building Cost Adjusted to 2008	\$457,571,123	Engineering News Record
Public Investment Adjusted to 2008	\$379,784,032	NSLI
Maximum Seating	67,000	NSLI
Opened	2002	NSLI
Cost per Seat Adjusted to 2008	\$6,829	
Public Cost per Seat Adjusted to 2008	\$5,668	
Public Share of Building Cost		
Funding Sources		
Construction Cost Index	6538	Engineering News Record
Construction Cost Adjustment Factor	0.786762936	ENR
Management	Team	
<u>Tenants</u>		<u>Median Salary</u>
Seattle Seahawks	\$754,880	USA Today database 2008-09
		<u>Annual Payroll</u>
Seattle Seahawks	\$102,985,710	USA Today database 2008-09
<u>Demographics</u>		<u>Sources and Notes</u>
Location Population (2010)	608,660	US Census
Area Median Income (2010)	\$60,665	US Census
National Media Income (2008)	\$52,175	US Census
<u>Sports Event Data</u>	#	<u>Total Attendance</u>
Professional Football	8	543,965
		ESPN Attendance Data Base
Totals	8	
<u>Concert Data</u>	#	<u>Total Attendance</u>
Rock		
Adult/Pop		
Hip Hop/R&B		
Country		
Dance		
Latin		
Christian		
Theater/Classical		
Totals	2	Assumed
<u>Civic/Community Event Data</u>	#	<u>Total Attendance</u>
Total Attendance at Civic/Community Events	1	Assumed
Gross Revenue from Civic/Community Events		
<u>Family Event Data</u>	#	<u>Total Attendance</u>
	1	Assumed

		Table A.123	
Stadium:			Raymond James Stadium
Owner:			City of Tampa
Location:			Tampa, FL
<u>Building Construction and Funding</u>			<u>Sources and Notes</u>
Building Cost at opening	\$168,500,000		National Sports Law Institute (NSLI)
Building Cost Adjusted to 2008	\$236,526,182		Engineering New s Record
Public Investment Adjusted to 2008	\$236,526,182		NSLI
Maximum Seating	65,857		NSLI
Opened	1998		NSLI
Cost per Seat Adjusted to 2008	\$3,592		
Public Cost per Seat Adjusted to 2008	\$3,592		
Public Share of Building Cost			
Funding Sources			
Construction Cost Index	5920		Engineering New s Record
Construction Cost Adjustment Factor	0.712394705		ENR
Management	Team		
<u>Tenants</u>	<u>Median Salary</u>		<u>Sources and Notes</u>
Tampa Bay Buccaneers	\$1,424,050		USA Today database 2008-09
	<u>Annual Payroll</u>		
Tampa Bay Buccaneers	\$104,328,311		USA Today database 2008-09
<u>Demographics</u>			<u>Sources and Notes</u>
Location Population (2010)	335,709		US Census
Area Median Income (2010)	\$43,117		US Census
National Media Income (2008)	\$52,175		US Census
<u>Sports Event Data</u>	#	<u>Total Attendance</u>	<u>Sources and Notes</u>
Professional Football	8	516,088	ESPN Attendance Data Base
Totals	8		
<u>Concert Data</u>	#	<u>Total Attendance</u>	<u>Sources and Notes</u>
Rock			
Adult/Pop			
Hip Hop/R&B			
Country			
Dance			
Latin			
Christian			
Theater/Classical			
Totals	2		Assumed
<u>Civic/Community Event Data</u>	#	<u>Total Attendance</u>	<u>Sources and Notes</u>
Total Attendance at Civic/Community Events	1		Assumed
Gross Revenue from Civic/Community Events			
<u>Family Event Data</u>	#	<u>Total Attendance</u>	<u>Sources and Notes</u>
	1		Assumed

Table A.125		
Stadium:		Soldier Field
Owner:		City of Chicago
Location:		Chicago, IL
<u>Building Construction and Funding</u>		<u>Sources and Notes</u>
Building Cost at opening	\$660,000,000	National Sports Law Institute (NSLI)
Building Cost Adjusted to 2008	\$819,330,744	Engineering New s Record
Public Investment Adjusted to 2008	\$507,985,061	NSLI
Maximum Seating	61,500	NSLI
Opened	2003	NSLI Renovation
Cost per Seat Adjusted to 2008	\$13,322	
Public Cost per Seat Adjusted to 2008	\$8,260	
Public Share of Building Cost		
Funding Sources		
Construction Cost Index	6694	Engineering New s Record
Construction Cost Adjustment Factor	0.805535499	ENR
Management	Team	
<u>Tenants</u>	<u>Median Salary</u>	<u>Sources and Notes</u>
Chicago Bears	\$980,220	USA Today database 2008-09
	<u>Annual Payroll</u>	
Chicago Bears	\$120,085,819	USA Today database 2008-09
<u>Demographics</u>		<u>Sources and Notes</u>
Location Population (2010)	2,695,598	US Census
Area Median Income (2010)	\$46,877	US Census
National Media Income (2008)	\$52,175	US Census
<u>Sports Event Data</u>	#	<u>Total Attendance</u>
Professional Football	8	496,276
		ESPN Attendance Data Base
Totals	8	
<u>Concert Data</u>	#	<u>Total Attendance</u>
Rock		
Adult/Pop		
Hip Hop/R&B		
Country		
Dance		
Latin		
Christian		
Theater/Classical		
Totals	2	Assumed
<u>Civic/Community Event Data</u>	#	<u>Total Attendance</u>
Total Attendance at Civic/Community Events	1	Assumed
Gross Revenue from Civic/Community Events		
<u>Family Event Data</u>	#	<u>Total Attendance</u>
	1	Assumed

Table A.126		
Stadium:		University of Phoenix Stadium
Owner:		State of AZ Sports Authority
Location:		Phoenix, AZ
<u>Building Construction and Funding</u>		<u>Sources and Notes</u>
Building Cost at opening	\$455,000,000	National Sports Law Institute (NSLI)
Building Cost Adjusted to 2008	\$487,814,476	Engineering News Record
Public Investment Adjusted to 2008	\$370,739,001	NSLI
Maximum Seating	63,400	NSLI
Opened	2006	NSLI
Cost per Seat Adjusted to 2008	\$7,694	
Public Cost per Seat Adjusted to 2008	\$5,848	
Public Share of Building Cost		
Funding Sources		
Construction Cost Index	7751	Engineering News Record
Construction Cost Adjustment Factor	0.932731649	ENR
Management	Team	
<u>Tenants</u>	<u>Median Salary</u>	<u>Sources and Notes</u>
Arizona Cardinals	\$931,800	USA Today database 2008-09
	<u>Annual Payroll</u>	
Arizona Cardinals	\$122,110,110	USA Today database 2008-09
<u>Demographics</u>		<u>Sources and Notes</u>
Location Population (2010)	1,445,656	US Census
Area Median Income (2010)	\$48,823	US Census
National Media Income (2008)	\$52,175	US Census
<u>Sports Event Data</u>	# <u>Total Attendance</u>	<u>Sources and Notes</u>
Professional Football	8	512,775
College Football	1	
Totals	9	
<u>Concert Data</u>	# <u>Total Attendance</u>	<u>Sources and Notes</u>
Rock		
Adult/Pop		
Hip Hop/R&B		
Country		
Dance		
Latin		
Christian		
Theater/Classical		
Totals	2	Assumed
<u>Civic/Community Event Data</u>	# <u>Total Attendance</u>	<u>Sources and Notes</u>
Total Attendance at Civic/Community Events	1	Assumed
Gross Revenue from Civic/Community Events		
<u>Family Event Data</u>	# <u>Total Attendance</u>	<u>Sources and Notes</u>
	1	Assumed

Table A.127			
Stadium:		Angel Stadium	
Owner:		City of Anaheim	
Location:		Anaheim, CA	
<u>Building Construction and Funding</u>		<u>Sources and Notes</u>	
Building Cost at opening	\$24,000,000	National Sports Law Institute (NSLI)	
Building Cost Adjusted to 2008	\$195,758,564	Engineering News Record	
Public Investment Adjusted to 2008	\$195,758,564	NSLI	
Maximum Seating	45,050	NSLI	
Opened	1966	NSLI	
Cost per Seat Adjusted to 2008	\$4,345		
Public Cost per Seat Adjusted to 2008	\$4,345		
Public Share of Building Cost			
Funding Sources			
Construction Cost Index	1019	Engineering News Record	
Construction Cost Adjustment Factor	0.1226	ENR	
Management	Team		
<u>Tenants</u>		<u>Median Salary</u>	
Anaheim Angels	\$455,000	USA Today database 2008-09	
		<u>Annual Payroll</u>	
Anaheim Angels	\$ 47,967,126	USA Today database 2008-09	
<u>Demographics</u>		<u>Sources and Notes</u>	
Location Population (2008)	515,843	US Census	
Area Median Income (2008)	\$50,243	US Census	
National Media Income (2008)	\$52,175	US Census	
<u>Sports Event Data</u>	#	<u>Total Attendance</u>	<u>Sources and Notes</u>
Professional Baseball	81	599,673	ESPN Attendance Data Base
Totals	81		
<u>Concert Data</u>		#	<u>Total Attendance</u>
Rock			
Adult/Pop			
Hip Hop/R&B			
Country			
Dance			
Latin			
Christian			
Theater/Classical			
Totals	2		Assumed
<u>Civic/Community Event Data</u>		#	<u>Total Attendance</u>
Total Attendance at Civic/Community Events	1		Assumed
Gross Revenue from Civic/Community Events			
<u>Family Event Data</u>		#	<u>Total Attendance</u>
	1		Assumed

	Table A.128	
Stadium:		Chase Field
Owner:		Maricopa County, AZ
Location:		Phoenix, AZ
<u>Building Construction and Funding</u>		<u>Sources and Notes</u>
Building Cost at opening	\$354,000,000	National Sports Law Institute (NSLI)
Building Cost Adjusted to 2008	\$495,867,769	Engineering News Record
Public Investment Adjusted to 2008	\$332,231,405	NSLI
Maximum Seating	49,033	NSLI
Opened	1998	NSLI
Cost per Seat Adjusted to 2008	\$10,113	
Public Cost per Seat Adjusted to 2008	\$6,776	
Public Share of Building Cost		
Funding Sources		
Construction Cost Index	5920	Engineering News Record
Construction Cost Adjustment Factor	0.7139	ENR
Management	Team	
<u>Tenants</u>	<u>Median Salary</u>	<u>Sources and Notes</u>
Arizona Diamondbacks	\$484,750	USA Today database 2008-09
	<u>Annual Payroll</u>	
Arizona Diamondbacks	\$ 66,202,712	USA Today database 2008-09
<u>Demographics</u>		<u>Sources and Notes</u>
Location Population (2008)	515,843	US Census
Area Median Income (2008)	\$50,243	US Census
National Media Income (2008)	\$52,175	US Census
<u>Sports Event Data</u>	# Total Attendance	<u>Sources and Notes</u>
Professional Baseball	81 599,673	ESPN Attendance Data Base
Totals	81	
<u>Concert Data</u>	# Total Attendance	<u>Sources and Notes</u>
Rock		
Adult/Pop		
Hip Hop/R&B		
Country		
Dance		
Latin		
Christian		
Theater/Classical		
Totals	2	Assumed
<u>Civic/Community Event Data</u>	# Total Attendance	<u>Sources and Notes</u>
Total Attendance at Civic/Community Events	1	Assumed
Gross Revenue from Civic/Community Events		
<u>Family Event Data</u>	# Total Attendance	<u>Sources and Notes</u>
	1	Assumed

		Table A.129		
Stadium:			Citizens Bank Park	
Owner:			City of Philadelphia	
Location:			Philadelphia, PA	
<u>Building Construction and Funding</u>			<u>Sources and Notes</u>	
Building Cost at opening		\$346,000,000	National Sports Law Institute (NSLI)	
Building Cost Adjusted to 2008		\$404,205,607	Engineering New s Record	
Public Investment Adjusted to 2008		\$202,102,804	NSLI	
Maximum Seating		43,647	NSLI	
Opened		2004	NSLI	
Cost per Seat Adjusted to 2008		\$9,261		
Public Cost per Seat Adjusted to 2008		\$4,630		
Public Share of Building Cost				
Funding Sources				
Construction Cost Index		7115	Engineering New s Record	
Construction Cost Adjustment Factor		0.856	ENR	
Management		Team		
<u>Tenants</u>		<u>Median Salary</u>	<u>Sources and Notes</u>	
Philadelphia Phillies		\$1,400,000	USA Today database 2008-09	
Philadelphia Phillies		\$ 98,269,880	USA Today database 2008-09	
<u>Demographics</u>			<u>Sources and Notes</u>	
Location Population (2008)		515,843	US Census	
Area Median Income (2008)		\$50,243	US Census	
National Media Income (2008)		\$52,175	US Census	
<u>Sports Event Data</u>		<u>#</u>	<u>Total Attendance</u>	<u>Sources and Notes</u>
Professional Baseball		81	599,673	ESPN Attendance Data Base
Totals		81		
<u>Concert Data</u>		<u>#</u>	<u>Total Attendance</u>	<u>Sources and Notes</u>
Rock				
Adult/Pop				
Hip Hop/R&B				
Country				
Dance				
Latin				
Christian				
Theater/Classical				
Totals		2		Assumed
<u>Civic/Community Event Data</u>		<u>#</u>	<u>Total Attendance</u>	<u>Sources and Notes</u>
Total Attendance at Civic/Community Events		1		Assumed
Gross Revenue from Civic/Community Events				
<u>Family Event Data</u>		<u>#</u>	<u>Total Attendance</u>	<u>Sources and Notes</u>
		1		Assumed

		Table A.130		
Stadium:			Comerica Park	
Owner:			Detroit-Wayne County Stadium Authority	
Location:			Detroit, MI	
<u>Building Construction and Funding</u>			<u>Sources and Notes</u>	
Building Cost at opening		\$361,000,000	National Sports Law Institute (NSLI)	
Building Cost Adjusted to 2008		\$482,233,503	Engineering News Record	
Public Investment Adjusted to 2008		\$154,314,721	NSLI	
Maximum Seating		41,000	NSLI	
Opened		2000	NSLI	
Cost per Seat Adjusted to 2008		\$11,762		
Public Cost per Seat Adjusted to 2008		\$3,764		
Public Share of Building Cost				
Funding Sources				
Construction Cost Index		6221	Engineering News Record	
Construction Cost Adjustment Factor		0.7486	ENR	
Management		Team		
<u>Tenants</u>		<u>Median Salary</u>	<u>Sources and Notes</u>	
Atlanta Braves		\$1,487,500	USA Today database 2008-09	
Atlanta Braves		\$ 137,685,196	USA Today database 2008-09	
<u>Demographics</u>			<u>Sources and Notes</u>	
Location Population (2008)		515,843	US Census	
Area Median Income (2008)		\$50,243	US Census	
National Media Income (2008)		\$52,175	US Census	
<u>Sports Event Data</u>		<u>#</u>	<u>Total Attendance</u>	<u>Sources and Notes</u>
Professional Baseball		81	599,673	ESPN Attendance Data Base
Totals		81		
<u>Concert Data</u>		<u>#</u>	<u>Total Attendance</u>	<u>Sources and Notes</u>
Rock				
Adult/Pop				
Hip Hop/R&B				
Country				
Dance				
Latin				
Christian				
Theater/Classical				
Totals		2		Assumed
<u>Civic/Community Event Data</u>		<u>#</u>	<u>Total Attendance</u>	<u>Sources and Notes</u>
Total Attendance at Civic/Community Events		1		Assumed
Gross Revenue from Civic/Community Events				
<u>Family Event Data</u>		<u>#</u>	<u>Total Attendance</u>	<u>Sources and Notes</u>
		1		Assumed

	Table A.131	
Stadium:		Coors Field
Owner:		Denver Metro Major League Baseball Stadium Dist.
Location:		Denver, CO
<u>Building Construction and Funding</u>		<u>Sources and Notes</u>
Building Cost at opening	\$215,000,000	National Sports Law Institute (NSLI)
Building Cost Adjusted to 2008	\$326,549,210	Engineering News Record
Public Investment Adjusted to 2008	\$254,708,384	NSLI
Maximum Seating	50,445	NSLI
Opened	1995	NSLI
Cost per Seat Adjusted to 2008	\$6,473	
Public Cost per Seat Adjusted to 2008	\$5,049	
Public Share of Building Cost		
Funding Sources		
Construction Cost Index	5471	Engineering News Record
Construction Cost Adjustment Factor	0.6584	ENR
Management	Team	
<u>Tenants</u>	<u>Median Salary</u>	<u>Sources and Notes</u>
Atlanta Braves	\$428,750	USA Today database 2008-09
	<u>Annual Payroll</u>	
Atlanta Braves	\$ 102,365,683	USA Today database 2008-09
<u>Demographics</u>		<u>Sources and Notes</u>
Location Population (2008)	515,843	US Census
Area Median Income (2008)	\$50,243	US Census
National Media Income (2008)	\$52,175	US Census
<u>Sports Event Data</u>	<u># Total Attendance</u>	<u>Sources and Notes</u>
Professional Baseball	81 599,673	ESPN Attendance Data Base
Totals	81	
<u>Concert Data</u>	<u># Total Attendance</u>	<u>Sources and Notes</u>
Rock		
Adult/Pop		
Hip Hop/R&B		
Country		
Dance		
Latin		
Christian		
Theater/Classical		
Totals	2	Assumed
<u>Civic/Community Event Data</u>	<u># Total Attendance</u>	<u>Sources and Notes</u>
Total Attendance at Civic/Community Events	1	Assumed
Gross Revenue from Civic/Community Events		
<u>Family Event Data</u>	<u># Total Attendance</u>	<u>Sources and Notes</u>
	1	Assumed

Table A.132		
Stadium:		Great America Ballpark
Owner:		Hamilton County, OH
Location:		Cincinnati, OH
<u>Building Construction and Funding</u>		<u>Sources and Notes</u>
Building Cost at opening	\$291,000,000	National Sports Law Institute (NSLI)
Building Cost Adjusted to 2008	\$361,266,294	Engineering News Record
Public Investment Adjusted to 2008	\$346,815,642	NSLI
Maximum Seating	42,271	NSLI
Opened	2003	NSLI
Cost per Seat Adjusted to 2008	\$8,546	
Public Cost per Seat Adjusted to 2008	\$8,205	
Public Share of Building Cost		
Funding Sources		
Construction Cost Index	6694	Engineering News Record
Construction Cost Adjustment Factor	0.8055	ENR
Management	Team	
<u>Tenants</u>	<u>Median Salary</u>	<u>Sources and Notes</u>
Cincinnati Reds	\$1,112,500	USA Today database 2008-09
	<u>Annual Payroll</u>	
Cincinnati Reds	\$ 74,117,695	USA Today database 2008-09
<u>Demographics</u>		<u>Sources and Notes</u>
Location Population (2008)	515,843	US Census
Area Median Income (2008)	\$50,243	US Census
National Media Income (2008)	\$52,175	US Census
<u>Sports Event Data</u>	#	<u>Total Attendance</u>
Professional Baseball	81	599,673
		ESPN Attendance Data Base
Totals	81	
<u>Concert Data</u>	#	<u>Total Attendance</u>
Rock		
Adult/Pop		
Hip Hop/R&B		
Country		
Dance		
Latin		
Christian		
Theater/Classical		
Totals	2	Assumed
<u>Civic/Community Event Data</u>	#	<u>Total Attendance</u>
Total Attendance at Civic/Community Events	1	Assumed
Gross Revenue from Civic/Community Events		
<u>Family Event Data</u>	#	<u>Total Attendance</u>
	1	Assumed

Table A.133		
Stadium:		Humphrey Metrodome
Owner:		Metropolitan Sports Facilities Commission
Location:		Minneapolis, MN
Building Construction and Funding		Sources and Notes
Building Cost at opening	\$68,000,000	National Sports Law Institute (NSLI)
Building Cost Adjusted to 2008	\$147,826,087	Engineering News Record
Public Investment Adjusted to 2008	\$137,478,261	NSLI
Maximum Seating	64,120	NSLI
Opened	1982	NSLI
Cost per Seat Adjusted to 2008	\$2,305	
Public Cost per Seat Adjusted to 2008	\$2,144	
Public Share of Building Cost		
Funding Sources		
Construction Cost Index	3825	Engineering News Record
Construction Cost Adjustment Factor	0.46	ENR
Management	Team	
Tenants	Median Salary	Sources and Notes
Minnesota Twins	\$1,050,000	USA Today database 2008-09
Minnesota Vikings	\$952,665	USA Today database 2008-09
	Annual Payroll	
Minnesota Twins	\$56,932,766	USA Today database 2008-09
Minnesota Vikings	\$99,802,010	USA Today database 2008-09
Demographics		Sources and Notes
Location Population (2008)	515,843	US Census
Area Median Income (2008)	\$50,243	US Census
National Median Income (2008)	\$52,175	US Census
Sports Event Data	#	Total Attendance
Professional Baseball	81	599,673
Professional Football	8	
Totals	89	
Concert Data	#	Total Attendance
Rock		
Adult/Pop		
Hip Hop/R&B		
Country		
Dance		
Latin		
Christian		
Theater/Classical		
Totals	2	Assumed
Civic/Community Event Data	#	Total Attendance
Total Attendance at Civic/Community Events	1	Assumed
Gross Revenue from Civic/Community Events		
Family Event Data	#	Total Attendance
	1	Assumed

Table A.134			
Stadium:			Kaufmann Stadium
Owner:			Jackson County, MO
Location:			Kansas City, MO
<u>Building Construction and Funding</u>			<u>Sources and Notes</u>
Building Cost at opening	\$43,000,000		National Sports Law Institute (NSLI)
Building Cost Adjusted to 2008	\$188,596,491		Engineering New s Record
Public Investment Adjusted to 2008	\$188,596,491		NSLI
Maximum Seating	39,000		NSLI
Opened	1973		NSLI
Cost per Seat Adjusted to 2008	\$4,836		
Public Cost per Seat Adjusted to 2008	\$4,836		
Public Share of Building Cost			
Funding Sources			
Construction Cost Index	1895		Engineering New s Record
Construction Cost Adjustment Factor	0.228		ENR
Management	Team		
<u>Tenants</u>		<u>Median Salary</u>	<u>Sources and Notes</u>
Kansas City Royals	\$1,306,250		USA Today database 2008-09
		<u>Annual Payroll</u>	
Kansas City Royals	\$ 58,245,500		USA Today database 2008-09
<u>Demographics</u>			<u>Sources and Notes</u>
Location Population (2008)	515,843		US Census
Area Median Income (2008)	\$50,243		US Census
National Media Income (2008)	\$52,175		US Census
<u>Sports Event Data</u>		# Total Attendance	<u>Sources and Notes</u>
Professional Baseball	81	599,673	ESPN Attendance Data Base
Totals	81		
<u>Concert Data</u>		# Total Attendance	<u>Sources and Notes</u>
Rock			
Adult/Pop			
Hip Hop/R&B			
Country			
Dance			
Latin			
Christian			
Theater/Classical			
Totals	2		Assumed
<u>Civic/Community Event Data</u>		# Total Attendance	<u>Sources and Notes</u>
Total Attendance at Civic/Community Events	1		Assumed
Gross Revenue from Civic/Community Events			
<u>Family Event Data</u>		# Total Attendance	<u>Sources and Notes</u>
	1		Assumed

Table A.135			
Arena:		McAfee Coliseum	
Owner:		Oakland-Alameda County	
Location:		Oakland, CA	
Building Construction and Funding		Sources and Notes	
Building Cost at opening	\$226,000,000	National Sports Law Institute (NSLI)	
Building Cost Adjusted to 2008	\$360,472,169	Engineering News Record	
Public Investment Adjusted to 2008	\$360,472,169	NSLI	
Maximum Seating	63,026	NSLI	
Opened	1966	NSLI Rehabbed in 1996	
Cost per Seat Adjusted to 2008	\$5,719		
Public Cost per Seat Adjusted to 2008	\$5,719		
Public Share of Building Cost			
Funding Sources			
Construction Cost Index	5210	Engineering News Record	
Construction Cost Adjustment Factor	0.626955475	ENR	
Management	Team		
Tenants		Median Salary	
Oakland Athletics	\$455,000	USA Today database 2008-09	
Oakland Raiders	\$830,000		
		Annual Payroll	
Oakland Athletics	\$ 47,967,126	USA Today database 2008-09	
Oakland Raiders	\$ 111,527,250		
Demographics		Sources and Notes	
Location Population (2008)	515,843	US Census	
Area Median Income (2008)	\$50,243	US Census	
National Median Income (2008)	\$52,175	US Census	
Sports Event Data		Sources and Notes	
	#	Total Attendance	
Professional Baseball	81	599,673	ESPN Attendance Data Base
Professional Football	8		
Totals	89		
Concert Data		Sources and Notes	
	#	Total Attendance	
Rock			
Adult/Pop			
Hip Hop/R&B			
Country			
Dance			
Latin			
Christian			
Theater/Classical			
Totals	2		Assumed
Civic/Community Event Data		Sources and Notes	
	#	Total Attendance	
Total Attendance at Civic/Community Events	1		Assumed
Gross Revenue from Civic/Community Events			
Family Event Data		Sources and Notes	
	#	Total Attendance	
	1		Assumed

Table A.136			
Stadium:			Miller Park
Owner:			Jackson County, MO
Location:			Milwaukee, WI
Building Construction and Funding			Sources and Notes
Building Cost at opening	\$414,000,000		National Sports Law Institute (NSLI)
Building Cost Adjusted to 2008	\$542,595,020		Engineering News Record
Public Investment Adjusted to 2008	\$406,946,265		NSLI
Maximum Seating	42,271		NSLI
Opened	2001		NSLI
Cost per Seat Adjusted to 2008	\$12,836		
Public Cost per Seat Adjusted to 2008	\$9,627		
Public Share of Building Cost			
Funding Sources			
Construction Cost Index	6343		Engineering News Record
Construction Cost Adjustment Factor	0.763		ENR
Management	Team		
Tenants		Median Salary	Sources and Notes
Milwaukee Brewers		\$2,000,000	USA Today database 2008-09
		Annual Payroll	
Milwaukee Brewers		\$ 80,937,499	USA Today database 2008-09
Demographics			Sources and Notes
Location Population (2008)	515,843		US Census
Area Median Income (2008)	\$50,243		US Census
National Media Income (2008)	\$52,175		US Census
Sports Event Data		# Total Attendance	Sources and Notes
Professional Baseball	81	599,673	ESPN Attendance Data Base
Totals	81		
Concert Data		# Total Attendance	Sources and Notes
Rock			
Adult/Pop			
Hip Hop/R&B			
Country			
Dance			
Latin			
Christian			
Theater/Classical			
Totals	2		Assumed
Civic/Community Event Data		# Total Attendance	Sources and Notes
Total Attendance at Civic/Community Events	1		Assumed
Gross Revenue from Civic/Community Events			
Family Event Data		# Total Attendance	Sources and Notes
	1		Assumed

Table A.137			
Stadium:			Minute Maid Park
Owner:			Harris Co. - Houston Sports Authority
Location:			Houston, TX
<u>Building Construction and Funding</u>			<u>Sources and Notes</u>
Building Cost at opening	\$265,000,000		National Sports Law Institute (NSLI)
Building Cost Adjusted to 2008	\$353,994,122		Engineering New s Record
Public Investment Adjusted to 2008	\$240,716,003		NSLI
Maximum Seating	41,900		NSLI
Opened	2000		NSLI
Cost per Seat Adjusted to 2008	\$8,449		
Public Cost per Seat Adjusted to 2008	\$5,745		
Public Share of Building Cost			
Funding Sources			
Construction Cost Index	6221		Engineering New s Record
Construction Cost Adjustment Factor	0.7486		ENR
Management	Team		
<u>Tenants</u>		<u>Median Salary</u>	<u>Sources and Notes</u>
Houston Astros	\$1,100,000		USA Today database 2008-09
		<u>Annual Payroll</u>	
Houston Astros	\$ 88,930,414		USA Today database 2008-09
<u>Demographics</u>			<u>Sources and Notes</u>
Location Population (2008)	515,843		US Census
Area Median Income (2008)	\$50,243		US Census
National Media Income (2008)	\$52,175		US Census
<u>Sports Event Data</u>		# Total Attendance	<u>Sources and Notes</u>
Professional Baseball	81	599,673	ESPN Attendance Data Base
Totals	81		
<u>Concert Data</u>		# Total Attendance	<u>Sources and Notes</u>
Rock			
Adult/Pop			
Hip Hop/R&B			
Country			
Dance			
Latin			
Christian			
Theater/Classical			
Totals	2		Assumed
<u>Civic/Community Event Data</u>		# Total Attendance	<u>Sources and Notes</u>
Total Attendance at Civic/Community Events	1		Assumed
Gross Revenue from Civic/Community Events			
<u>Family Event Data</u>		# Total Attendance	<u>Sources and Notes</u>
	1		Assumed

Table A.138			
Stadium:			Nationals Park
Owner:			Washington Convention and Sports Auth.
Location:			Washington, DC
<u>Building Construction and Funding</u>			<u>Sources and Notes</u>
Building Cost at opening	\$611,000,000		National Sports Law Institute (NSLI)
Building Cost Adjusted to 2008	\$611,000,000		Engineering News Record
Public Investment Adjusted to 2008	\$611,000,000		NSLI
Maximum Seating	41,546		NSLI
Opened	2008		NSLI
Cost per Seat Adjusted to 2008	\$14,707		
Public Cost per Seat Adjusted to 2008	\$14,707		
Public Share of Building Cost			
Funding Sources			
Construction Cost Index	6221		Engineering News Record
Construction Cost Adjustment Factor	1		ENR
Management	Team		
<u>Tenants</u>		<u>Median Salary</u>	<u>Sources and Notes</u>
Washington Nationals	\$1,000,000		USA Today database 2008-09
		<u>Annual Payroll</u>	
Washington Nationals	\$ 54,961,000		USA Today database 2008-09
<u>Demographics</u>			<u>Sources and Notes</u>
Location Population (2008)	515,843		US Census
Area Median Income (2008)	\$50,243		US Census
National Median Income (2008)	\$52,175		US Census
<u>Sports Event Data</u>		# Total Attendance	<u>Sources and Notes</u>
Professional Baseball	81	599,673	ESPN Attendance Data Base
Totals	81		
<u>Concert Data</u>		# Total Attendance	<u>Sources and Notes</u>
Rock			
Adult/Pop			
Hip Hop/R&B			
Country			
Dance			
Latin			
Christian			
Theater/Classical			
Totals	2		Assumed
<u>Civic/Community Event Data</u>		# Total Attendance	<u>Sources and Notes</u>
Total Attendance at Civic/Community Events	1		Assumed
Gross Revenue from Civic/Community Events			
<u>Family Event Data</u>		# Total Attendance	<u>Sources and Notes</u>
	1		Assumed

Table A.139		
Stadium:		Oriole Park
Owner:		Maryland Sports Authority
Location:		Baltimore, MD
<u>Building Construction and Funding</u>		<u>Sources and Notes</u>
Building Cost at opening	\$110,000,000	National Sports Law Institute (NSLI)
Building Cost Adjusted to 2008	\$183,394,465	Engineering News Record
Public Investment Adjusted to 2008	\$176,058,686	NSLI
Maximum Seating	48,876	NSLI
Opened	1992	NSLI
Cost per Seat Adjusted to 2008	\$3,752	
Public Cost per Seat Adjusted to 2008	\$3,602	
Public Share of Building Cost		
Funding Sources		
Construction Cost Index	4985	Engineering News Record
Construction Cost Adjustment Factor	0.5998	ENR
Management	Team	
<u>Tenants</u>	<u>Median Salary</u>	<u>Sources and Notes</u>
Baltimore Orioles	\$477,500	USA Today database 2008-09
	<u>Annual Payroll</u>	
Baltimore Orioles	\$ 67,196,246	USA Today database 2008-09
<u>Demographics</u>		<u>Sources and Notes</u>
Location Population (2008)	515,843	US Census
Area Median Income (2008)	\$50,243	US Census
National Median Income (2008)	\$52,175	US Census
<u>Sports Event Data</u>	#	<u>Total Attendance</u>
Professional Baseball	81	599,673
		ESPN Attendance Data Base
Totals	81	
<u>Concert Data</u>	#	<u>Total Attendance</u>
Rock		
Adult/Pop		
Hip Hop/R&B		
Country		
Dance		
Latin		
Christian		
Theater/Classical		
Totals	2	Assumed
<u>Civic/Community Event Data</u>	#	<u>Total Attendance</u>
Total Attendance at Civic/Community Events	1	Assumed
Gross Revenue from Civic/Community Events		
<u>Family Event Data</u>	#	<u>Total Attendance</u>
	1	Assumed

Table A.140		
Stadium:		Petco Park
Owner:		City of San Diego
Location:		San Diego, CA
<u>Building Construction and Funding</u>		<u>Sources and Notes</u>
Building Cost at opening	\$285,000,000	National Sports Law Institute (NSLI)
Building Cost Adjusted to 2008	\$332,943,925	Engineering News Record
Public Investment Adjusted to 2008	\$189,778,037	NSLI
Maximum Seating	42,445	NSLI
Opened	2004	NSLI
Cost per Seat Adjusted to 2008	\$7,844	
Public Cost per Seat Adjusted to 2008	\$4,471	
Public Share of Building Cost		
Funding Sources		
Construction Cost Index	7115	Engineering News Record
Construction Cost Adjustment Factor	0.856	ENR
Management	Team	
<u>Tenants</u>	<u>Median Salary</u>	<u>Sources and Notes</u>
San Diego Padres	\$700,000	USA Today database 2008-09
	<u>Annual Payroll</u>	
San Diego Padres	\$ 73,677,616	USA Today database 2008-09
<u>Demographics</u>		<u>Sources and Notes</u>
Location Population (2008)	515,843	US Census
Area Median Income (2008)	\$50,243	US Census
National Media Income (2008)	\$52,175	US Census
<u>Sports Event Data</u>	#	<u>Total Attendance</u>
Professional Baseball	81	599,673
		ESPN Attendance Data Base
Totals	81	
<u>Concert Data</u>	#	<u>Total Attendance</u>
Rock		
Adult/Pop		
Hip Hop/R&B		
Country		
Dance		
Latin		
Christian		
Theater/Classical		
Totals	2	Assumed
<u>Civic/Community Event Data</u>	#	<u>Total Attendance</u>
Total Attendance at Civic/Community Events	1	Assumed
Gross Revenue from Civic/Community Events		
<u>Family Event Data</u>	#	<u>Total Attendance</u>
	1	Assumed

Table A.141		
Stadium:		PNC Park
Owner:		Sports Auth. Of Pittsburgh and Alleghany Co.
Location:		Pittsburgh, PA
<u>Building Construction and Funding</u>		<u>Sources and Notes</u>
Building Cost at opening	\$237,000,000	National Sports Law Institute (NSLI)
Building Cost Adjusted to 2008	\$310,615,990	Engineering News Record
Public Investment Adjusted to 2008	\$217,431,193	NSLI
Maximum Seating	38,496	NSLI
Opened	2001	NSLI
Cost per Seat Adjusted to 2008	\$8,069	
Public Cost per Seat Adjusted to 2008	\$5,648	
Public Share of Building Cost		
Funding Sources		
Construction Cost Index	6343	Engineering News Record
Construction Cost Adjustment Factor	0.763	ENR
Management	Team	
<u>Tenants</u>		<u>Median Salary</u>
Pittsburgh Pirates	\$480,250	USA Today database 2008-09
		<u>Annual Payroll</u>
Pittsburgh Pirates	\$ 48,689,783	USA Today database 2008-09
<u>Demographics</u>		<u>Sources and Notes</u>
Location Population (2008)	515,843	US Census
Area Median Income (2008)	\$50,243	US Census
National Media Income (2008)	\$52,175	US Census
<u>Sports Event Data</u>	#	<u>Total Attendance</u>
Professional Baseball	81	599,673
		ESPN Attendance Data Base
Totals	81	
<u>Concert Data</u>	#	<u>Total Attendance</u>
Rock		
Adult/Pop		
Hip Hop/R&B		
Country		
Dance		
Latin		
Christian		
Theater/Classical		
Totals	2	Assumed
<u>Civic/Community Event Data</u>	#	<u>Total Attendance</u>
Total Attendance at Civic/Community Events	1	Assumed
Gross Revenue from Civic/Community Events		
<u>Family Event Data</u>	#	<u>Total Attendance</u>
	1	Assumed

Table A.142		
Stadium:		Progressive Field
Owner:		Gateway Economic Dev. Authority
Location:		Cleveland, OH
<u>Building Construction and Funding</u>		<u>Sources and Notes</u>
Building Cost at opening	\$175,000,000	National Sports Law Institute (NSLI)
Building Cost Adjusted to 2008	\$269,230,769	Engineering News Record
Public Investment Adjusted to 2008	\$129,230,769	NSLI
Maximum Seating	45,199	NSLI
Opened	1994	NSLI
Cost per Seat Adjusted to 2008	\$5,957	
Public Cost per Seat Adjusted to 2008	\$2,859	
Public Share of Building Cost		
Funding Sources		
Construction Cost Index	5408	Engineering News Record
Construction Cost Adjustment Factor	0.65	ENR
Management	Team	
<u>Tenants</u>	<u>Median Salary</u>	<u>Sources and Notes</u>
Cleveland Indians	\$2,175,000	USA Today database 2008-09
	<u>Annual Payroll</u>	
Cleveland Indians	\$ 78,970,066	USA Today database 2008-09
<u>Demographics</u>		<u>Sources and Notes</u>
Location Population (2008)	396,815	US Census
Area Median Income (2008)	\$27,349	US Census
National Media Income (2008)	\$52,175	US Census
<u>Sports Event Data</u>	# <u>Total Attendance</u>	<u>Sources and Notes</u>
Professional Baseball	81 599,673	ESPN Attendance Data Base
Totals	81	
<u>Concert Data</u>	# <u>Total Attendance</u>	<u>Sources and Notes</u>
Rock		
Adult/Pop		
Hip Hop/R&B		
Country		
Dance		
Latin		
Christian		
Theater/Classical		
Totals	2	Assumed
<u>Civic/Community Event Data</u>	# <u>Total Attendance</u>	<u>Sources and Notes</u>
Total Attendance at Civic/Community Events	1	Assumed
Gross Revenue from Civic/Community Events		
<u>Family Event Data</u>	# <u>Total Attendance</u>	<u>Sources and Notes</u>
	1	Assumed

Table A.143		
Stadium:		Rangers Ballpark
Owner:		Arlington Sports Authority
Location:		Arlington, TX
<u>Building Construction and Funding</u>		<u>Sources and Notes</u>
Building Cost at opening	\$191,000,000	National Sports Law Institute (NSLI)
Building Cost Adjusted to 2008	\$293,846,154	Engineering News Record
Public Investment Adjusted to 2008	\$208,630,769	NSLI
Maximum Seating	49,170	NSLI
Opened	1994	NSLI
Cost per Seat Adjusted to 2008	\$5,976	
Public Cost per Seat Adjusted to 2008	\$4,243	
Public Share of Building Cost		
Funding Sources		
Construction Cost Index	5408	Engineering News Record
Construction Cost Adjustment Factor	0.65	ENR
Management	Team	
<u>Tenants</u>	<u>Median Salary</u>	<u>Sources and Notes</u>
Texas Rangers	\$810,000	USA Today database 2008-09
	<u>Annual Payroll</u>	
Texas Rangers	\$ 67,712,326	USA Today database 2008-09
<u>Demographics</u>		<u>Sources and Notes</u>
Location Population (2008)	515,843	US Census
Area Median Income (2008)	\$50,243	US Census
National Media Income (2008)	\$52,175	US Census
<u>Sports Event Data</u>	# <u>Total Attendance</u>	<u>Sources and Notes</u>
Professional Baseball	81 599,673	ESPN Attendance Data Base
Totals	81	
<u>Concert Data</u>	# <u>Total Attendance</u>	<u>Sources and Notes</u>
Rock		
Adult/Pop		
Hip Hop/R&B		
Country		
Dance		
Latin		
Christian		
Theater/Classical		
Totals	2	Assumed
<u>Civic/Community Event Data</u>	# <u>Total Attendance</u>	<u>Sources and Notes</u>
Total Attendance at Civic/Community Events	1	Assumed
Gross Revenue from Civic/Community Events		
<u>Family Event Data</u>	# <u>Total Attendance</u>	<u>Sources and Notes</u>
	1	Assumed

Table A.144		
Arena:		Safeco Field
Owner:		Washington-King County Stadium Authority
Location:		Seattle, WA
<u>Building Construction and Funding</u>		<u>Sources and Notes</u>
Building Cost at opening	\$517,000,000	National Sports Law Institute (NSLI)
Building Cost Adjusted to 2008	\$709,072,454	Engineering News Record
Public Investment Adjusted to 2008	\$467,987,820	NSLI
Maximum Seating	47,860	NSLI
Opened	1999	NSLI
Cost per Seat Adjusted to 2008	\$14,816	
Public Cost per Seat Adjusted to 2008	\$9,778	
Public Share of Building Cost		
Funding Sources		
Construction Cost Index	6059	Engineering News Record
Construction Cost Adjustment Factor	0.72912154	ENR
Management	Team	
<u>Tenants</u>		<u>Median Salary</u>
Seattle Mariners	\$480,250	USA Today database 2008-09
		<u>Annual Payroll</u>
Seattle Mariners	\$ 48,689,783	USA Today database 2008-09
<u>Demographics</u>		<u>Sources and Notes</u>
Location Population (2008)	515,843	US Census
Area Median Income (2008)	\$50,243	US Census
National Media Income (2008)	\$52,175	US Census
<u>Sports Event Data</u>		<u># Total Attendance</u>
Professional Baseball	81	599,673
		ESPN Attendance Data Base
Totals	81	
<u>Concert Data</u>		<u># Total Attendance</u>
Rock		
Adult/Pop		
Hip Hop/R&B		
Country		
Dance		
Latin		
Christian		
Theater/Classical		
Totals	2	Assumed
<u>Civic/Community Event Data</u>		<u># Total Attendance</u>
Total Attendance at Civic/Community Events	1	Assumed
Gross Revenue from Civic/Community Events		
<u>Family Event Data</u>		<u># Total Attendance</u>
	1	Assumed

Table A.145		
Stadium:		Shea Stadium
Owner:		City of New York
Location:		New York, NY
<u>Building Construction and Funding</u>		<u>Sources and Notes</u>
Building Cost at opening	\$26,000,000	National Sports Law Institute (NSLI)
Building Cost Adjusted to 2008	\$230,823,864	Engineering News Record
Public Investment Adjusted to 2008	\$230,823,864	NSLI
Maximum Seating	57,333	Stadium
Opened	1964	NSLI
Cost per Seat Adjusted to 2008	\$4,026	
Public Cost per Seat Adjusted to 2008	\$4,026	
Public Share of Building Cost		
Funding Sources		
Construction Cost Index	936	Engineering News Record
Construction Cost Adjustment Factor	0.11264	ENR
Management	Team	
<u>Tenants</u>		<u>Sources and Notes</u>
NY Mets	Median Salary \$1,993,750	USA Today database 2008-09
	Annual Payroll	
NY Mets	\$137,793,376	USA Today database 2008-09
<u>Demographics</u>		<u>Sources and Notes</u>
Location Population (2010)	8,175,133	US Census
Area Median Income (2008)	\$55,603	US Census
National Media Income (2008)	\$52,175	US Census
<u>Sports Event Data</u>		<u>Sources and Notes</u>
	# Total Attendance	
Professional Baseball	81 4,144,365	ESPN Attendance Data Base
Totals	81	
<u>Concert Data</u>		<u>Sources and Notes</u>
	# Total Attendance	
Rock		
Adult/Pop		
Hip Hop/R&B		
Country		
Dance		
Latin		
Christian		
Theater/Classical		
Totals	2	Assumed
<u>Civic/Community Event Data</u>		<u>Sources and Notes</u>
	# Total Attendance	
Total Attendance at Civic/Community Events	1	Assumed
Gross Revenue from Civic/Community Events		
<u>Family Event Data</u>		<u>Sources and Notes</u>
	# Total Attendance	
	1	Assumed

Table A.146		
Stadium:		Tropicana Field
Owner:		City of St. Petersburg
Location:		St. Petersburg, FL
<u>Building Construction and Funding</u>		<u>Sources and Notes</u>
Building Cost at opening	\$138,000,000	National Sports Law Institute (NSLI)
Building Cost Adjusted to 2008	\$242,345,731	Engineering News Record
Public Investment Adjusted to 2008	\$242,345,731	NSLI
Maximum Seating	36,048	NSLI
Opened	1990	NSLI
Cost per Seat Adjusted to 2008	\$6,723	
Public Cost per Seat Adjusted to 2008	\$6,723	
Public Share of Building Cost		
Funding Sources		
Construction Cost Index	4732	Engineering News Record
Construction Cost Adjustment Factor	0.569434416	ENR
Management	Team	
<u>Tenants</u>	<u>Median Salary</u>	<u>Sources and Notes</u>
Tampa Bay Rays	\$414,850	USA Today database 2008-09
	<u>Annual Payroll</u>	
Tampa Bay Rays	\$43,820,597	USA Today database 2008-09
<u>Demographics</u>		<u>Sources and Notes</u>
Location Population (2010)	244,769	US Census
Area Median Income (2008)	\$44,041	US Census
National Median Income (2008)	\$52,175	US Census
<u>Sports Event Data</u>	#	<u>Total Attendance</u>
Professional Baseball	81	1,790,781
		ESPN Attendance Data Base
Totals	81	
<u>Concert Data</u>	#	<u>Total Attendance</u>
Rock		
Adult/Pop		
Hip Hop/R&B		
Country		
Dance		
Latin		
Christian		
Theater/Classical		
Totals	2	Assumed
<u>Civic/Community Event Data</u>	#	<u>Total Attendance</u>
Total Attendance at Civic/Community Events	1	Assumed
Gross Revenue from Civic/Community Events		
<u>Family Event Data</u>	#	<u>Total Attendance</u>
	1	Assumed

Table A.147		
Arena:		Turner Field
Owner:		Atlanta Fulton Co. Recreation Authority
Location:		Atlanta, GA
<u>Building Construction and Funding</u>		<u>Sources and Notes</u>
Building Cost at opening	\$235,000,000	National Sports Law Institute (NSLI)
Building Cost Adjusted to 2008	\$347,478,929	Engineering News Record
Public Investment Adjusted to 2008	\$347,478,929	NSLI
Maximum Seating	50,000	NSLI
Opened	1996	NSLI
Cost per Seat Adjusted to 2008	\$6,950	
Public Cost per Seat Adjusted to 2008	\$6,950	
Public Share of Building Cost		
Funding Sources		
Construction Cost Index	5621	Engineering News Record
Construction Cost Adjustment Factor	0.6763	ENR
Management	Team	
<u>Tenants</u>	<u>Median Salary</u>	<u>Sources and Notes</u>
Atlanta Braves	\$428,750	USA Today database 2008-09
	<u>Annual Payroll</u>	
Atlanta Braves	\$ 102,365,683	USA Today database 2008-09
<u>Demographics</u>		<u>Sources and Notes</u>
Location Population (2008)	515,843	US Census
Area Median Income (2008)	\$50,243	US Census
National Media Income (2008)	\$52,175	US Census
<u>Sports Event Data</u>	#	<u>Total Attendance</u>
Professional Baseball	81	599,673
		ESPN Attendance Data Base
Totals	81	
<u>Concert Data</u>	#	<u>Total Attendance</u>
Rock		
Adult/Pop		
Hip Hop/R&B		
Country		
Dance		
Latin		
Christian		
Theater/Classical		
Totals	2	Assumed
<u>Civic/Community Event Data</u>	#	<u>Total Attendance</u>
Total Attendance at Civic/Community Events	1	Assumed
Gross Revenue from Civic/Community Events		
<u>Family Event Data</u>	#	<u>Total Attendance</u>
	1	Assumed

	Table A.148	
Stadium:		U.S. Cellular Field
Owner:		City of Chicago
Location:		Chicago, IL
<u>Building Construction and Funding</u>		<u>Sources and Notes</u>
Building Cost at opening	\$167,000,000	National Sports Law Institute (NSLI)
Building Cost Adjusted to 2008	\$287,025,853	Engineering News Record
Public Investment Adjusted to 2008	\$287,025,853	NSLI
Maximum Seating	44,321	NSLI
Opened	1991	NSLI
Cost per Seat Adjusted to 2008	\$6,476	
Public Cost per Seat Adjusted to 2008	\$6,476	
Public Share of Building Cost		
Funding Sources		
Construction Cost Index	4835	Engineering News Record
Construction Cost Adjustment Factor	0.581829122	ENR
Management	Team	
<u>Tenants</u>	<u>Median Salary</u>	<u>Sources and Notes</u>
Chicago White Sox	\$1,950,000	USA Today database 2008-09
	<u>Annual Payroll</u>	
Chicago White Sox	\$121,189,322	USA Today database 2008-09
<u>Demographics</u>		<u>Sources and Notes</u>
Location Population (2010)	2,695,598	US Census
Area Median Income (2010)	\$46,877	US Census
National Media Income (2008)	\$52,175	US Census
<u>Sports Event Data</u>	# Total Attendance	<u>Sources and Notes</u>
Professional Baseball	81 2,501,503	ESPN Attendance Data Base
Totals	81	
<u>Concert Data</u>	# Total Attendance	<u>Sources and Notes</u>
Rock		
Adult/Pop		
Hip Hop/R&B		
Country		
Dance		
Latin		
Christian		
Theater/Classical		
Totals	2	Assumed
<u>Civic/Community Event Data</u>	# Total Attendance	<u>Sources and Notes</u>
Total Attendance at Civic/Community Events	1	Assumed
Gross Revenue from Civic/Community Events		
<u>Family Event Data</u>	# Total Attendance	<u>Sources and Notes</u>
	1	Assumed

Appendix B – Arena Based Minor League Sports Salaries

Unlike major league sports teams, minor league salaries are often based on player association negotiated contracts. To assess potential economic leakage from facilities with a minor league professional sports team primary tenant, player salaries must be obtained. Minor league professional sports players' salaries typically follow the league negotiated contract amount plus any housing or food allowances. For arena based minor league teams, other than players in the American Hockey League (AHL) or those with major league contracts, professional athletes rarely earn the area median income. Most arena based minor league teams pay players only during the season. The East Coast Hockey League (ECHL), Central Hockey League (CHL), International Hockey League (IHL), and Southern Professional Hockey League (SPHL) provide housing and meals for the player during the season with players responsible for all offseason expenses. For purposes of this study, the stipend is approximated and included in the players' total salaries. With nominal salaries, it is likely that, out of necessity, much of the net salary paid to players is spent locally during the season. It can be assumed that players need other sources of income for living expenses during the offseason.

The Professional Hockey Players Association (PHPA) represents players from the AHL, ECHL, and the CHL and negotiates collective bargaining agreements on their behalf.³¹ The AHL is considered the highest level of minor league teams and could be equated to AAA minor league baseball teams. The ECHL and CHL, with twenty and fifteen teams respectively, are considered by

³¹ Collective bargaining agreements are available on the PHPA website at <http://www.phpa.com/en/content/home/about/>

most, including themselves, to be AA level. While not a party to PHPA contractual negotiations, the eight-team IHL³² also proclaims that they are at the AA level.

The SPHL can be considered as an A league with salaries that are reflective of this level. SPHL teams are all located in southeastern cities and has recently been joined at that level by the All American Hockey League, with teams in the Midwest. A new league, the Federal Hockey League, is slated to debut in 2010 with teams in the northeast. The regionalization of A level hockey leagues obviously reduces the travel costs for teams with low salaries and corresponding modest ticket prices.

For minor leagues such as ECHL and CHL, the housing or a housing stipend typically includes paid utilities and cable. The CHL collective bargaining agreement includes, for those living in their own homes, a \$700 per month payment for married players and \$400 for unmarried and reimbursement for reasonable utilities. Players living in their own apartments are entitled to half of the market rate for a two-bedroom apartment with utilities paid (PHPA). For purpose of this study I have assumed \$1,000 per month for housing and utilities for each player as compensation in addition to their salaries.

Although the IHL is not represented by the PHPA, compensation is assumed to be approximately the same as the similar level ECHL and the CHL. I take a conservative stance and use the CHL agreement. In calculating salaries for all minor leagues that provide housing, this same estimate is utilized.

³² The IHL has ceased operations in 2010 with some teams joining other leagues.

Discussions with arena managers and league officials indicate that players are often required to share apartments with more than one teammate.

The AHL does not limit the total compensation for a player. A conversation with the PHPA data administrator revealed that the average salary during the 2008-2009 season for an AHL player exclusive of one way contracts is \$67,218. Inclusive of one way contracts, the average jumps to \$104,053. Under a one way contract with the National Hockey League, players receive compensation based on the salary for the league in which they are playing. For example, a player sent down to an AHL team from the National Hockey League (NHL) is paid in accordance with AHL scales for as long as the player remains there. A two way contracted player would receive the negotiated NHL salary regardless of the league in which they are placed.

According to the PHPA collective bargaining agreement, the ECHL is subject to a weekly salary cap for 2009 of \$11,800. Based on an active roster of twenty players with the cap being fully expended, the average weekly salary is \$590. Players with contracts from American Hockey League or National Hockey League teams will likely earn much greater than the ECHL weekly average. However, as per the agreement, only \$525 per week is applied to the salary cap.

For this study, it is assumed that the season, including training camp, is conservatively thirty weeks and, regardless of actual team success, playoffs extending the season or bonus money from making the playoffs is not considered. Salaries from all minor league hockey teams will be based on the assumed thirty week regular season. Players do not receive compensation

during the off-season. The average ECHL player salary is estimated to be approximately \$24,700 including the housing allowance. Clearly, without a two way contract with a higher level league an ECHL player would likely need another source of support.

The PHPA collective bargaining agreement for the CHL imposes a 2009 weekly salary cap of \$10,450 equaling an average weekly salary per player of \$550, based on an active roster of nineteen players. Using the thirty week season assumption and the lodging allowance estimate, the average annual player compensation is estimated to be approximately \$23,500. As in the ECHL, without a two way contract with a higher league, additional sources of support would be required to meet basic needs.

The third league that could be classified as a Double A level team is the International Hockey League.³³ The IHL is not represented by the PHPA for contract negotiations and has the lowest minimum salary of the three leagues. According to a representative of the IHL, salary averages would be comparable to the ECHL and CHL. I assume that IHL compensation is the same as the CHL.

The lowest level of professional hockey included in this study is the Southern Professional Hockey League. The SPHL salary cap, according to 2009 media reports, is \$5,600 per week with an eighteen player roster. Although the SPHL season is considerably shorter than either the ECHL or CHL at thirty games, it is conservatively estimated at 30 weeks for pay purposes. Assuming

³³ The International Hockey League announced that it will not be in operation for the 2010 season. IHL teams have joined other leagues for the upcoming season or disbanded.

that lodging is included in an SPHL contract, average annual compensation for a player is estimated to be \$16,300.

Minor basketball leagues have struggled to succeed in the past. Poor attendance, undercapitalized owners, and expensive travel have caused several leagues to discontinue operations. Leagues that have reorganized or have been created using old branding such as the American Basketball Association and the International Basketball League now play most of their games in high school or college venues, forgoing more expensive arenas.

In 2001, the National Basketball Association (NBA) created the Development League (NBA-D League) to act as an official minor league for developing young players. According to insidehoops.com, a blog specializing in covering amateur and professional basketball, and National Public Radio, annual salaries for NBA-D League players typically do not exceed \$24,000 and can be as low as \$12,000 to \$18,000.³⁴ Salaries are paid by the NBA from Association revenues.

Salaries for the Women's National Basketball Association (WNBA) are calculated using the \$772,000 per team league salary cap and a 12 member roster.

Arena football leagues have experienced a turbulent history. While the summer schedule of nearly all current and former leagues is attractive to arenas that experience difficulty in booking events during that period, few have been able to depend upon the financial stability of the teams or leagues in which they

³⁴ In a 2007 National Public Radio interview, it was reported that players are provided housing allowances but three players often share one apartment.

play. Despite remarkably low salaries paid to players in most leagues, teams have often been unable to survive without significant subsidies to operations made by team owners and investors.

The Arena Football League (AFL) was in existence for more than twenty years prior to filing for bankruptcy prior to the 2009 season. The league is possibly most famous for its National Football League Super Bowl champion alumnus Kurt Warner who was recruited by the St. Louis Rams from the AFL Iowa Barnstormers. Arena Football League 2 (AF2) was created as a development league with players signing one year contracts at a time. According to media reports, the AFL players union negotiated an \$1,800 per game contract while AF2 players received \$200 per game with a \$50 bonus for winning. In 2009, the AF2 and AFL were acquired and jointly filed bankruptcy. Other indoor leagues such as the United Indoor Football League (UIF), the Intense Indoor Football League (IIFL), and the National Indoor Football League (NIFL) have all discontinued operations due to financial and management issues.

The American Indoor Football Association (AIFA) and the Indoor Football League (IFL) are currently operating in several markets and are now joined by a reincarnation of the Arena Football League with teams from AFL major markets as well as AF2 smaller markets and a few new teams. No former owners are a part of the new league. The new AFL is a single entity structure whereby the league owns the rights to all teams and players.

According to AFL officials, as reported in the media, players will receive more than the AF2 salary, but far less than the previously negotiated AFL salary.

Subsequent interviews with AFL players have confirmed that AFL players will receive \$400 per game under the new structure with teams allowed to designate three individuals as franchise players to receive \$1,000 per game (Meehan, 2010). In addition, housing and food is provided during the four month season. Non-franchise designated salaries are then estimated at \$6,400 per year with an additional \$1,000 per month in living expenses for a total annual compensation of \$10,400.

In this study, the AFL's new salary structure will be used to determine economic leakage from arena football operations. While salaries paid in most leagues, current and defunct, are likely more consistent with the \$200 plus housing and food paid in the former AF2 and have a shorter schedule, the study will take a more conservative approach. It is, however, a moot point given that no indoor football league at present pays a living wage.

Minor League	Mean Salary	Sources
Hockey		
AHL	\$67,218	PHPA negotiated one-way contract
ECHL	\$24,700	PHPA negotiated contract
CHL	\$23,500	PHPA negotiated contract
IHL	\$23,500	Assumed based on conversation with league office
SPHL	\$16,300	League reported salary cap and roster number
Basketball		
WNBA	\$64,333	League reported salary cap and roster number
NBA-D	\$25,000	Estimated based on media reports
Arena Football	\$10,400	Media reports and housing assumptions

Bibliography

- Acuna, E. and Rodriguez, C. (2004). The treatment of missing values and its effect in the classifier accuracy. In D. Banks, L. House, F.R. McMorris, P. Arabie, W. Gaul (Eds). *Classification, Clustering and Data Mining Applications*. (pp. 639-648). Berlin-Heidelberg: Springer-Verlag.
- Allen, K. (2003, February 20). Unique New Arena Has Coyotes Licking Their Chops. *USA Today*.
- Austrian, Z. and Rosentraub, M. (2002). Cities, Sports, and Economic Change: A Retrospective Assessment. *Journal of Urban Affairs*, 24(5), 549-563.
- Baade, R. (1987). Is There an Economic Rationale for Subsidizing Sports Stadiums? *The Heartland Institute*, 13. Retrieved June 10, 2010, from news.org/article/27078/Research_Commentary_Subsidizing_Sports_Stadiums.html.
- Baade, R. 1990. The Impact of Stadiums and Professional sports on metropolitan area economic development. *Growth and Change*, 21(2): 1-14.
- Baade, R. (1994). Stadiums, Professional Sports, and Economic Development: Assessing the Reality. *The Heartland Institute*. Retrieved June 10, 2010, from <http://heartland.org/node/8828>.
- Baade, R. 1996. Professional Sports as Catalysts for Metropolitan Economic Development. *Journal of Urban Affairs*, 18(1), 1-15.
- Baade, R. (2000). Home Field Advantage? Does the Metropolis or Neighborhood Derive Benefit from a Professional Sports Stadium? In W.C. Rich (Ed.), *The Economics and Politics of Sports Facilities* (pp. 71-89). Westport, CT: Quorum Books.
- Baade, R. and Dye, R. (1988). An Analysis of the Economic Rationale for Public Subsidization of Sports Stadiums. *The Annals of Regional Science*, 23, 37-42.
- Baade, R. and Matheson, V. (2013). Financing Professional Sports Facilities. In S. White and Z. Kotval (Ed.), *Financing Economic Development in the 21st Century* (pp. 323-342). Armonk, NY: M.E. Sharpe, Inc.
- Baade, R. and Sanderson, A. (1997). The Employment Effect of Teams and Sports Facilities. In R. Noll and A. Zimbalist (Ed.), *Sports, Jobs and Taxes* (pp. 92-118). Washington, D.C.: Brookings Institution.

- Baade, R. and Sanderson, A. (1997a). Minor League Teams and Communities. In R. Noll and A. Zimbalist (Ed.), *Sports, Jobs and Taxes* (pp. 452-481). Washington, D.C.: Brookings Institution.
- Baade, R., Baumann, R. and Matheson, V. (2008). Selling the Game: Estimating the Economic Impact of Professional Sports through Taxable Sales. *Southern Economic Journal* 74(3): 794-810.
- Baim, D. (1990). Sports Stadiums as "Wise Investments": An Evaluation. *The Heartland Institute*. Retrieved June 10, 2010, from www.heartland.org/custom/semod_policybot/pdf/27054.pdf.
- Bast, J. (1998). Sports Stadium Madness: Why it Started. How to Stop It. The Heartland Institute. Retrieved June 10, 2010, from http://www.heartland.org/custom/semod_policybot/pdf/9505.pdf.
- Brown, M. (2010, February 2). Arena League Changes Name; Reveals National Television Schedule. *Tulsa World*.
- Burnside, S. (2011). Sources: Matthew Hulsizer walks away. *ESPN.com*. Retrieved June 28, 2011 from <http://sports.espn.go.com/nhl/news/story?id=6710294>.
- Carbaugh, R. (2010). *Contemporary Economics: An Applications Approach*. Armonk, NY: M.E. Sharpe, Inc.
- Chema, T. (1996). When professional sports justify the subsidy, a reply to Robert A. Baade. *Journal of Urban Affairs*, 18(1), 19-32.
- Coates, D. (2007). Stadiums and Arenas: Economic Development or Economic Redistribution? *Contemporary Economic Policy*, 25(4), 565-577.
- Coates, D. and Humphreys, B. (1999). The Growth Effects of Sports Franchises, Stadia and Arenas. *Journal of Policy Analysis and Management*, 18(4), 601-624.
- Coates, D. and Humphreys, B. (2000). The stadium gambit and local economic development. *Regulation*, 23(2), 15-20.
- Coates, D. and Humphreys, B. (2003). Professional Sports Facilities, Franchises and Urban Economic Development. *Public Finance Management*, 3(3), 335-357.
- Cobb, S. and Weinberg, D. (1993). The Importance of Import Substitution in Regional Economic Impact Analysis: Empirical Estimates from Two Cincinnati Area Events. *Economic Development Quarterly*, 7(3), 282-286.

- Creswell, J. (2003) *Research design: qualitative, quantitative, and mixed method approaches*. Thousand Oaks, CA: Sage.
- Creswell, J. and Plano Clark, V. (2007) *Designing and Conducting Mixed Methods Research*. Thousand Oaks, CA: Sage.
- Danielson, M. (1997). *Home Team: Professional Sports and the American Metropolis*. Princeton, NJ: Princeton University Press.
- DeAngelo, T., (2011, June 24). REMEMBERING WILLIE: Mays spent early part of baseball career in Trenton. Retrieved on July 20, 2011 from <http://www.trentonian.com/articles/2011/06/24/sports/doc4e0527794afc4341522379.txt>.
- Deckard, L. (2001). Fayetteville, N.C.'s Crown Coliseum Signs Agreement With Arena Ventures. *Amusement Business*, 113(1).
- Delaney, K. and Eckstein, R. (2007). Urban Power Structures and Publicly Funded Stadiums. *Sociological Forum* 22(3), 331-353.
- Euchner, C. (1993). *Playing the Field: Why Sports Teams Move and Cities Fight to Keep Them*. Baltimore: Johns Hopkins University Press.
- Feng, X and Humphreys, B. (2008). Assessing the Economic Impact of Sports Facilities on Residential Property Values: A Spatial Hedonic Approach. *IASE/NAASE Working Paper Series 08-12*.
- Fowler, F. (1993). *Survey Research Methods*. Newbury Park: Sage Publications.
- Gatehouse, J. (2011, April 18). Dust-Up In The Desert. *Macleans*, 124(14), pp. 56-58.
- Golon, B. (2008). *No Minor Accomplishment: The Revival of New Jersey Professional Baseball*. New Brunswick, NJ: Rivergate Books, Rutgers University Press.
- Groothuis, P. (2005). Benefit Transfer: A Comparison of Approaches. *Growth and Change* 36(4), 551-564.
- Groothuis, P., B. Johnson, and J. Whitehead. (2004). Public Funding of Professional Sports Stadiums: Public Choice or Civic Pride? *Eastern Economic Journal* 30(4): 515-526.
- Haddock, D., T. Jacobi, and M. Sag. (In Press). League Structure & Stadium Rent Seeking—the Role of Antitrust Revisited. *Social Science Network* (2012)

- Hamilton, B. and Kahn, P. (1997). Baltimore's Camden Yards Ballparks. In R. Noll and A. Zimbalist (Ed.), *Sports, Jobs and Taxes*. (pp. 245-281) Washington, D.C.: Brookings Institution.
- Haukoos, J. and Newgard, C. (2007). Advanced Statistics: Missing Data in Clinical Research – Part 1: An Introduction and Conceptual Framework. *Academic Emergency Medicine* 2007 (14): 662-668.
- Humphreys, B. (2001). The Myth of Sports-Led Economic Development. *Economic Development Commentary*, 25.
- Hunter, W. (1988). Economic Impact Studies: Inaccurate, Misleading, and Unnecessary. *The Heartland Institute*, 16.
- Johnson, A. (1995). *Minor League Baseball and Local Economic Development*. Urbana, IL: University of Illinois Press.
- Johnson, A. (2000). Minor League Baseball: Risks and Potential Benefits for Communities Large and Small. In W. Rich (Ed.) *The Economics and Politics of Sports Facilities*. (pp. 141-151). Westport, CT: Quorum Books.
- Keating, R. (1999). *Sports Pork: The Costly Relationship between Major League Sports and Government*. Washington, D.C.: Cato Institute.
- Klein, J. and Hackel, S. (2010, December 19). Take Coyotes Off List of Teams Likely to Move. *New York Times*.
- Library of Congress (2012) Retrieved 2012, August 5 from <http://thomas.loc.gov>
- Lindblom, C. (1959). The Science of "Muddling Through". *Public Administration Review*, 19(2), 79-88.
- Long, J. G. (2002). *Full Count: The Real Cost of Public Subsidies For Major League Sports Facilities*. Retrieved from ProQuest Dissertations and Theses database. (AAT 3051226)
- McCarthy, M. (2010, June 25). Speed Up Game? Drop 4 Teams. *USA Today*.
- Morell, J. (2001) NHL's Phoenix Coyotes Land Deal For New Arena In Glendale, Arizona. *Amusement Business* 113(19), 9.
- Meehan, Jim. (2010, June 16). Harrell just happy to be playing football. *Spokesman-Review*.
- NSLI (2010) National Sports Law Institute. Retrieved on January 5, 2010 from

<http://law.marquette.edu/cgi-bin/site.pl?2130&pageID=160>.

- Noll, R. (Ed.) (1974) *Government and the sports business*. Washington, D.C : The Brookings Institution.
- Noll, R. (1989). Economies of Sports League. In G. Uberstine (Ed.) *Law of Professional and Amateur Sports*. St. Paul: West Publishing Co.
- Noll, R. and A. Zimbalist. (1997). Build the Stadium-Create the Jobs! In R. Noll and A. Zimbalist (Ed.), *Sports, Jobs and Taxes* (1-54). Washington, D.C.: Brookings Institution.
- Ockner, B. (1974). Subsidies of Stadiums of Stadiums and Arenas. In R. Noll (Ed.) *Government and the Sports Business* (325-348). Washington, D.C.: Brookings Institution.
- O'Brien, T. (1999). NHL's Phoenix Coyotes Land Deal For New Arena In Glendale, Ariz. *Amusement Business*, 111(12),12.
- Owen, J. (2006). The Intangible Benefits of Sports Teams. *Public Finance and Management* 6(3), 321-345.
- Paul, D. and Brown, C. (2001). Testing the Limits of Elite Influence on Public Opinion: an Examination of Sports Facility Referendums. *Political Research Quarterly* 54(4), 871-889.
- Propheter, G. (2012). Are Basketball Arenas Catalysts of Economic Development? *Journal of Urban Affairs* 34(4), 441-459.
- Reio, T. (2007). Survey Nonreponse Bias in Social Science Research. *New Horizons in Adult Education and Human Resource Development* 21(1/2)
- Riess, S. A. (2000). Historical Perspectives on Sports and Public Policy. In W. Rich (Ed.) *The Economics and Politics of Sports Facilities* (13-52). Westport, CT: Quorum Books.
- Rosentraub, M. (1996). Does the emperor have new clothes?, a reply to Robert A. Baade. *Journal of Urban Affairs* 18(1), 23-35.
- Rosentraub, M. (1997). Why Subsidize Sports Millionaires? *Consumers' Research Magazine*: 80 (11).
- Rosentraub, M. (1997a). The Myth and Reality of the Economic Development from Sports. *Real Estate Issues*: 24(1), 24-30.

- Rosentraub, M. (1999). *Major League Losers: The Real Cost of Sports and Who's Paying For It*. New York: Basic Books.
- Rosentraub, M. (2010). *Major League Winners*. Boca Raton, FL: CRC Press.
- Rosentraub, M. and D. Swindell. (1998). Who Benefits from the Presence of Professional Sports Teams? The Implications for Public Funding of Stadiums and Arenas. *Public Administration Review* 58(1).
- Santo, C. (2007). Beyond the Economic Catalyst Debate: Can Public Consumption Benefits Justify A Municipal Stadium Investment? *Journal of Urban Affairs* 29(5), 455-479.
- Shropshire, K. (1995). *The Sports Franchise Game: Cities in Pursuit of Sports Franchises, Events, Stadiums and Arenas*. Philadelphia: University of Pennsylvania Press.
- Siegfried, J. and A. Zimbalist. (2000). The economics of sports facilities and their communities. *Journal of Economics Perspectives* (Summer).
- Smith, A. 1976. *An Inquiry Into the Nature and Causes of the Wealth of Nations*. Chicago: University of Chicago Press.
- Smith, R. (2005) Commercialized Intercollegiate Athletics and the 1903 Harvard Stadium. *The New England Quarterly* 78(1), 26-48.
- Smith, W. (2010). *A Smaller Dictionary of Greek and Roman Antiquities: Abridged from the Larger Dictionary*. New York, NY: Nabu Press.
- The Associated, P. (2012, November 28). Glendale officials approve Coyotes arena deal. AP Regional State Report - Arizona,
- TMR (2009). Team Marketing Report. Retrieved from www.teammarketing.com on March 12, 2010.
- Townes, G. (2011, October 27). Trenton PD in turmoil after gang threat. New York Amsterdam News. p. 4.
- Turner, R. and Marichal, J. F. (2000). Exploring Politics on the Sports Page. In W. Rich (Ed.) *The Economics and Politics of Sports Facilities* (189-201). Westport, CT: Quorum Books.
- Wilhelm, S. (2008). Public Funding of Sports Stadiums. *Policy Brief-Center of Public Policy and Administration, University of Utah*. Retrieved on March 12, 2010 from http://www.cppa.utah.edu/publications/finance_tax/Sports_Stadiums.pdf.

Wirtz, R. (2001). Stadiums and convention centers as community loss leaders. *Fedgazette*. March, 5-6.

Zimbalist, A. 2000. The Economics of Stadiums, Teams, and Cities. In W. Rich (Ed.) *The Economics and Politics of Sports Facilities* (57-69). Westport, CT: Quorum Books.

Zimmerman, D. (1996). Tax Exempt Bonds and the Economics of Professional Sports Stadiums. *Congressional Research Service Report for Congress*. Library of Congress.

Zimmerman, D. (1997). Subsidizing Stadiums: Who Benefits, Who Pays? In R. Noll and A. Zimbalist (Ed.) *Sports, Jobs and Taxes* (119-145). Washington, D.C.: Brookings Institution.

Stephen J. Dixon
 28 Daytona Avenue
 Sewell, NJ 08080
 (856) 256-8075
 (856) 448-2809 Cellular
 sdixon129@comcast.net

EDUCATION

Rutgers, The State University , New Brunswick, NJ Ph.D. – Planning and Public Policy Major - Urban Redevelopment	2013
Skidmore College , Saratoga Springs, NY MA Leadership	1999
Thomas Edison State College , Trenton, NJ BA Social Sciences	1996

EXPERIENCE

The Salvation Army , Camden, NJ Development Director	2008 – Present
Rutgers University , Camden, NJ Adjunct Professor Housing Policy	2010
Performa Trenton, LLC , Trenton, NJ Chief Operating Officer	2004 - 2007
Mercer Co. Improvement Authority , Trenton, NJ Executive Director	2000 – 2004
Urban Redevelopment Solutions , Sewell, NJ Principal	1996 – Present
A.H. Williams & Co. (Commerce Capital) , Philadelphia, PA Vice President of Public Finance (NASD Licensed Representative)	1990- 1996
County of Salem. Salem, NJ County Treasurer/Chief Financial Officer	1987 - 1990

MILITARY

US Air Force Communications Intelligence Analyst	1974-1977
--	-----------