



# ROSE BOWL OPERATING COMPANY

## ROSE BOWL STADIUM RENOVATION STRATEGIC PLAN

VOLUME III of IV

MARKET ANALYSIS  
(ADDITIONAL DUE DILIGENCE)

PRELIMINARY DRAFT – SUBJECT TO REVISION

PRESENTED BY:



BARRETT SPORTS GROUP, LLC

May 2, 2010

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# **I. Historical Operating Characteristics**

# **I. Historical Operating Characteristics**

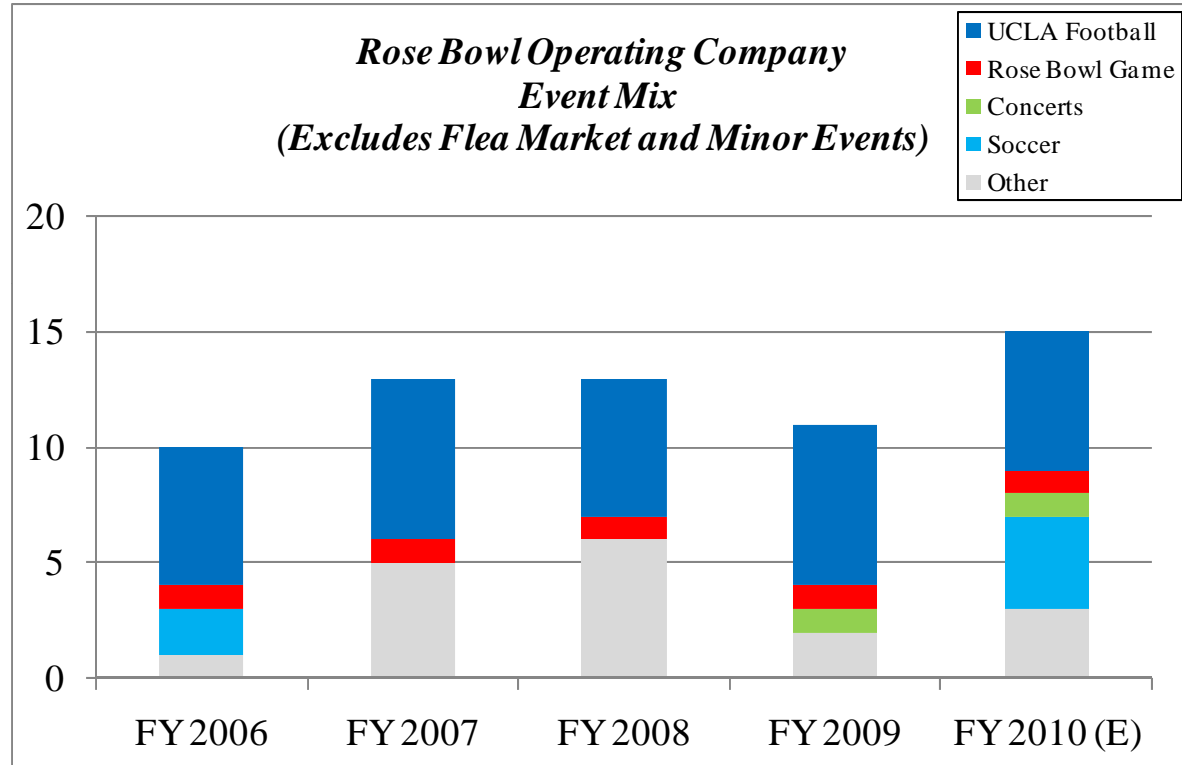
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## **Rose Bowl Operating Company Historical Operating Characteristics**



# I. Historical Operating Characteristics

## Rose Bowl Operating Company – Event Mix



Source: Rose Bowl Operating Company.



# I. Historical Operating Characteristics

## Rose Bowl Operating Company – Advertising Revenue

ADVERTISING REVENUE										5-Year	
	FY 2002	FY 2003	FY 2004	FY 2005	FY 2006	FY 2007	FY 2008	FY 2009	FY 2010 (E)	Average	Average
Gross Advertising											
Non-Premier Partnerships	\$808,117	\$565,859	\$515,809	\$444,862	\$467,113	\$441,829	\$296,509	\$353,096	\$265,365	\$364,782	\$486,649
Premier Partnerships	\$0	\$0	\$50,000	\$206,500	\$433,615	\$551,682	\$663,397	\$758,086	\$1,126,406	\$706,637	\$332,910
Gross Advertising - Total	\$808,117	\$565,859	\$565,809	\$651,362	\$900,728	\$993,511	\$959,906	\$1,111,182	\$1,391,771	\$1,071,420	\$819,559
Less: Commissions - Non Premier	(\$136,223)	(\$83,372)	(\$73,262)	(\$73,772)	(\$66,323)	(\$56,566)	(\$32,566)	(\$33,543)	(\$34,549)	(\$44,709)	(\$69,453)
Less: Commissions - Other	\$0	\$0	\$0	\$0	(\$6,900)	(\$7,590)	(\$8,340)	\$0	\$0	(\$4,566)	(\$2,854)
Less: Commissions - Premier	\$0	\$0	(\$3,750)	(\$36,625)	(\$86,654)	(\$105,806)	(\$120,084)	(\$133,862)	(\$211,953)	(\$131,672)	(\$60,848)
Less: Retainer - Premier	\$0	\$0	(\$48,000)	(\$48,000)	(\$48,000)	(\$48,000)	(\$48,000)	(\$60,000)	(\$60,000)	(\$52,800)	(\$37,500)
Less: Allocated Expenses	\$0	\$0	\$0	\$0	(\$18,772)	(\$13,444)	(\$18,211)	\$3,050	(\$15,000)	(\$12,475)	(\$5,922)
Less: Prior Period Adjustments	\$0	\$0	\$0	\$0	\$43,862	(\$450)	\$32,226	\$20,060	\$0	\$19,139	\$11,962
Less: Current Year Reversal	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$33,543	\$0	\$6,709	\$4,193
Less: Commissions - Deferred/Paid	\$0	\$0	\$0	\$0	\$0	\$0	\$0	(\$17,755)	\$0	(\$3,551)	(\$2,219)
Net Advertising	\$671,894	\$482,487	\$440,797	\$492,964	\$717,941	\$761,655	\$764,931	\$922,675	\$1,070,269	\$847,494	\$656,918

Source: Rose Bowl Operating Company.



# I. Historical Operating Characteristics

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## Rose Bowl Operating Company – Suite Inventory

- 46 Luxury Suites
  - ✓ Executive Suites (26)
    - 1 Suite with 8 Seats
    - 24 Suites with 14 Seats
    - 1 Suite with 18 Seats
  - ✓ Club Suites (20)
    - 4 Suites with 4 Seats
    - 1 Suite with 12 Seats
    - 7 Suites with 14 Seats
    - 7 Suites with 18 Seats
    - 1 Suite with 22 Seats



# I. Historical Operating Characteristics

## Rose Bowl Operating Company – Suite Leasing Activity

	2001	2002	2003	2004	2005	2006	2007	2008	2009	2010
<b><u>UCLA</u></b>										
Luxury Suites	46	46	46	46	46	46	46	46	46	46
Less: Reserved Suites	7	7	7	7	7	7	7	7	7	7
Luxury Suites Available for Lease	39	39	39	39	39	39	39	39	39	39
Less: Open Suites	0	0	0	0	0	0	1	0	0	0
Luxury Suites Leased	39	39	39	39	39	39	38	39	39	39
Percentage Leased	100%	100%	100%	100%	100%	100%	97%	100%	100%	100%
<b><u>Rose Bowl Game</u></b>										
Luxury Suites	46	46	46	46	46	46	46	46	46	46
Less: Reserved Suites	5	5	5	5	5	5	5	5	5	5
Luxury Suites Available for Lease	41	41	41	41	41	41	41	41	41	41
Less: Open Suites	0	0	0	0	0	0	0	0	1	1
Luxury Suites Leased	41	41	41	41	41	41	41	41	40	40
Percentage Leased	100%	100%	100%	100%	100%	100%	100%	100%	98%	98%

Source: Rose Bowl Operating Company.





# I. Historical Operating Characteristics

## Rose Bowl Operating Company – Historical Suite Income

LUXURY SUITE REVENUE												
	FY 2001	FY 2002	FY 2003	FY 2004	FY 2005	FY 2006	FY 2007	FY 2008 - (2)	FY 2009	FY 2010 (E) - (3)	5-Year Average	5-Year Average
Gross Suite Revenue	\$1,088,981	\$1,269,365	\$1,211,552	\$1,252,411	\$1,269,066	\$1,503,283	\$1,451,550	\$1,451,477	\$1,599,558	\$1,630,792	\$1,527,332	\$1,372,804
Less: UCLA Game Tickets	(\$192,780)	(\$150,800)	(\$180,960)	(\$196,684)	(\$198,690)	(\$221,220)	(\$251,720)	(\$231,480)	(\$275,940)	(\$253,414)	(\$246,755)	(\$215,369)
Less: Rose Bowl Game Tickets - (1)	(\$97,450)	(\$118,440)	(\$108,480)	(\$104,650)	(\$99,850)	(\$104,250)	(\$97,140)	(\$97,400)	(\$97,500)	(\$97,500)	(\$98,758)	(\$102,266)
Less: Miscellaneous Costs/Commissions	\$0	\$0	\$0	(\$947)	\$0	(\$24,296)	(\$16,871)	(\$43,091)	(\$76,715)	(\$51,115)	(\$42,418)	(\$21,304)
Net Suite Revenue	\$798,751	\$1,000,125	\$922,112	\$950,130	\$970,526	\$1,153,517	\$1,085,819	\$1,079,506	\$1,149,403	\$1,228,762	\$1,139,401	\$1,033,865

(1) Includes parade tickets.

(2) FY 2008 does not include write-offs of prior years allowance for doubtful accounts (\$48,810). Adjusting for write-offs, results in a net suite revenue of \$1,030,696.

(3) FY 2010 does not include \$730,150 gross revenue/\$591,280 net revenue from BCS game and revenues from three soccer games (minimal suite income).

Source: Rose Bowl Operating Company.



# I. Historical Operating Characteristics

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## Rose Bowl Operating Company – Average Suite Price

	Average Price Per Suite (Gross) - 2010		
	UCLA	Rose Bowl	Total
Total	\$25,799	\$16,015	\$41,814
Executive Suites	\$32,108	\$19,930	\$52,038
Club Suites	\$18,438	\$10,949	\$29,387

Source: Rose Bowl Operating Company.



# I. Historical Operating Characteristics

## Rose Bowl Operating Company – Concessions Revenue

Fiscal Year	TOTAL CONCESSIONS REVENUE								
	FY 2002	FY 2003	FY 2004	FY 2005	FY 2006	FY 2007	FY 2008	FY 2009	FY 2010 (E) Partial Year
Gross Concession Revenue	\$3,261,690	\$2,775,129	\$2,245,699	\$2,464,948	\$2,731,234	\$2,585,127	\$3,011,632	\$2,921,443	\$6,254,837
Less: PUSD Drink Tax	(\$80,859)	(\$66,672)	(\$47,629)	(\$40,734)	(\$45,266)	(\$37,839)	(\$41,003)	(\$41,845)	(\$48,010)
Gross Concession Revenue - Adjusted	\$3,180,831	\$2,708,457	\$2,198,070	\$2,424,214	\$2,685,968	\$2,547,288	\$2,970,629	\$2,879,598	\$6,206,827
Less: Concessionaire's Share	(\$2,022,277)	(\$1,746,646)	(\$1,414,972)	(\$1,559,773)	(\$1,740,201)	(\$1,610,152)	(\$1,772,001)	(\$1,752,487)	(\$3,530,205)
Net Concessions - Before Tenant Distribution	\$1,158,554	\$961,811	\$783,098	\$864,441	\$945,767	\$937,136	\$1,198,628	\$1,127,111	\$2,676,623
Tenant's Share	(\$250,920)	(\$257,459)	(\$152,132)	(\$187,163)	(\$206,329)	(\$261,782)	(\$301,400)	(\$292,830)	(\$584,604)
Net Concessions - After Tenant Distribution	\$907,634	\$704,352	\$630,966	\$677,278	\$739,438	\$675,354	\$897,228	\$834,281	\$2,092,019
Incremental Revenue									
Turnstile Attendance	963,159	791,238	594,204	838,824	615,582	657,581	679,894	688,196	825,767
Per Caps									
Gross Concession Revenue	\$3.39	\$3.51	\$3.78	\$2.94	\$4.44	\$3.93	\$4.43	\$4.25	\$7.57
Gross Concession Revenue - Adjusted	\$3.30	\$3.42	\$3.70	\$2.89	\$4.36	\$3.87	\$4.37	\$4.18	\$7.52

Source: Rose Bowl Operating Company.



# I. Historical Operating Characteristics

## Rose Bowl Operating Company – Concessions Revenue

UCLA - CONCESSIONS REVENUE										
Fiscal Year	FY 2002	FY 2003	FY 2004	FY 2005	FY 2006	FY 2007	FY 2008	FY 2009	FY 2010 (E)	
Season	2001	2002	2003	2004	2005	2006	2007	2008	2009	2009
Number of Games	5	6	6	6	6	7	6	7	7	6
Gross Concession Revenue	\$910,124	\$1,060,213	\$857,251	\$997,729	\$1,145,172	\$1,476,128	\$1,552,549	\$1,651,582	\$1,705,877	
Less: PUSD Drink Tax	(\$20,912)	(\$23,168)	(\$15,449)	(\$14,403)	(\$13,715)	(\$18,484)	(\$16,838)	(\$21,182)	(\$12,082)	
Gross Concession Revenue - Adjusted	\$889,212	\$1,037,045	\$841,802	\$983,326	\$1,131,457	\$1,457,644	\$1,535,711	\$1,630,400	\$1,693,795	
Less: Concessionaire's Share	(\$574,431)	(\$669,081)	(\$541,344)	(\$633,293)	(\$730,373)	(\$938,672)	(\$986,421)	(\$1,052,876)	(\$1,016,070)	
Net Concessions - Before Tenant Distribution	\$314,781	\$367,964	\$300,458	\$350,033	\$401,084	\$518,972	\$549,290	\$577,524	\$677,725	
UCLA's Share	(\$161,509)	(\$183,557)	(\$152,132)	(\$175,113)	(\$201,641)	(\$261,782)	(\$272,513)	(\$292,830)	(\$312,911)	
Net Concessions - After Tenant Distribution	\$153,272	\$184,407	\$148,326	\$174,920	\$199,443	\$257,190	\$276,777	\$284,694	\$364,814	
Turnstile Attendance	307,412	352,938	296,358	296,503	333,431	399,553	399,381	432,342	323,108	
Per Caps										
Gross Concession Revenue	\$2.96	\$3.00	\$2.89	\$3.36	\$3.43	\$3.69	\$3.89	\$3.82	\$5.28	
Gross Concession Revenue - Adjusted	\$2.89	\$2.94	\$2.84	\$3.32	\$3.39	\$3.65	\$3.85	\$3.77	\$5.24	

Source: Rose Bowl Operating Company.



# I. Historical Operating Characteristics

## Rose Bowl Operating Company – Concessions Revenue

OTHER EVENTS - CONCESSIONS REVENUE									
Fiscal Year	FY 2002	FY 2003	FY 2004	FY 2005	FY 2006	FY 2007	FY 2008	FY 2009	FY 2010 (E)
Year of Game	2002	2003	2004	2005	2006	2007	2008	2009	2010 Partial
Gross Concession Revenue	\$1,788,301	\$1,248,821	\$867,178	\$864,142	\$766,539	\$495,716	\$787,026	\$507,487	\$3,532,753
Less: PUSD Drink Tax	(\$44,403)	(\$30,532)	(\$17,903)	(\$12,094)	(\$12,161)	(\$6,229)	(\$10,517)	(\$6,088)	(\$22,145)
Gross Concession Revenue - Adjusted	\$1,743,898	\$1,218,289	\$849,275	\$852,048	\$754,378	\$489,487	\$776,509	\$501,399	\$3,510,608
Less: Concessionaire's Share	(\$1,094,018)	(\$784,847)	(\$547,693)	(\$546,089)	(\$491,445)	(\$283,263)	(\$447,124)	(\$287,520)	(\$1,964,828)
Net Concessions - Before Tenant Distribution	\$649,880	\$433,442	\$301,582	\$305,959	\$262,933	\$206,224	\$329,385	\$213,879	\$1,545,780
Tenant's Share	(\$89,411)	(\$73,902)	\$0	(\$12,050)	(\$4,688)	\$0	(\$28,887)	\$0	(\$271,693)
Net Concessions - After Tenant Distribution	\$560,469	\$359,540	\$301,582	\$293,909	\$258,245	\$206,224	\$300,498	\$213,879	\$1,274,087
Turnstile Attendance	569,052	368,554	209,183	463,505	195,653	168,406	196,246	171,047	417,689
Per Caps									
Gross Concession Revenue	\$3.14	\$3.39	\$4.15	\$1.86	\$3.92	\$2.94	\$4.01	\$2.97	\$8.46
Gross Concession Revenue - Adjusted	\$3.06	\$3.31	\$4.06	\$1.84	\$3.86	\$2.91	\$3.96	\$2.93	\$8.40

Note: FY 2002 and FY 2003 includes home games for MLS Los Angeles Galaxy.

Source: Rose Bowl Operating Company.



# **I. Historical Operating Characteristics**

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## **UCLA Football Historical Operating Characteristics**

# I. Historical Operating Characteristics

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## UCLA Football – Historical Attendance

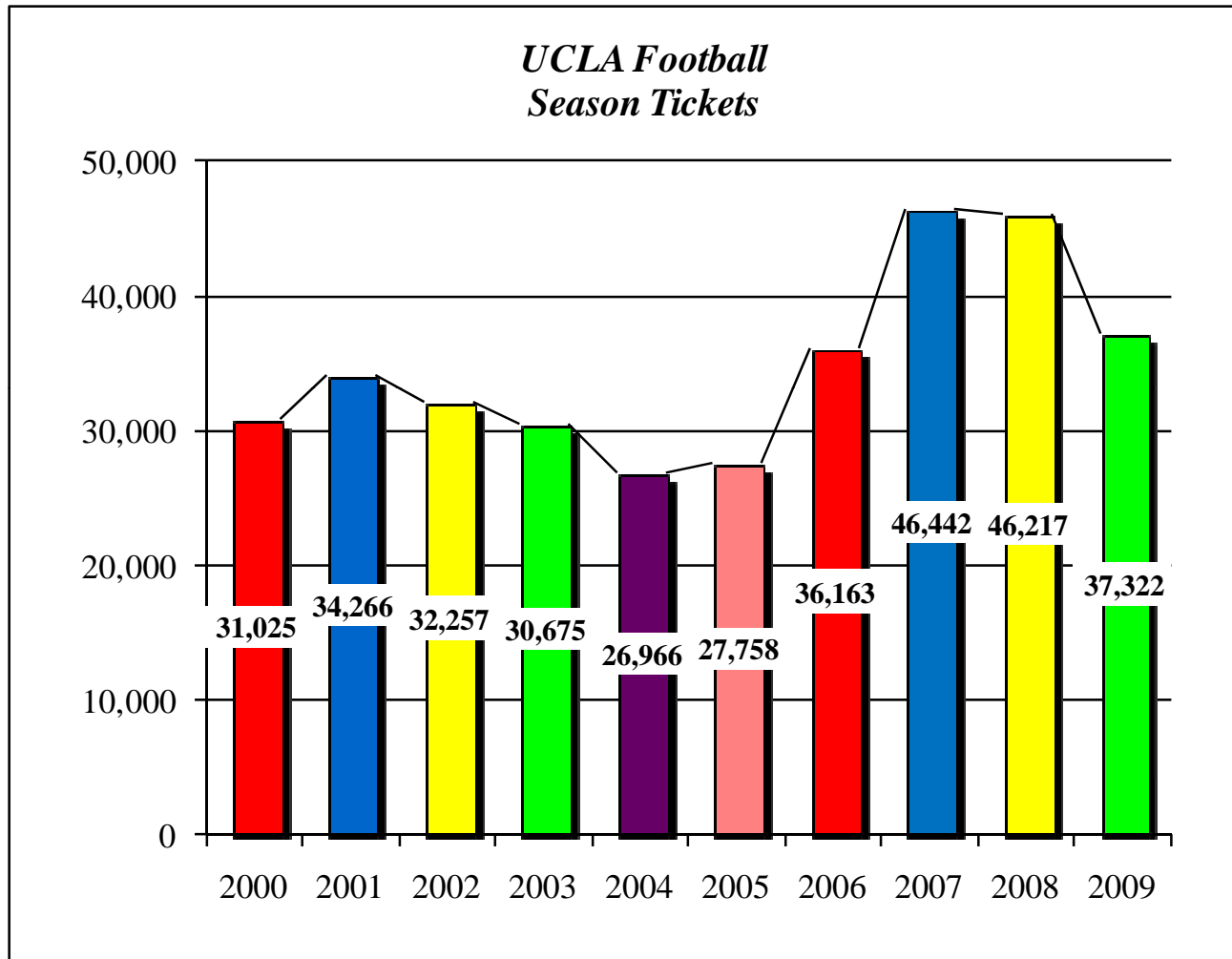
Season	Home Games	Total Attendance	Average Attendance	% Change	NCAA Rank - (1)
2009	6	387,283	64,547	-11.3%	32
2008	7	509,563	72,795	-4.7%	21
2007	6	458,271	76,379	17.6%	20
2006	7	454,683	64,955	1.1%	24
2005	6	385,305	64,218	6.1%	24
2004	6	363,092	60,515	6.8%	30
2003	6	339,813	56,636	-13.4%	32
2002	6	392,375	65,396	1.2%	23
2001	5	323,067	64,613	-4.0%	22
2000	7	470,961	67,280	35.0%	21
1999	6	298,951	49,825	-32.4%	32
1998	5	368,547	73,709	NA	16
Average	6.1	395,993	65,072	0.2%	24.75

(1) Rank based on average attendance.

Source: NCAA.

# I. Historical Operating Characteristics

## UCLA Football – Football Season Tickets



Note: Includes student season tickets.

Source: UCLA.



# I. Historical Operating Characteristics

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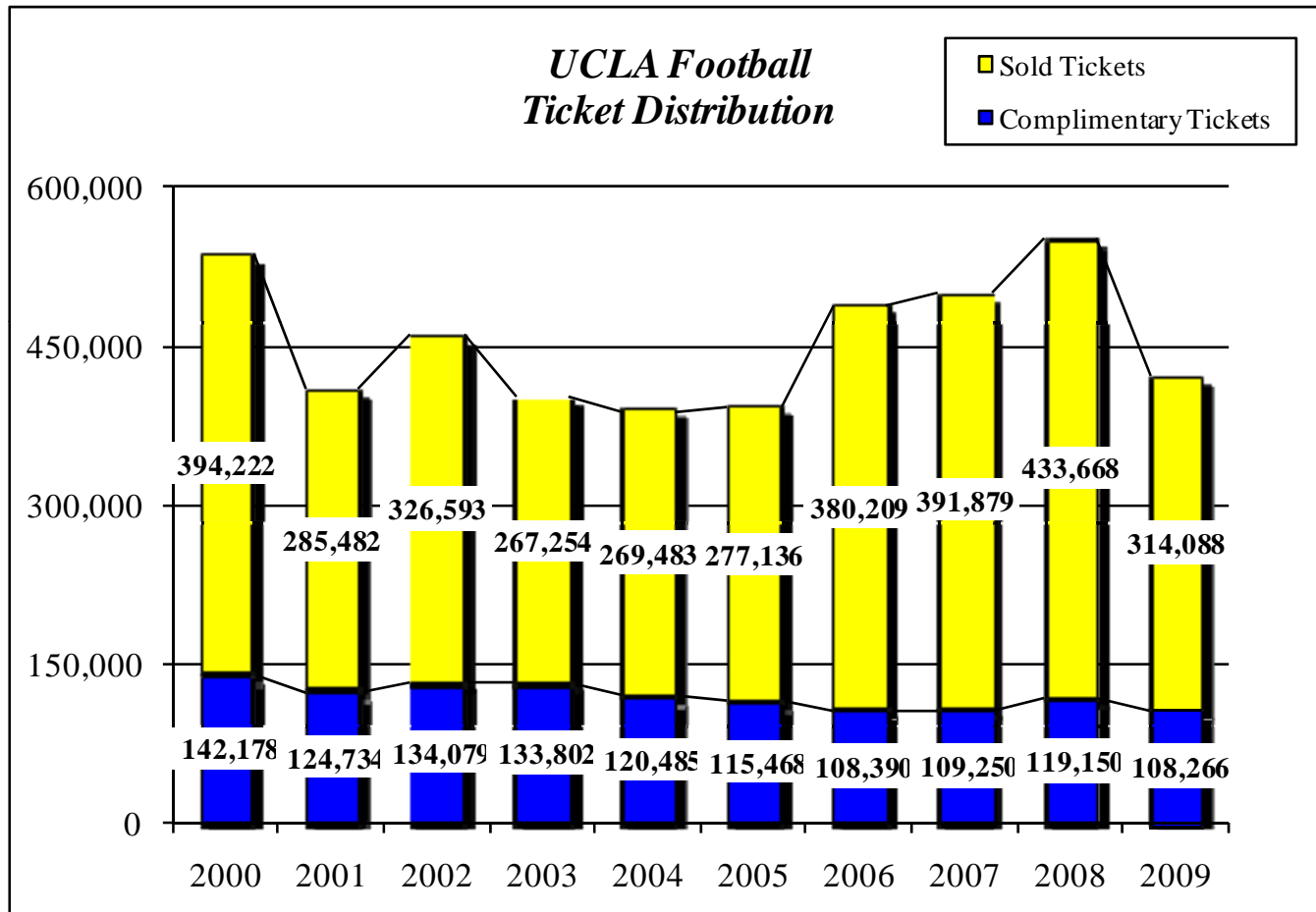
## UCLA Football – Football Season Tickets

<b>Season Tickets (Excluding Complimentary and Student Tickets)</b>					
	<b>2006</b>	<b>2007</b>	<b>2008</b>	<b>2009</b>	<b>Average</b>
Full Season	28,743	38,154	37,444	30,366	33,677
Partial Season	8,117	759	2,020	400	2,824
Total	36,860	38,913	39,464	30,766	36,501

Source: UCLA.

# I. Historical Operating Characteristics

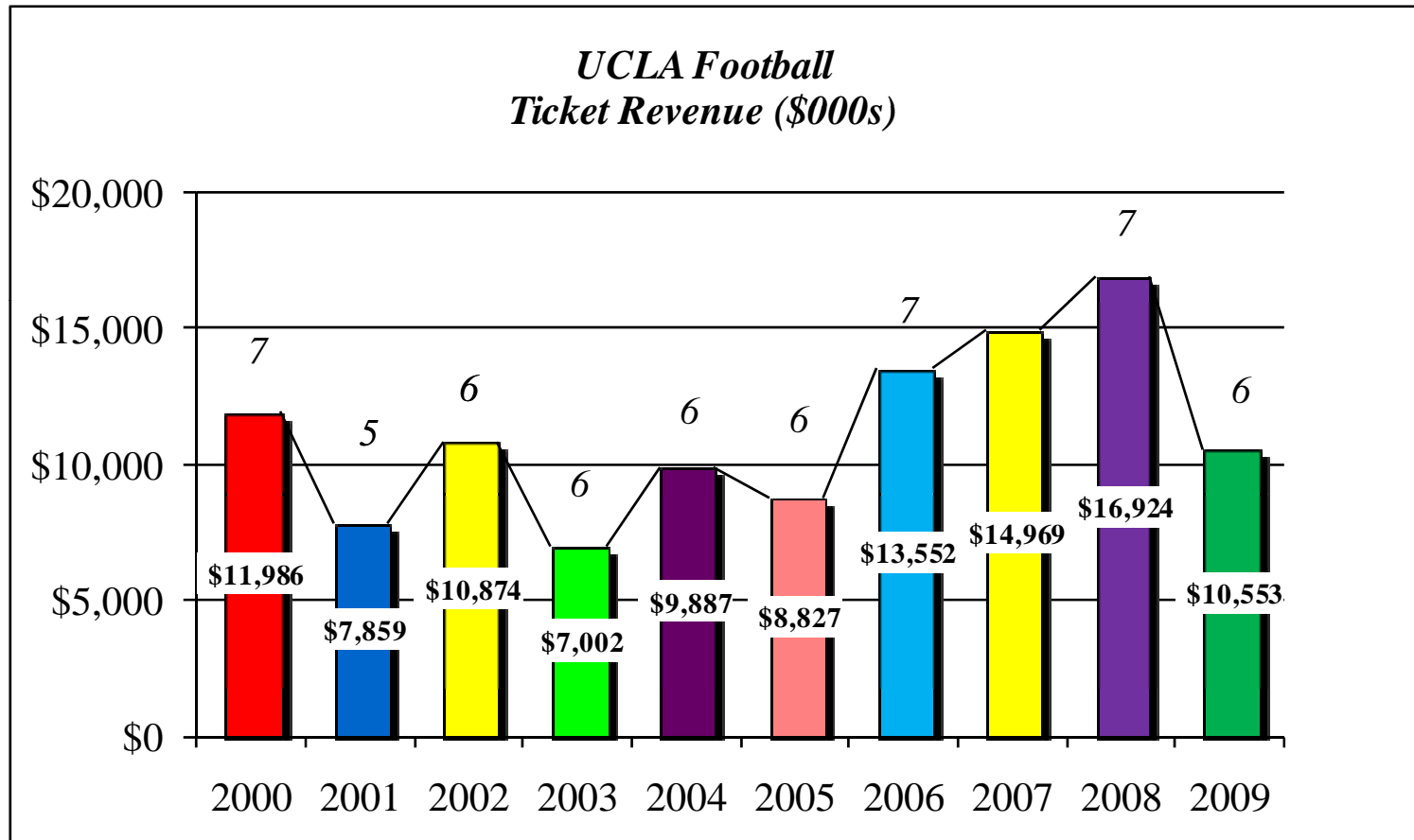
## UCLA Football – Ticket Distribution



Source: UCLA.

# I. Historical Operating Characteristics

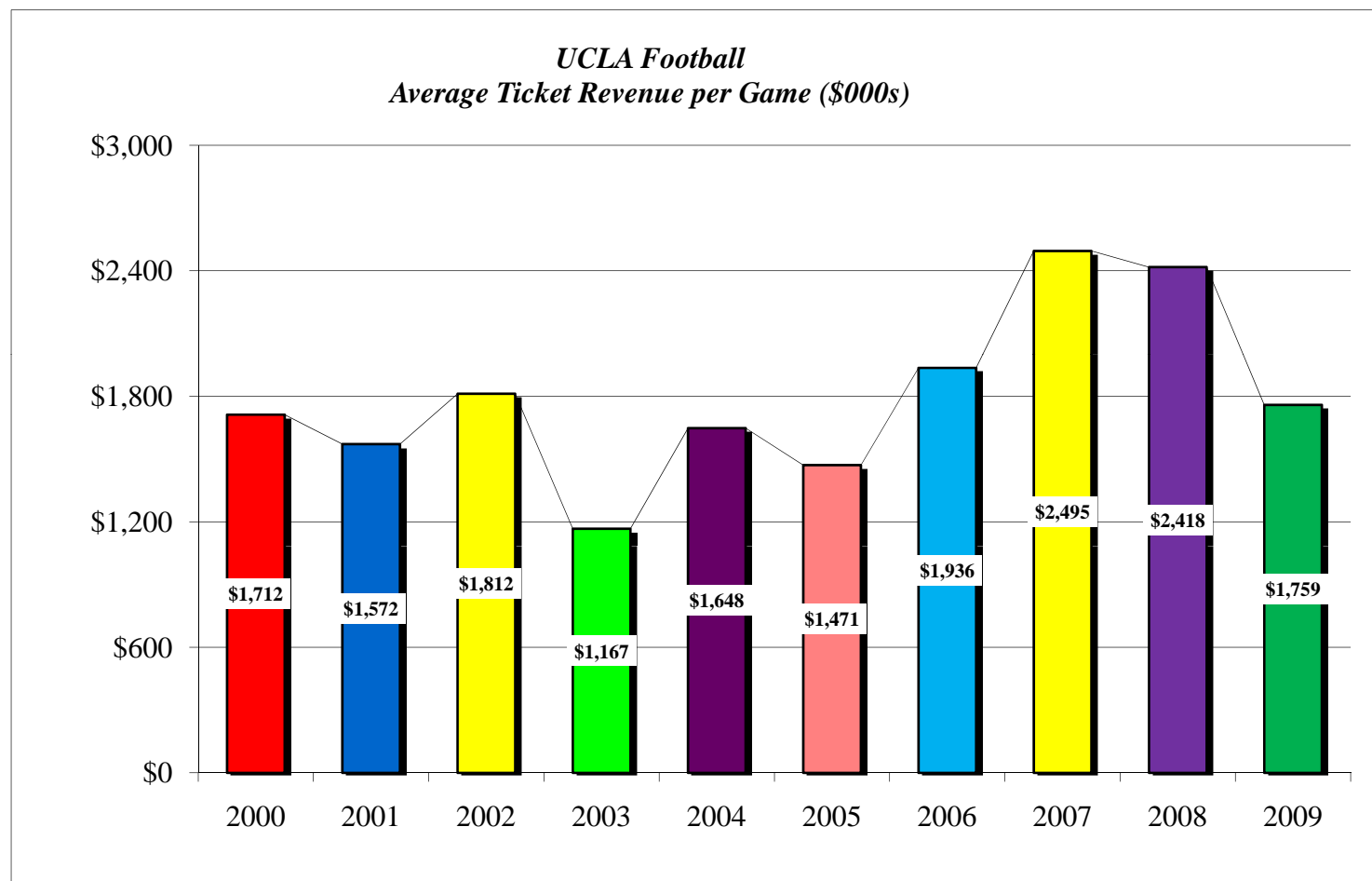
## UCLA Football – Ticket Revenue



Source: UCLA.

# I. Historical Operating Characteristics

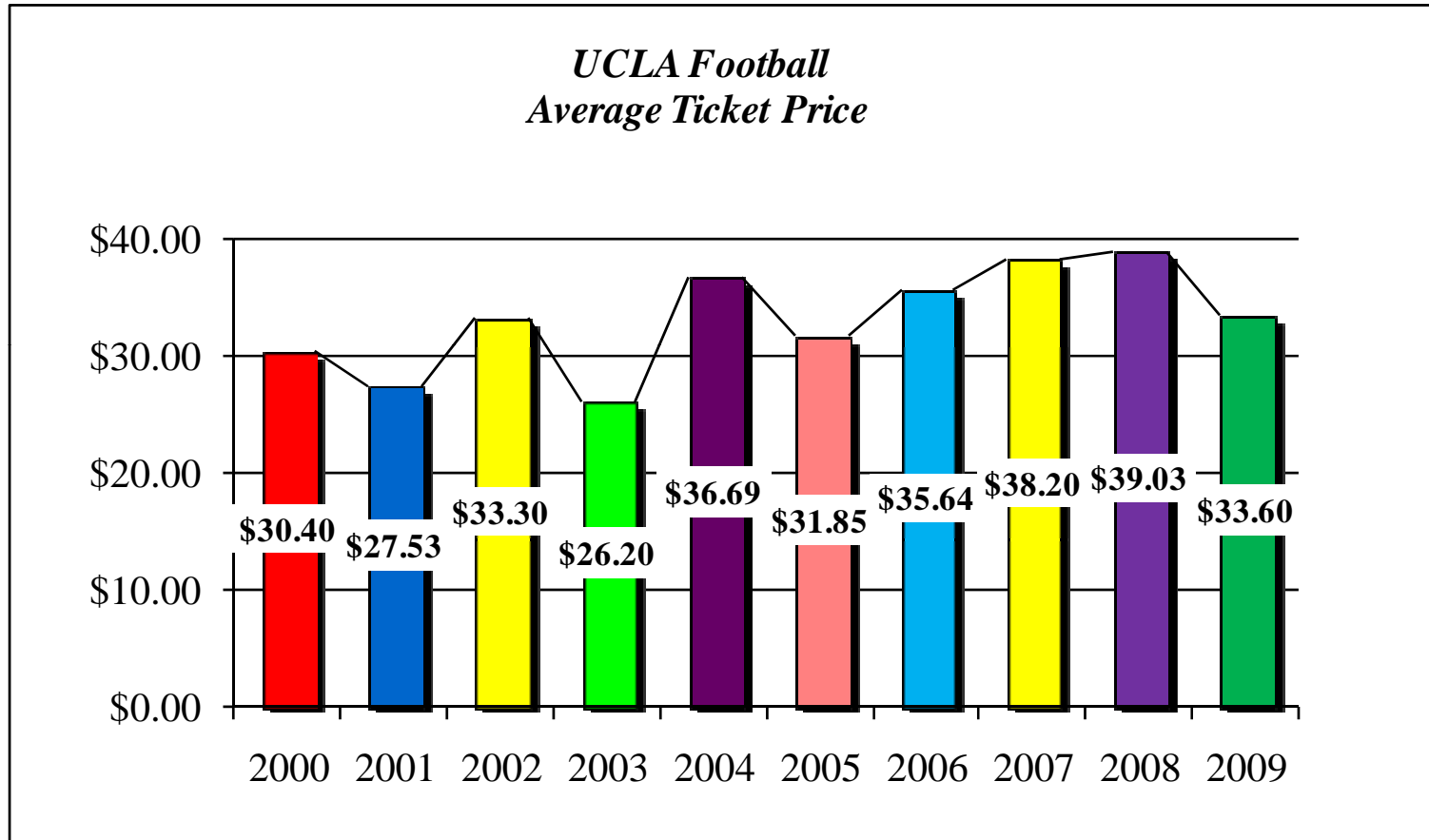
## UCLA Football – Ticket Revenue



Source: UCLA.

# I. Historical Operating Characteristics

## UCLA Football – Average Ticket Price



Source: UCLA.

# I. Historical Operating Characteristics

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## The Wooden Athletic Fund – Membership Levels

<b>Membership Level</b>	<b>Annual Donation</b>	<b>Football Priority Seating</b>	<b>Ticket Quantity Limitations</b>	<b>Season Ticket Cost (2009)</b>
Director's Circle	\$25,000	Gold or Blue	10 Seats	\$369 (Gold) / \$297 (Blue)
Bruin Legend's	\$12,500	Gold or Blue	10 Seats	\$369 (Gold) / \$297 (Blue)
Coaches Roundtable	\$5,500	Gold or Blue	10 Seats	\$369 (Gold) / \$297 (Blue)
Bruin All-American	\$3,500	Gold or Blue	8 Seats	\$369 (Gold) / \$297 (Blue)
Bruin Athletic Club Sustaining	\$1,700	Gold or Blue	8 Seats	\$369 (Gold) / \$297 (Blue)
Bruin Athletic Club	\$850	Gold or Blue	6 Seats	\$369 (Gold) / \$297 (Blue)
Bruin Bench	\$350	Blue	4 Seats	\$297 (Blue)
Bruin Booster	\$100	NA	NA	NA

Note: Annual donation may provide contributor with other UCLA athletic benefits, including basketball priority seating, Rose Bowl parking, and special events, etc.

Source: UCLA.

# I. Historical Operating Characteristics

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## UCLA Football – Historical Ticket Description (Suites and Priority)

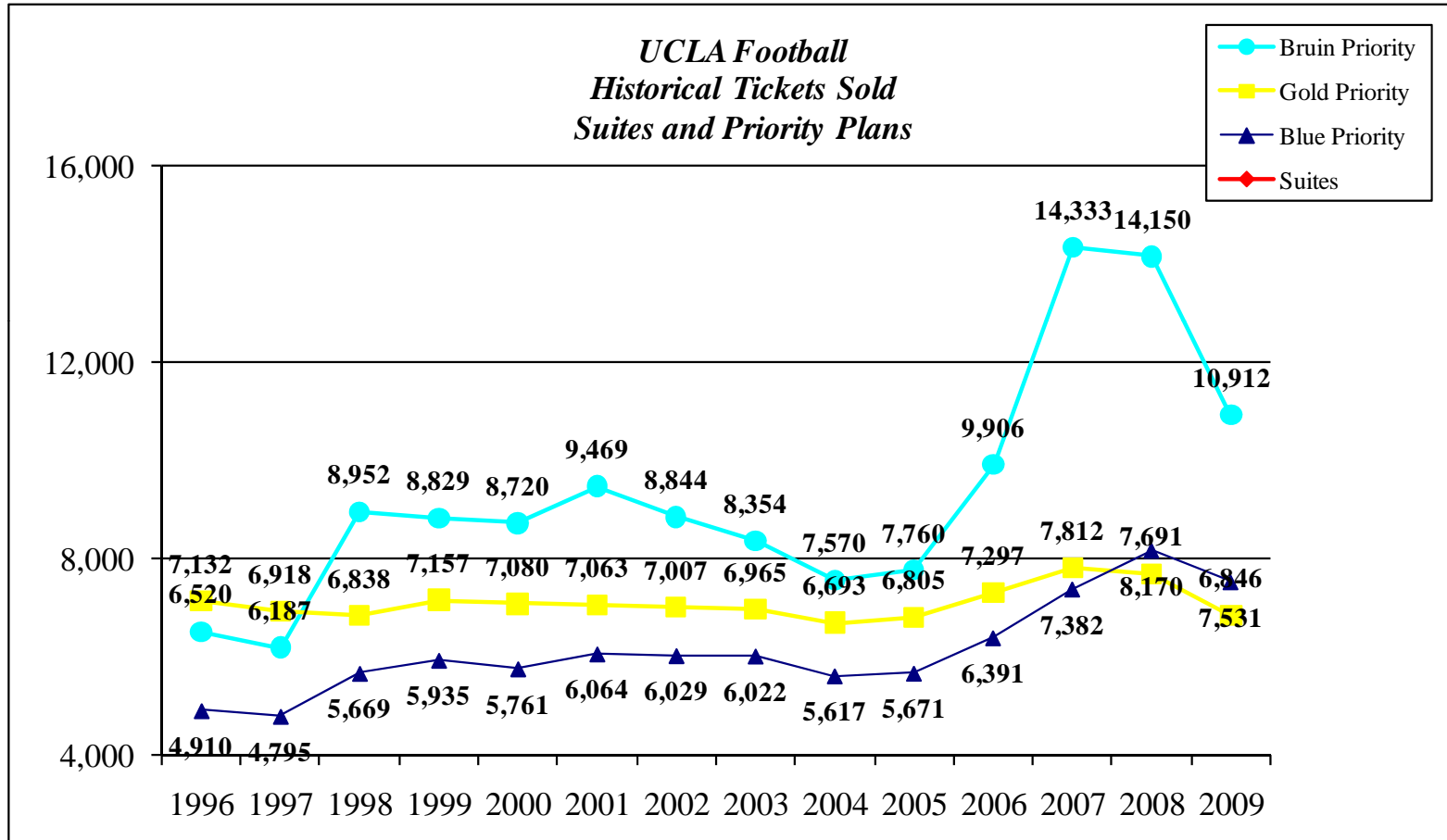
Ticket Distribution	1996	1997	1998	1999	2000	2001	2002	2003	2004	2005	2006	2007	2008	2009
Suites	455	546	567	572	591	591	591	591	591	614	600	600	612	614
Gold Priority	7,132	6,918	6,838	7,157	7,080	7,063	7,007	6,965	6,693	6,805	7,297	7,812	7,691	6,846
Blue Priority	4,910	4,795	5,669	5,935	5,761	6,064	6,029	6,022	5,617	5,671	6,391	7,382	8,170	7,531
Bruin Priority	6,520	6,187	8,952	8,829	8,720	9,469	8,844	8,354	7,570	7,760	9,906	14,333	14,150	10,912
<b>Total - Suites and Priority</b>	<b>19,017</b>	<b>18,446</b>	<b>22,026</b>	<b>22,493</b>	<b>22,152</b>	<b>23,187</b>	<b>22,471</b>	<b>21,932</b>	<b>20,471</b>	<b>20,850</b>	<b>24,194</b>	<b>30,127</b>	<b>30,623</b>	<b>25,903</b>

Note: Does not include complimentary tickets, Prime Ticket, Fox Sports, Vendor, Business Plan, 3/4/5 Game Plan ticket packages.

Source: UCLA.

# I. Historical Operating Characteristics

## UCLA Football – Historical Ticket Description (Suites and Priority)



Note: Does not include complimentary tickets, Prime Ticket, Fox Sports, Vendor, Business Plan, 3/4/5 Game Plan ticket packages.

Source: UCLA.



# **I. Historical Operating Characteristics**

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## **Tournament of Roses/Rose Bowl Game Historical Operating Characteristics**



# I. Historical Operating Characteristics

## Tournament of Roses – Historical Attendance

Tournament of Roses				
Year	Fiscal Year	Ticket Revenue	Paid Attendance	Average Ticket Price
2000	2000	\$9,750,730	88,643	\$110.00
2001	2001	\$11,129,875	89,039	\$125.00
2002	2002	\$13,073,100	87,154	\$150.00
2003	2003	\$11,011,125	88,089	\$125.00
2004	2004	\$11,082,875	88,663	\$125.00
2005	2005	\$11,050,250	88,402	\$125.00
2006	2006	\$15,366,400	87,808	\$175.00
2007	2007	\$11,977,200	88,720	\$135.00
2008	2008	\$11,978,820	88,732	\$135.00
2009	2009	\$12,877,015	88,807	\$145.00
2010	2010	\$12,896,300	88,940	\$145.00
5-Year Average		\$13,019,147	88,601	\$147.00
5-Year Total/Weighted Average		\$65,095,735	443,007	\$146.94
Average		\$12,017,608	88,454	\$135.91
Total/Weighted Average		\$132,193,690	972,997	\$135.86

Note: 2010 BCS Championship Game grossed \$21,236,425 in ticket revenue (38,462 tickets sold for \$200 and 49,251 tickets sold for \$275).

Sources: Tournament of Roses and RBOC.

Note: BCS Championship Game held in 2002 and 2006.

Source: Tournament of Roses.



# I. Historical Operating Characteristics

## Tournament of Roses – Historical Attendance

BCS Championship Game - (1)				
Year	Fiscal Year	Ticket Revenue	Paid Attendance	Average Ticket Price
2000	2000	NA	NA	NA
2001	2001	NA	NA	NA
2002	2002	\$13,073,100	87,154	\$150.00
2003	2003	NA	NA	NA
2004	2004	NA	NA	NA
2005	2005	NA	NA	NA
2006	2006	\$15,366,400	87,808	\$175.00
2007	2007	NA	NA	NA
2008	2008	NA	NA	NA
2009	2009	NA	NA	NA
2010	2010	\$21,236,425	87,713	\$242.11
5-Year Average		\$18,301,413	87,761	\$208.56
5-Year Total/Weighted Average		\$36,602,825	175,521	\$208.54
Average		\$16,558,642	87,558	\$189.04
Total/Weighted Average		\$49,675,925	262,675	\$189.12

(1) 2010 was the first year the Rose Bowl hosted separate Rose Bowl Game and BCS Championship Game.

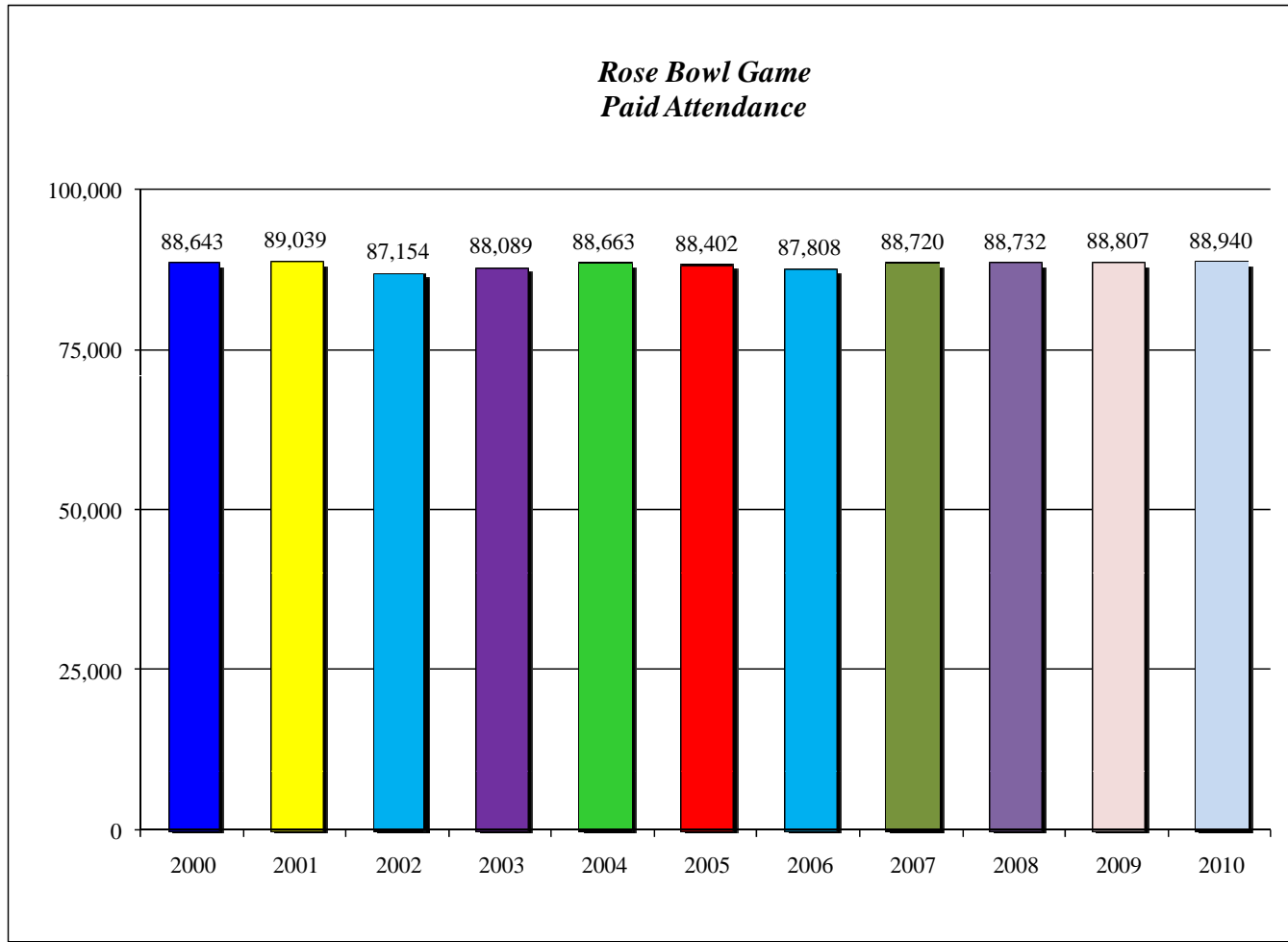
Sources: Tournament of Roses and RBOC.

Source: Tournament of Roses.



# I. Historical Operating Characteristics

## Tournament of Roses – Historical Attendance



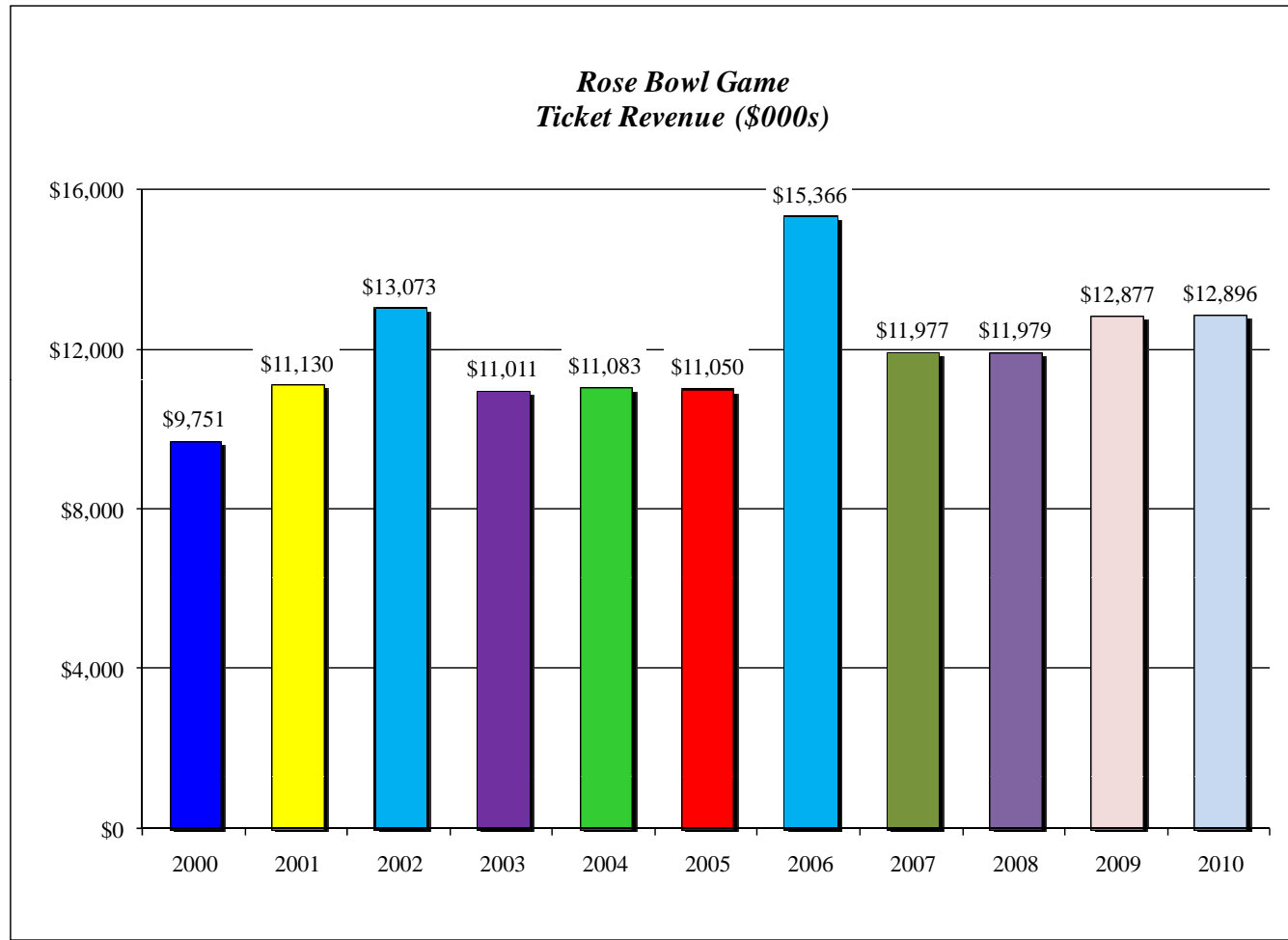
Note: BCS Championship Game held in 2002 and 2006. Does not include BCS National Championship Game in 2010.

Source: Tournament of Roses.



# I. Historical Operating Characteristics

## Tournament of Roses – Ticket Revenue



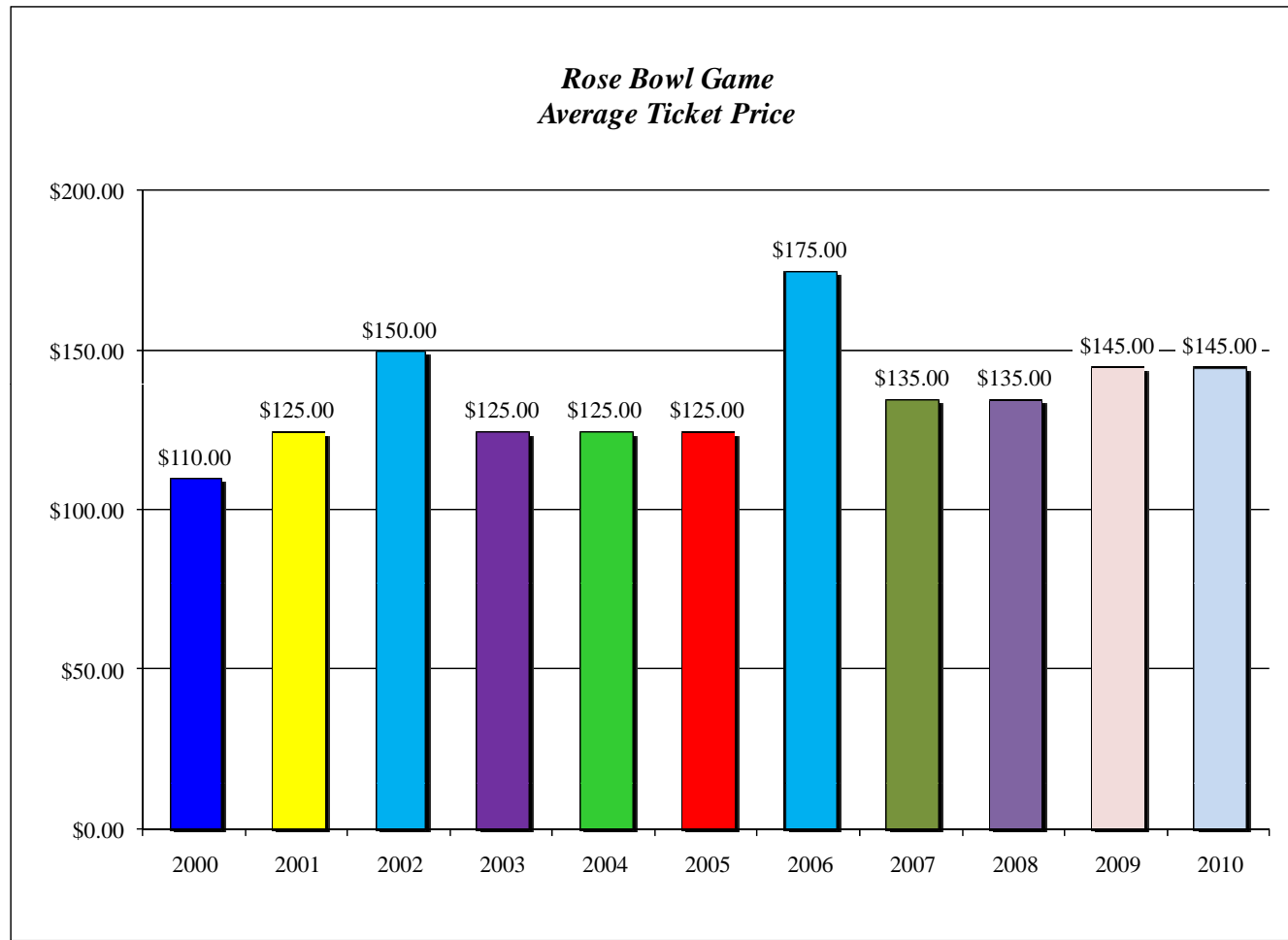
Note: BCS Championship Game held in 2002 and 2006. Does not include BCS National Championship Game in 2010.

Source: Tournament of Roses.



# I. Historical Operating Characteristics

## Tournament of Roses – Average Ticket Price



Note: BCS Championship Game held in 2002 and 2006. Does not include BCS National Championship Game in 2010.

Source: Tournament of Roses.



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## **II. NCAA Stadium Case Studies**

## II. NCAA Stadium Case Studies

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### Stadium Development Trends – Pac 10 Conference

- Stanford University (Stanford Stadium) – Re-Build/Renovation Completed
- Oregon State University (Reser Stadium) – Renovation Completed
- University of Oregon (Autzen Stadium) – Renovation Completed
- University of California, Berkeley (Memorial Stadium) – Renovation Approved
- University of Southern California (Los Angeles Memorial Coliseum) – Minor Renovations Underway (Larger Renovation Subject to Availability of Funding)
- Potential Renovations – Planning Stages
  - ✓ Arizona State University (Sun Devil Stadium)
  - ✓ University of Arizona (Arizona Stadium)
  - ✓ University of Washington (Husky Stadium)
  - ✓ Washington State University (Martin Stadium)



## II. NCAA Stadium Case Studies

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### Stadium Development Trends – Big 10 Conference

- University of Michigan (Michigan Stadium) – Renovation Nearly Complete
- University of Minnesota (TCF Bank Stadium) – New Stadium Completed
- University of Iowa (Kinnick Stadium) – Renovation Completed
- University of Illinois (Memorial Stadium) – Renovation Completed
- Ohio State University (Ohio Stadium) – Renovation Completed
- University of Wisconsin (Camp Randall Stadium) – Renovation Completed
- Michigan State University (Spartan Stadium) – Renovation Completed
- Purdue University (Ross-Ade Stadium) – Renovation Completed
- Penn State University (Beaver Stadium) – Renovation Completed
- University of Indiana (Memorial Stadium) – Renovation Completed (Minor)
- Northwestern University (Ryan Field) – Renovation Completed

## II. NCAA Stadium Case Studies

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### Stadium Development Trends – Case Studies

- Completed 17 NCAA Football Case Studies for Additional Comparison and Benchmarking Purposes (2006 Market Analysis Included Additional Case Studies)
  - ✓ University of Michigan – Michigan Stadium (Renovation)
  - ✓ University of Louisville – Papa John’s Cardinal Stadium (Renovation)
  - ✓ University of Minnesota – TCF Bank Stadium (New)
  - ✓ University of Illinois – Memorial Stadium (Renovation)
  - ✓ University of Iowa – Kinnick Stadium (Renovation)
  - ✓ Oklahoma State University – Boone Pickens Stadium (Renovation)
  - ✓ North Carolina State University – Carter-Finley Stadium (Renovation)
  - ✓ Virginia Tech University – Lane Stadium (Renovation)
  - ✓ Louisiana State University – Tiger Stadium (Renovation)
  - ✓ University of Georgia – Sanford Stadium (Renovation)
  - ✓ Auburn University – Jordan-Hare Stadium (Renovation)
  - ✓ University of Florida – Ben Hill Griffin Stadium (Renovation)
  - ✓ University of Oregon – Autzen Stadium (Renovation)
  - ✓ University of Mississippi – Vaught-Hemingway Stadium (Renovation)
  - ✓ University of Arkansas – Razorback Stadium (Renovation)
  - ✓ Ohio State University – Ohio Stadium (Renovation)
  - ✓ University of Kentucky – Commonwealth Stadium (Renovation)
  
- Limited Comparability Given Unique Nature of Rose Bowl Game, Special Events and Market

## II. NCAA Stadium Case Studies

### NCAA Stadium Development Overview

University	Stadium	Renovated (Opened)	Capacity	Luxury Suites	Loge Boxes	Club Seats
University of Michigan	Michigan Stadium	2010 (1927)	108,000	82	0	3,681
University of Louisville	Papa John's Cardinal Stadium	2010 (1998)	60,000	61	0	3,500
University of Minnesota	TCF Bank Stadium (New)	2009	50,805	42	54	1,502
University of Illinois	Memorial Stadium	2008 (1923)	62,870	40	0	1,400
University of Iowa	Kinnick Stadium	2006 (1929)	70,000	47	0	1,297
Oklahoma State University	Boone Pickens Stadium	2006 (1923)	53,000	56	0	4,400
North Carolina State University	Carter-Finley Stadium	2005 (1966)	60,000	51	0	1,004
Virginia Tech University	Lane Stadium	2005 (1965)	66,233	41	0	4,161
Louisiana State University	Tiger Stadium	2005/2000 (1924)	91,600	70	0	3,300
University of Georgia	Sanford Stadium	2004/2003 (1929)	92,746	77	0	916
Auburn University	Jordan Hare Stadium	2004 (1939)	87,451	79	0	2,878
University of Florida	Ben Hill Griffin Stadium	2003 (1930)	88,548	80	0	4,925
University of Oregon	Autzen Stadium	2003 (1967)	53,800	40	0	3,200
University of Mississippi	Vaught-Hemmingway Stadium	2002 (1915)	60,580	65	0	2,774
University of Arkansas	Razorback Stadium	2001 (1938)	72,000	133	0	9,050
Ohio State University	Ohio Stadium	2001 (1922)	101,568	81	0	2,627
University of Kentucky	Commonwealth Stadium	1999 (1973)	67,606	40	0	0
Average			73,342	64	3	2,977

Sources: Facility/university interviews, industry research, and internal database.

## II. NCAA Stadium Case Studies

### NCAA Stadium Development Overview

- Summary Data Provided Below – Refer To Case Studies for Additional Detail
- ✓ Does Not Include Loge Box Data – Relatively New Concept/Limited Examples

University	Luxury Suites			Club Seats		
	Number - (1)	Annual Fee	Season Tickets	Number - (1)	Annual Fee	Season Tickets
University of Michigan	80	\$55,000-\$85,000	Included	3,681	\$1,500-\$4,000	\$400
University of Louisville	59	\$40,000-\$50,000	\$240	3,550	(2)	(2)
University of Minnesota	37	\$40,500	Included	1,502	\$1,620-\$2,250	Included
University of Illinois - (3)	40	\$47,804 - \$61,987	Included	1,400	\$1,655 - \$4,097	(3)
University of Iowa	43	\$45,000-\$105,000	Included	1,280	\$2,000-\$5,000	Included
Oklahoma State University - (4)	56	\$60,000-\$200,000	\$479	4,400	1,500	\$479
North Carolina State University	51	\$45,000-\$55,000	Included	1,004	\$1,750	Included
Virginia Tech University	41	\$13,000-\$100,000	\$264	4,161	\$200-\$2,000	\$264
Louisiana State University	70	\$45,000-\$108,000	\$360	3,300	\$2,125-\$2,675	\$360
University of Georgia	75	\$59,400-\$118,800	Included	916	\$1,000-\$2,500	\$240
Auburn University	77	\$34,425-\$114,750	Included	2,878	\$2,325	Included
University of Florida - (5)	80	\$50,000-\$84,000	Included	4,925	\$1,800-\$2,300	224
University of Oregon	40	\$35,000-\$45,000	\$370	3,400	\$1,100-\$1,750	\$370
University of Mississippi	62	\$19,200-\$32,000	Included	2,774	\$1,100	\$275
University of Arkansas - (6)	130	\$15,000-\$36,000	Included	9,050	\$500-\$625	Included
Ohio State University	80	\$25,000-\$73,000	Included	2,500	\$2,200-\$3,300	Included
University of Kentucky	40	\$41,850-\$60,000	\$235	0	NA	NA

(1) Available for lease.

(2) Data not available

(3) Additional verification required.

(4) Additional verification required. Does not include current renovation project.

(5) Does not include Gator Zone and Gator Deck Seats - \$3,750 per seat.

(6) Annual fee estimated based on five game home schedule.

Notes: Capital gifts/one-time donations not included above. Please see case studies for additional detail including capital gift requirements.

## II. NCAA Stadium Case Studies

### NCAA Stadium Development Overview

- Premium Seating Gross Estimate – Provided for Illustrative Purposes
  - ✓ Does Not Include Ticket Revenue
  - ✓ Does Not Include Capital Gift Requirements and/or Additional Donation Requirements (if any)

Universities	Luxury Suites		Loge Boxes		Club Seats		Total Estimated Gross Revenue	Rank
	Average Suite Price	Total Estimated Luxury Suite Gross Revenue	Average Loge Box Price	Total Estimated Loge Gross Revenue	Average Club Seat Price	Total Estimated Club Seat Gross Revenue		
University of Florida	\$51,136	\$4,090,880	NA	NA	\$2,193	\$11,480,564	\$15,571,444	1
University of Michigan - (1)	\$60,100	\$4,808,000	NA	NA	\$2,298	\$8,460,500	\$13,268,500	2
Louisiana State University	\$68,571	\$4,800,000	NA	NA	\$2,175	\$7,177,500	\$11,977,500	3
Ohio State University	\$53,420	\$4,273,584	NA	NA	\$2,419	\$6,047,500	\$10,321,084	4
Auburn University	\$42,764	\$3,292,800	NA	NA	\$1,930	\$5,554,540	\$8,847,340	5
University of Arkansas	\$24,750	\$3,217,500	NA	NA	\$575	\$5,062,500	\$8,280,000	6
Virginia Tech University	\$56,927	\$2,334,000	NA	NA	\$998	\$4,152,500	\$6,486,500	7
University of Oregon	\$42,250	\$1,690,000	NA	NA	\$1,176	\$4,000,000	\$5,690,000	8
University of Georgia - (2)	\$61,200	\$4,590,000	NA	NA	\$1,190	\$1,090,000	\$5,680,000	9
University of Iowa	\$51,434	\$2,108,802	NA	NA	\$2,303	\$2,920,148	\$5,028,950	10
University of Minnesota	\$35,688	\$1,034,938	\$11,125	\$600,750	\$1,413	\$1,951,945	\$3,587,633	11
North Carolina State University	\$43,323	\$1,992,856	NA	NA	\$1,421	\$1,409,632	\$3,402,488	12
University of Mississippi	\$17,624	\$1,092,688	NA	NA	\$825	\$2,288,550	\$3,381,238	13
University of Kentucky	\$43,962	\$1,758,460	NA	NA	NA	NA	\$1,758,460	14
University of Illinois	(3)	(3)	NA	NA	(3)	(3)	NA	NA
Oklahoma State University	(3)	(3)	NA	NA	(3)	(3)	NA	NA
University of Louisville	\$44,068	\$2,600,000	(3)	(3)	(3)	(3)	NA	NA
Average	\$46,481	\$2,912,301	\$11,125	\$600,750	\$1,609	\$4,738,145	\$7,377,224	

(1) Based on 100% projected occupancy.

(2) Number of seats per suite is estimated.

(3) Data not available.

Notes: Average suite price, average loge box price, average club seat price, and gross revenue does not include ticket revenue. Estimates are based on reported annual occupancy. The estimates presented herein are believed to be reasonable, but have not been audited or otherwise independently verified.

## II. NCAA Stadium Case Studies

### NCAA Stadium Development Overview

- Premium Seating Gross Estimate – Provided for Illustrative Purposes
  - ✓ Includes Ticket Revenue
  - ✓ Does Not Include Capital Gift Requirements and/or Additional Donation Requirements (if any)

Universities	Luxury Suites		Loge Boxes		Club Seats		Total Estimated	
	Average Suite Price	Total Estimated Luxury Suite Gross Revenue	Average Loge Box Price	Total Estimated Loge Gross Revenue	Average Club Seat Price	Total Estimated Club Seat Gross Revenue	Gross Revenue	Rank
University of Florida	\$55,700	\$4,456,000	NA	NA	\$2,417	\$12,653,098	\$17,109,098	1
University of Michigan - (1)	\$66,500	\$5,320,000	NA	NA	\$2,698	\$9,932,900	\$15,252,900	2
Louisiana State University	\$75,257	\$5,268,000	NA	NA	\$2,535	\$8,365,500	\$13,633,500	3
Ohio State University	\$58,800	\$4,704,000	NA	NA	\$2,860	\$7,150,000	\$11,854,000	4
Auburn University	\$47,688	\$3,672,000	NA	NA	\$2,325	\$6,691,350	\$10,363,350	5
University of Arkansas	\$24,750	\$3,217,500	NA	NA	\$575	\$5,062,500	\$8,280,000	6
Virginia Tech University	\$62,110	\$2,546,520	NA	NA	\$1,262	\$5,251,004	\$7,797,524	7
University of Oregon	\$50,288	\$2,011,530	NA	NA	\$1,546	\$5,258,000	\$7,269,530	8
University of Georgia - (2)	\$66,000	\$4,950,000	NA	NA	\$1,430	\$1,309,840	\$6,259,840	9
University of Iowa	\$57,073	\$2,340,000	NA	NA	\$2,642	\$3,350,000	\$5,690,000	10
University of Mississippi	\$22,654	\$1,404,538	NA	NA	\$1,100	\$3,051,400	\$4,455,938	11
University of Minnesota	\$40,500	\$1,174,500	\$12,500	\$675,000	\$1,688	\$2,331,720	\$4,181,220	12
North Carolina State University	\$48,587	\$2,235,000	NA	NA	\$1,750	\$1,736,000	\$3,971,000	13
University of Kentucky	\$48,333	\$1,933,300	NA	NA	NA	NA	\$1,933,300	14
University of Illinois	(3)	(3)	NA	NA	(3)	(3)	NA	NA
Oklahoma State University	(3)	(3)	NA	NA	(3)	(3)	NA	NA
University of Louisville	\$48,388	\$2,854,880	(3)	(3)	(3)	(3)	NA	NA
Average	\$51,509	\$3,205,851	\$12,500	\$675,000	\$1,910	\$5,549,486	\$8,432,229	

(1) Based on 100% projected occupancy.

(2) Number of seats per suite is estimated.

(3) Data not available.

Notes: Average suite price, average loge box price, average club seat price, and gross revenue includes ticket revenue. Estimates are based on reported annual occupancy. The estimates presented herein are believed to be reasonable, but have not been audited or otherwise independently verified.

## II. NCAA Stadium Case Studies

### University of Michigan – Michigan Stadium

The renovation and expansion project at Michigan Stadium is currently in progress. The stadium is the home of the University of Michigan football team. The renovation is expected to be completed in 2010 and will include the addition of 82 luxury suites and approximately 3,681 club seats. In addition to the new premium seating sections, other improvements such as new concourses, restrooms, and concessions, among others, will be included. The project has is estimated to cost approximately \$226.0 million, but may be completed at a slightly higher price according to university representatives.

Stadium:	Michigan Stadium
New Construction/Renovation:	Renovation
Year Open/Renovated:	2010
Total Cost:	\$226.0+ Million
Contractor:	Barton Malow
Architect:	HNTB Architecture and Kallmann, McKinnell & Wood Architects
Total Seating Capacity:	108,000
Luxury Suites:	82
Club Seats:	3,681 (Approx)
2009 Avg Attendance (Rank):	108,933 (1 <sup>st</sup> )



Sources: University of Michigan, internal database, and industry research.

## II. NCAA Stadium Case Studies

### University of Michigan – Michigan Stadium

Luxury Suites									
<b>Luxury Suites:</b>	82			<b>Parking:</b>	Parking is provided (two reserved spaces and two general spaces).				
<b>Reserved:</b>	2			<b>Gift:</b>	A portion of annual fee is considered a gift.				
<b>Percentage Leased:</b>	(1)			<b>FF&amp;E:</b>	University is responsible.				
				<b>Amenities:</b>	Amenities will include operable glass window, upscale concessions, televisions, internet access, and private restrooms, among others.				
Type	# of Suites	# of Seats	# of SRO - (2)	Annual Fee - (3)	Season Ticket Cost	Lease Term	Escalation Factor	Deposit Requirement	
Zone A - East	6	16	4-6	\$85,000	Included	3, 5, or 7 Years	1%, 2%, or 3%	\$10,000	
Zone A - West	1	16	4-6	\$85,000	Included	3, 5, or 7 Years	1%, 2%, or 3%	\$10,000	
Zone B - East	10	16	4-6	\$75,000	Included	3, 5, or 7 Years	1%, 2%, or 3%	\$10,000	
Zone B - West	13	16	4-6	\$75,000	Included	3, 5, or 7 Years	1%, 2%, or 3%	\$10,000	
Zone C - East	10	16	4-6	\$65,000	Included	3, 5, or 7 Years	1%, 2%, or 3%	\$10,000	
Zone C - West	15	16	4-6	\$65,000	Included	3, 5, or 7 Years	1%, 2%, or 3%	\$10,000	
Zone D - East	10	16	4-6	\$55,000	Included	3, 5, or 7 Years	1%, 2%, or 3%	\$10,000	
Zone D - West	15	16	4-6	\$55,000	Included	3, 5, or 7 Years	1%, 2%, or 3%	\$10,000	

(1) Sales are in progress. Currently, there are 55 suites leased.

(2) Suite holders can purchase guest tickets or if they also purchase four west side chairback ticket those tickets have access to suite.

(3) University reserved the right to increase prices by a maximum of 10% in the first year.



## II. NCAA Stadium Case Studies

### University of Michigan – Michigan Stadium

Club Seats								
<b>Club Seats:</b>	3,681 (Approx)		<b>Parking:</b>	Donors will qualify based on donation level/priority.				
<b>Reserved:</b>	Minimal		<b>Gift:</b>	A portion of annual fee is considered a gift.				
<b>Percentage Leased:</b>	(1)		<b>Amenities:</b>	Amenities will include upscale concessions, exclusive elevator access, private restrooms, televisions, and lounge access, among others.				
Type	# of Club Seats	# of SRO	Annual Fee - (2)	Season Ticket Cost	Lease Term - (3)	Escalation Factor	Deposit Requirement	
Indoor	250	NA	\$4,000	\$400	Annual	None	\$250	
Outdoor - Zone 1	776	NA	\$3,000	\$400	Annual	None	\$250	
Outdoor - Zone 2	1,064	NA	\$2,250	\$400	Annual	None	\$250	
Outdoor - Zone 3	887	NA	\$1,500	\$400	Annual	None	\$250	
West Side Chairbacks	704	NA	\$2,000	\$400	Annual	None	\$250	

(1) Sales are in progress with high demand. Current commitments are at 62% overall (increasing daily). It is important to note that a pre-market study recommended approximately 1,000 indoor club seats. Representatives indicated current demand would not support 1,000 such seats. There are 18 indoor club seats still available.

(2) University reserved the right to increase prices by a maximum of 10% in the first year.

(3) While it is not required to sign a three year agreement, donors who do will be provided recognition on an exclusive donor wall.

## II. NCAA Stadium Case Studies

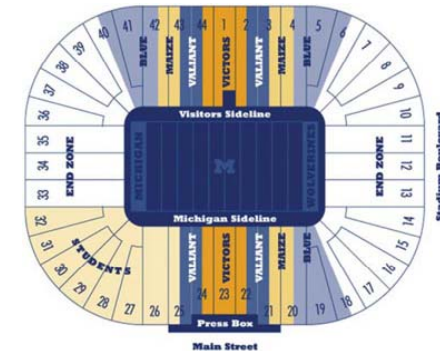
### University of Michigan – Michigan Stadium

➤ Donor Seating

✓ Annual Donation Program Began in 2005

Donor Seating				
Seating	Annual Donation per Seat	Season Ticket Cost	Parking	Lease Terms
Victors	\$500	\$400	Based on Victors Club	Annual
Valiant	\$375	\$400	Based on Victors Club	Annual
Maize	\$250	\$400	Based on Victors Club	Annual
Blue	\$125	\$400	Based on Victors Club	Annual
End Zone	\$50	\$400	Based on Victors Club	Annual

✓ New Donors/Upgrade Seats are Based on Annual Gift Levels and Priority Points



Sources: University of Michigan, internal database, and industry research.

## II. NCAA Stadium Case Studies

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### University of Michigan – Michigan Stadium

➤ Victors Club – Donor Levels and Benefits

<u>Donor Level</u>	<u>Minimum Donation</u>	<u>Basketball (BB) Benefits</u>	<u>Football (FB) Benefits</u>
Varsity	\$100	Season Ticket Opportunity	Season Ticket Opportunity
First Team	\$500	Season Ticket Opportunity	Season Ticket Opportunity
Captain	\$1,000	Season Ticket Opportunity	Season Ticket Opportunity
All-American	\$1,500	Season Ticket Opportunity	Season Ticket Opportunity
Go Blue	\$2,500	Season Ticket Opportunity	Season Ticket Opportunity
Wolverine	\$5,000	Season Ticket Opportunity	Season Ticket Opportunity
Leaders	\$10,000	Season Ticket Opportunity	Season Ticket Opportunity
Champions	\$20,000	Season Ticket Opportunity	Season Ticket Opportunity

Notes: Annual donation may provide contributor with other athletic benefits including parking, special events, etc.



Sources: University of Michigan, internal database, and industry research.

## II. NCAA Stadium Case Studies

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### University of Michigan – Michigan Stadium

➤ Priority System

- |  |           |
|--|-----------|
| ✓ Every \$100 (Unrestricted) of Current Year Athletics Donations | 2 points  |
| ✓ Every \$100 (Restricted) of Current Year Athletics Donations   | 1 points  |
| ✓ Every \$100 of Cumulative Athletics Donations                  | 1 Point   |
| ✓ Every \$100 of Marching Band Donations                         | 1 Point   |
| ✓ Every \$1,000 of Cumulative University Donations               | 1 Point   |
| ✓ Every Consecutive Year of Season Tickets (All-Sports)          | 1 Point   |
| ✓ Alumni (Maximum of Two People per Account)                     | 5 Points  |
| ✓ Letterwinner   | 10 Points |

Sources: University of Michigan, internal database, and industry research.



## II. NCAA Stadium Case Studies

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### University of Michigan – Michigan Stadium

➤ Project Funding

- ✓ Stadium Renovation Project Expected to Cost Approximately \$226.0+ Million
  
- ✓ Sources of Funds Include:
  - Athletic Department Reserves (\$22.0 Million)
  - Capital Gift Contributions/Naming Opportunities (See Next Page)
  - Bonded Debt (\$176.0 Million)
    - » Annual Debt Services is Estimated at \$10.8 Million Annually
    - » Current Commitments on Premium Seating will Fund \$10.9 Million Annually (At 100% Occupancy Premium Seating will Fund \$15.4 Million Annually)
  
- ✓ Debt Serviced by:
  - Premium Seating Revenues
  - Private Donation



Sources: University of Michigan, internal database, and industry research.

## II. NCAA Stadium Case Studies

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### University of Michigan – Michigan Stadium

- Capital Gift/Naming Opportunities (Range from \$25,000 to \$13.0 Million) – Examples (Not All-Inclusive)
  - ✓ Stadium Club – \$13.0 Million (Sold) (Originally Priced at \$10.0 Million)
  - ✓ Stadium Towers (Four) – \$5.0 Million Each (Three Sold)
  - ✓ Stadium Tunnel – \$5.0 Million
  - ✓ Elevated Concourse (Two) – \$2.5 Million
  - ✓ North Building (Two) – \$2.0 Million
  - ✓ South Building (Two) – \$1.5 Million
  - ✓ President’s Suite – \$1.0 Million (Sold)
  - ✓ Provost’s Suite – \$500,000
  - ✓ VIP Elevator Lobby (Premium) – \$500,000 (Sold)
  - ✓ Elevator Lobbies – \$400,000/\$250,000/\$125,000
  - ✓ Stadium Operations Office – \$100,000
  - ✓ Home Radio – \$100,000 (Sold)
  - ✓ Clock/Scoreboard – \$50,000
  - ✓ Camera (Two) – \$25,000



## II. NCAA Stadium Case Studies

### University of Louisville – Papa John’s Cardinal Stadium

Papa John’s Cardinal Stadium is the home of the University of Louisville (Louisville) football team. The on-going expansion project at Papa John’s Cardinal Stadium is expected to be completed in 2010. The expansion will include an additional 33 luxury suites and 1,750 loge/club seats. The expanded stadium will have a capacity of approximately 60,000 and include 61 luxury suites and approximately 3,500 loge/club seats. The project is expected to cost approximately \$72.0 million.

Stadium:	Papa John’s Cardinal Stadium
New Construction/Renovation:	Renovation
Year Open/Renovated:	2010
Total Cost:	\$72.0 Million
Contractor:	Hunt Construction
Architect:	Rosser International
Total Seating Capacity:	60,000
Luxury Suites:	61
Club Seats:	3,500
2009 Avg Attendance (Rank):	32,450 (71 <sup>st</sup> )



Sources: University of Louisville, internal database, and industry research.

## II. NCAA Stadium Case Studies

### University of Louisville – Papa John’s Cardinal Stadium

Luxury Suites								
<b>Luxury Suites:</b>	61		<b>Parking:</b>	Parking is included.				
<b>Reserved:</b>	2		<b>Gift:</b>	A portion of the annual fee is considered a gift.				
<b>Percentage Leased:</b>	100%		<b>FF&amp;E:</b>	University is responsible.				
			<b>Amenities:</b>	Not available.				
Type	# of Suites - (1)	# of Seats	# of SRO	Annual Fee	Season Ticket Cost	Lease Term	Escalation Factor	Deposit Requirement
Suites - A	28	18	8-10	\$40,000	\$240	Not Available	Yes	Not Available
Suites - B (New)	33	18	8-10	\$45,000 - \$50,000	\$240	4 or 7 Years	Yes	\$10,000

(1) Inventory includes reserved non-revenue suites.

Loge/Club Seats								
<b>Club Seats:</b>	3,550		<b>Parking:</b>	Not included. Priority based on donor level.				
<b>Reserved:</b>	NA		<b>Gift:</b>	A portion of the annual fee is considered a gift.				
<b>Percentage Leased:</b>	100% - (1)		<b>Amenities:</b>	Not available.				
Type	# of Club Seats	# of SRO	Annual Fee	Season Ticket Cost	Lease Term	Escalation Factor	Deposit Requirement	
Loge - A	1,800			Not Available				
Loge - B (New)	1,750			Not Available				

(1) Assumed.

Sources: University of Louisville, internal database, and industry research.



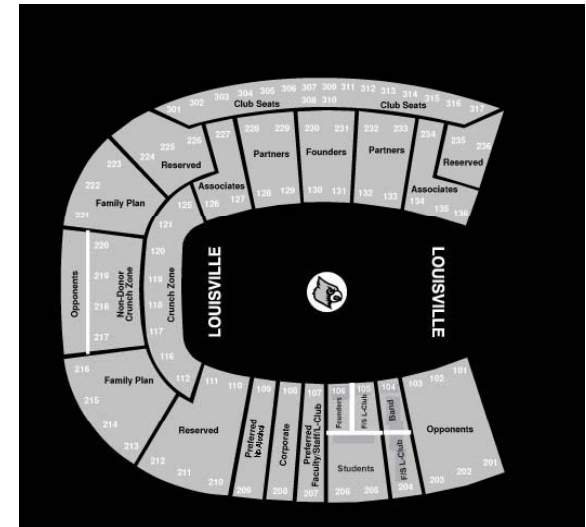
## II. NCAA Stadium Case Studies

### University of Louisville – Papa John’s Cardinal Stadium

#### ➤ Donor Seating

Donor Seating					
Seating	Capital Gift - (1)	Annual Donation per Seat	Season Ticket Cost	Parking	Lease Terms
Founders	\$12,500	\$700	\$240	Based on Priority	Annual
Partners	\$6,250	\$350	\$240	Based on Priority	Annual
Associates	\$2,500	\$200	\$240	Based on Priority	Annual
Preferred Faculty/Staff/L-Club	\$0	\$200	\$240	Based on Priority	Annual
No Alcohol	\$0	\$100	\$240	Based on Priority	Annual
Crunch Zone	\$0	\$100	\$240	Based on Priority	Annual
Reserved	\$0	\$0	\$240	Based on Priority	Annual

(1) Payable over 5-years.



Sources: University of Louisville, internal database, and industry research.

## II. NCAA Stadium Case Studies

### University of Minnesota – TCF Bank Stadium (New Construction)

The new football stadium, TCF Bank Stadium, at the University of Minnesota (Minnesota) opened for the 2009 season. TCF Bank Stadium is an open-air facility located on Minnesota's campus. Completed at a cost of approximately \$288.5 million, the stadium includes 50,805 seats (with potential expansion to 80,000 seats), 42 luxury suites, 54 loge boxes, and 1,502 indoor/outdoor club seats. The stadium is the 1<sup>st</sup> LEED certified football stadium.

Stadium:	TCF Bank Stadium
New Construction/Renovation:	New Construction
Year Open/Renovated:	2009
Total Cost:	\$288.5 Million
Contractor:	Mortenson Construction
Architect:	Populous (HOK Sport)
Total Seating Capacity:	50,805
Luxury Suites:	42
Loge Boxes:	54
Club Seats:	1,502
2009 Avg Attendance (Rank):	50,805 (42 <sup>nd</sup> )



Sources: University of Minnesota, internal database, and industry research.

## II. NCAA Stadium Case Studies

### University of Minnesota – TCF Bank Stadium (New Construction)

Luxury Suites								
<b>Luxury Suites:</b>	42							
<b>Reserved:</b>	5							
<b>Percentage Leased:</b>	74% - (1)							
<b>Parking:</b>								Parking is included.
<b>Gift:</b>								A portion of the annual fee is considered a gift.
<b>FF&amp;E:</b>								University is responsible.
<b>Amenities:</b>								Amenities include outdoor seats, climate controlled inside, televisions, access to DQ Club, concierge service, and private restrooms on suite level, among others.
Type	# of Suites	# of Seats	# of SRO	Annual Fee - (2)	Season Ticket Cost	Lease Term	Escalation Factor	Deposit Requirement
Suites	37	16-19	8	\$40,500	Included	3, 5, or 10 Years	2%, 4%, or 6%	\$4,050
(1) 29 suites are sold. Representatives indicated they are selling 8-9 on game day basis, but would like to sell 5-6 annually and keep three for game day basis.								
(2) Suites originally priced at \$45,000, but were reduced to compensate suite holders for loss of right to serve alcohol.								

Loge Boxes								
<b>Loge Boxes</b>	54							
<b>Reserved:</b>	0							
<b>Percentage Leased:</b>	100% - (1)							
<b>Parking:</b>								Not included.
<b>Gift:</b>								A portion of the annual fee is considered a gift.
<b>Amenities:</b>								Amenities include waiter/waitress service, access to DQ Club, televisions, private entrance, and private restrooms on loge level, among others.
Type	# of Loge Boxes	# of Seats	Annual Fee	Season Ticket Cost	Lease Term	Escalation Factor	Deposit Requirement	
Loge Box	54	4-6	\$2,500 per Seat	Included	3, 5, or 10 Years	2%, 4%, or 6%	\$900-\$1,350	
(1) Two loge boxes were originally held back for University use, but due to demand loge boxes were sold.								

Sources: University of Minnesota, internal database, and industry research.



## II. NCAA Stadium Case Studies

### University of Minnesota – TCF Bank Stadium (New Construction)

Club Seats								
<b>Club Seats:</b>	1,502	<b>Parking:</b>	Parking is provided for indoor club seats (available for purchase for outdoor club seats).					
<b>Reserved:</b>	20	<b>Gift:</b>	A portion of the annual fee is considered a gift.					
<b>Percentage Leased:</b>	93% - (1)	<b>Amenities:</b>	Amenities include wide padded chairs, private lounge area, televisions, private entrance, concierge service, and access to DQ club, among others.					
Type	# of Club Seats	# of SRO	Annual Fee	Season Ticket Cost	Lease Term	Escalation Factor	Deposit Requirement	
Outdoor	1,231	NA	\$1,620 - (2)	Included - (4)	3, 5, or 10 Years	2%, 4%, or 6%	None	
Indoor	251	NA	\$2,250 - (3)	Included - (4)	3, 5, or 10 Years	2%, 4%, or 6%	None	
<p>(1) Indoor club seats have been difficult to sell. Approximately 101 remain to be sold. Seats are located highest and farthest from the field.</p> <p>(2) Outdoor club seats originally priced at \$1,800, but were reduced to \$1,620 due to loss of right to serve alcohol.</p> <p>(3) Indoor club seats originally priced at \$3,000, but were reduced to \$2,250 due to loss of right to serve alcohol and slow sales.</p> <p>(4) To be confirmed.</p>								

Sources: University of Minnesota, internal database, and industry research.



## II. NCAA Stadium Case Studies

### University of Minnesota – TCF Bank Stadium (New Construction)

➤ Donor Seating

<b>Donor Seating</b>				
<b>Seating</b>	<b>Annual Donation per Seat</b>	<b>Season Ticket Cost</b>	<b>Parking</b>	<b>Lease Terms</b>
Red	\$500	\$275	Available for Purchase	Annual
Orange	\$250	\$275	Available for Purchase	Annual
Gray	\$100	\$275	Available for Purchase	Annual
Blue	\$0	\$275	Available for Purchase	Annual
White	\$0	\$275	Available for Purchase	Annual

➤ All Donor Seats are Sold-Out

➤ Seat Allocation was Based on Stadium Gift (No Set Amount per Section)/Priority System

- ✓ General Guidelines – Middle Two Sections Likely Required \$5,000 to \$10,000 Gift



Sources: University of Minnesota, internal database, and industry research.

## II. NCAA Stadium Case Studies

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### University of Minnesota – TCF Bank Stadium (New Construction)

➤ Priority Point System

✓ Every \$100 Donated to TCF Bank Stadium Construction	5 Points
✓ Every \$100 in Current Year Giving	2.5 Points
✓ Every \$100 in Cumulative Giving	1 Point
✓ Every \$300 in University Giving	1 Point
✓ Every Year as Consecutive Football Season Ticket Holder	100 Points
✓ Season Ticket Holder Bonus	1 Point per Year per Ticket
✓ Letter Winner	400 Points
✓ Alumni	100 Points
✓ Lifetime Alumni Association Membership	25 Points

## II. NCAA Stadium Case Studies

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### University of Minnesota – TCF Bank Stadium (New Construction)

➤ Project Funding

✓ Stadium Construction Reportedly Cost Approximately \$288.5 Million

✓ Sources of Funds Include:

– \$150.2 Million University of Minnesota

» Private Donations

» Parking Revenues

» Student Fees

» Athletic Department Revenue

– \$137.2 Million State of Minnesota

Sources: University of Minnesota, internal database, and industry research.

## II. NCAA Stadium Case Studies

### University of Illinois – Memorial Stadium (To be Confirmed)

The renovation of Memorial Stadium at the University of Illinois began following the 2006 football season and was completed prior to the 2008 football season. The renovated stadium has a seating capacity of 62,870 and includes 40 luxury suites, 1,200 outdoor club seats, and 200 indoor club seats. In addition to the new premium seating, the renovation included additional seating, concessions facilities, restrooms, and the Great West Hall, among other improvements.

Stadium:	Memorial Stadium
New Construction/Renovation:	Renovation
Year Open/Renovated:	2008
Total Cost:	\$116.0 Million
Contractor:	Hunt Construction
Architect:	HNTB Architecture
Total Seating Capacity:	62,870
Luxury Suites:	40
Club Seats:	1,400
2009 Avg Attendance (Rank):	59,545 (29 <sup>th</sup> )



Sources: University of Illinois, internal database, and industry research.



## II. NCAA Stadium Case Studies

### University of Illinois – Memorial Stadium

Luxury Suites									
<b>Luxury Suites:</b>	40	<b>Parking:</b>	Priority parking is provided.						
<b>Reserved:</b>	NA	<b>Gift:</b>	A portion of annual fee is considered a gift.						
<b>Percentage Leased:</b>	NA	<b>FF&amp;E:</b>	University is responsible.						
		<b>Amenities:</b>	Amenities include operable glass window, upscale concessions, televisions, internet access, and private restrooms, among others.						
Type	# of Suites	# of Seats	# of SRO	Annual Fee - (4)	Season Ticket Cost	Lease Term	Escalation Factor	Deposit Requirement	
Touchdown Suite - (1)	NA	18	NA	\$47,804/\$49,905/\$51,481	Included	5, 7, or 10 Years	2.5%	NA	
All-American Suites - (2)	NA	18	NA	\$53,057/\$55,158/\$56,734	Included	5, 7, or 10 Years	2.5%	NA	
Founders' Suites - (3)	NA	18	NA	\$61,987	Included	10 Years	2.5%	NA	

(1) Located outside the goal lines.  
 (2) Located between goal lines and 30-yard lines.  
 (3) Located between the 30-yard lines.  
 (4) Discounts for prepayment of entire contract term available.

Club Seats									
<b>Club Seats:</b>	1,400 - (1)	<b>Parking:</b>	Priority parking is provided.						
<b>Reserved:</b>	NA	<b>Gift:</b>	A portion of annual fee is considered a gift.						
<b>Percentage Leased:</b>	NA	<b>Amenities:</b>	Amenities include climate controlled areas, upscale concessions, private restrooms, televisions, and lounge access, among others.						
Type	# of Club Seats - (1)	# of SRO	Annual Fee - (1)	Season Ticket Cost	Lease Term - (3)	Escalation Factor	Deposit Requirement		
77 Club (Indoor)	200	NA	\$3,467/\$3,782/\$4,097	NA	3, 5, or 7 Years	2.5%	NA		
Colonnades Club A - (2)	1,200	NA	\$1,655/\$1,734/\$1,839	NA	3, 5, or 7 Years	2.5%	NA		
Colonnades Club B - (3)	Above	NA	\$2,101/\$2,259/\$2,364	NA	3, 5, or 7 Years	2.5%	NA		
Colonnades Club C - (4)	Above	NA	\$2,364/\$2,495/\$2,627	NA	3, 5, or 7 Years	2.5%	NA		

(1) To be confirmed.  
 (2) Located outside the 10-yard lines.  
 (3) Located between 10-yard lines and 35-yard lines.  
 (4) Located between the 35-yard lines.  
 (5) Discounts for prepayment of entire contract term available.

## II. NCAA Stadium Case Studies

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### University of Illinois – Memorial Stadium

➤ Priority System

- ✓ Every \$1 Donated – Cumulative 1 Point
  - Grant-In-Aids (1945-1988)
  - Fighting Illini Scholarship Fund (1989-2002)
  - I-Fund (2002 to Present)
  
- ✓ Every Consecutive Year as Football Season Ticket Holder 1,000 Points
  
- ✓ Every Consecutive Year as Basketball Season Ticket Holder 1,000 Points

Sources: University of Illinois, internal database, and industry research.



## II. NCAA Stadium Case Studies

### University of Illinois – Memorial Stadium

➤ I-Fund– Donor Levels and Benefits

<u>Donor Level</u>	<u>Minimum Donation</u>	<u>Basketball (BB) Benefits</u>	<u>Football (FB) Benefits</u>
Captains Club	\$100	Ticket Priority #7 (2 Seats)	Ticket Priority #7 (4 Seats)
All-American Club	\$250	Ticket Priority #6 (2 Seats)	Ticket Priority #6 (4 Seats)
Champions Club	\$500	Ticket Priority #5 (2 Seats)	Ticket Priority #5 (4 Seats)
Oskee Club	\$1,000	Ticket Priority #4 (2 Seats)	Ticket Priority #4 (4 Seats)
Olympian Club	\$3,000	Ticket Priority #3 (2 Seats)	Ticket Priority #3 (4 Seats)
Block-I Council	\$6,000	Ticket Priority #2 (4 Seats)	Ticket Priority #2 (6 Seats)
Loyalty Circle – (1)	\$10,000	Ticket Priority #1 (4 Seats)	Ticket Priority #1 (8 Seats)

(1) Membership in Loyalty Circle is established by either making a \$10,000 annual contribution, a \$50,000 lump sum contribution every five years, or establishing a \$300,000 endowed scholarship.

Notes: Annual donation may provide contributor with other athletic benefits including parking, special events, etc.



Sources: University of Illinois, internal database, and industry research.

## II. NCAA Stadium Case Studies

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### University of Illinois – Memorial Stadium

➤ Project Funding

- ✓ Stadium Renovation Project Reportedly Cost Approximately \$116.0 Million
- ✓ Sources of Funds Include:
  - Bond Issue
  - Private Capital Campaign (Naming Opportunities)

Sources: University of Illinois, internal database, and industry research.



## II. NCAA Stadium Case Studies

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### University of Illinois – Memorial Stadium

➤ Naming Opportunities

✓ Memorial Stadium Pavilion	\$10.0 Million
✓ 77 Club Level	\$2.5 Million
✓ Memorial Stadium Suites Level	\$1.0 Million
✓ Media/University Use Level	\$1.0 Million
✓ University Suites	\$300,000
✓ Colonnades Club	\$5.0 Million
✓ Gated Entryways	\$750,000 to \$2.0 Million
✓ Red Grange Statue	\$500,000
✓ Stadium Club	\$1.0 Million
✓ Great West Hall/Great East Hall	\$2.0 Million
✓ Football Facilities	\$100,000 to \$5.0 Million

Sources: University of Illinois, internal database, and industry research.



## II. NCAA Stadium Case Studies

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### University of Iowa – Kinnick Stadium

The University of Iowa’s Kinnick Stadium was recently renovated in 2006. The renovation project included 47 luxury suites and 1,297 club seats. A number of new restrooms and concession stands were also be part of the project. The renovation was expected to cost approximately \$86.8 million (final cost was reportedly \$89.0 million).

Stadium:	Kinnick Stadium
New Construction/Renovation:	Renovation
Year Open/Renovated:	2006
Total Cost:	\$86.8 Million
Contractor:	Mortensen Company
Architect:	HNTB Architecture and Neumann-Monson Architects
Total Seating Capacity:	70,000
Luxury Suites:	47
Club Seats:	1,297
2009 Avg Attendance (Rank):	70,214 (21 <sup>st</sup> )



Sources: University of Iowa, internal database, and industry research.

## II. NCAA Stadium Case Studies

### University of Iowa – Kinnick Stadium

#### Luxury Suites

<b>Luxury Suites:</b>	46	<b>Parking:</b>	3 - 6 parking spaces (depending on suite size).
<b>Reserved:</b>	3	<b>Gift:</b>	A portion of the annual fee is considered a gift.
<b>Percentage Leased:</b>	100% - (1)	<b>FF&amp;E:</b>	University is responsible.
		<b>Amenities:</b>	Not Available.

Type	# of Suites	# of Seats	# of SRO	Annual Fee	Season Ticket Cost	Lease Term	Escalation Factor	Deposit Requirement
Suites - A	12	12	4	\$45,000	Included	3, 5, or 7 Years	0% - (2)	\$10,000
Suites - B	4	16	4	\$60,000	Included	3, 5, or 7 Years	0% - (2)	\$10,000
Suites - C	26	18	4	\$60,000	Included	3, 5, or 7 Years	0% - (2)	\$10,000
Suites - D	1	36	6	\$105,000	Included	3, 5, or 7 Years	0% - (2)	\$10,000

- (1) Currently have two suites open, but have been selling the suites as game day suites.  
 (2) If ticket prices increase, annual fee is adjusted. New leases will be increased by 2.5%.

#### Club Seats

<b>Club Seats:</b>	1,280	<b>Parking:</b>	Not included. Priority based on donor level.
<b>Reserved:</b>	0	<b>Gift:</b>	A portion of the annual fee is considered a gift.
<b>Percentage Leased:</b>	100% - (1)	<b>Amenities:</b>	Not Available.

Type	# of Club Seats	# of SRO	Annual Fee	Season Ticket Cost	Lease Term	Escalation Factor	Deposit Requirement
Indoor	130	NA	\$5,000	Included	3, 5, or 7 Years	0% - (2)	\$1,000
Outdoor	1,150	NA	\$2,000/\$2,500/\$2,700	Included	3, 5, or 7 Years	0% - (2)	\$500

- (1) There are 12 indoor club seats available, sold on game by game basis. There is a waiting list for the outdoor club seats.  
 (2) If ticket prices increase, annual fee is adjusted. New leases will be increased by 2.5%.

## II. NCAA Stadium Case Studies

### University of Iowa – Kinnick Stadium

➤ Donor Seating

Donor Seating				
Seating	Annual Donation per Seat	Season Ticket Cost	Parking	Lease Terms
Zone 1 (Yellow)	\$600	\$339	Based on Priority	None
Zone 2 (Gray)	\$400	\$339	Based on Priority	None
Zone 3 (Blue)	\$200	\$339	Based on Priority	None
Zone 4 (Orange)	\$50	\$339	Based on Priority	None

➤ Stadium is Almost Always Sold Out

➤ Through Attrition, Do Not Typically have Issue if a New Donor Wants to Sit in Zones 1 through 4

➤ Seating in End Zone Does Not Require Donation – Less than 1/3 of Stadium



Sources: University of Iowa, internal database, and industry research.



## II. NCAA Stadium Case Studies

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### University of Iowa – Kinnick Stadium

➤ Priority System

✓ Established Prior to 2006 Football Season	
✓ Football Season Tickets (Since 1972)	3 Points/Year
✓ Cumulative Athletics Contributions (Since 1974)	1 Point/\$1
✓ Current I-Club Donation (One-Time)	
– I-Club	1 Point
– Century Hawk	3 Points
– Bronze Hawk	5 Points
– Silver Hawk	10 Points
– Golden Hawk	20 Points
– Champion Hawk	30 Points
– Kinnick Society	50 Points
✓ Letterwinner at Iowa	20 Points
✓ Alumni	10 Points



Sources: University of Iowa, internal database, and industry research.

## II. NCAA Stadium Case Studies

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### University of Iowa – Kinnick Stadium

➤ I-Club– Donor Levels and Benefits

<u>Donor Level</u>	<u>Minimum Donation</u>	<u>Basketball (BB) Benefits</u>	<u>Football (FB) Benefits</u>
I-Club	\$50	Accumulate Priority Points	Accumulate Priority Points
Century Hawk	\$200	Accumulate Priority Points	Accumulate Priority Points
Bronze Hawk	\$500	Accumulate Priority Points	Accumulate Priority Points
Silver Hawk	\$1,000	Accumulate Priority Points	Accumulate Priority Points
Golden Hawk	\$2,000	Accumulate Priority Points	Accumulate Priority Points
Champion Hawk	\$5,000	Accumulate Priority Points	Accumulate Priority Points
Kinnick Society	\$7,500	Accumulate Priority Points	Accumulate Priority Points

Notes: Annual donation may provide contributor with other athletic benefits including parking, special events, etc.

Sources: University of Iowa, internal database, and industry research.



## II. NCAA Stadium Case Studies

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### University of Iowa – Kinnick Stadium

➤ Project Funding

- ✓ Final Project Cost Approximately \$89.0 Million (Original Estimate \$86.8 Million)
  
- ✓ Bond Issue Size \$95.0 Million - \$100.0 Million
  
- ✓ Debt Serviced By:
  - Capital Campaign \$10.0 Million - \$15.0 Million
  - Luxury Suites
  - Club Seating
  - I-Club Priority Seating
  - Concessions
  - Sponsorship (Not Included in Financial Plan)
  - Ticket Surcharge (Potentially Available)



Sources: University of Iowa, internal database, and industry research.

## II. NCAA Stadium Case Studies

### Oklahoma State University – Boone Pickens Stadium

[Case Study Requires Additional Verification – Figures Reflect 2006 Renovation]

Boone Pickens Stadium is the process of an additional expansion and renovation. The renovation plans follows a three phase approach. Improvements included adding luxury suites and club seats, renovating restrooms and concession stands, and adding a new upper concourse, among others. At completion, the stadium is expected to have approximately 53,000 seats (with capability for future expansion), 56 luxury suites, and 4,400 club seats (to be confirmed).

<b>Stadium:</b>	Boone Pickens Stadium
<b>New Construction/Renovation:</b>	Renovation
<b>Year Open/Renovated:</b>	(2010) 2006
<b>Total Cost:</b>	\$108.0 Million
<b>Contractor:</b>	Flintco Companies Inc.
<b>Architect:</b>	SPARKS Sports and Heery Associates
<b>Total Seating Capacity:</b>	53,000
<b>Luxury Suites:</b>	56
<b>Club Seats:</b>	4,400
<b>2009 Avg Attendance (Rank):</b>	53,719 (37 <sup>th</sup> )



Sources: Oklahoma State University, internal database, and industry research.

## II. NCAA Stadium Case Studies

### Oklahoma State University – Boone Pickens Stadium

[Case Study Requires Additional Verification – Figures Reflect 2006 Renovation]

Luxury Suites								
<b>Luxury Suites:</b>	56	<b>Parking:</b>	Number of spaces varies.					
<b>Reserved:</b>	0	<b>Gift:</b>	A portion of annual fee is considered a gift.					
<b>Percentage Leased:</b>	(1)	<b>FF&amp;E:</b>	University is responsible.					
		<b>Amenities:</b>	Private lounge, name recognition on suite, catering, theatre style seating, concierge services, wet bar, automatic window, televisions, private access, among others.					
Type	# of Suites	# of Seats	# of SRO	Annual Fee	Season Ticket Cost	Lease Term	Escalation Factor	Deposit Requirement
Luxury Suite	44	14	4	\$60,000 - (2)	\$479	6 Years	0%	Not Available
Founders Suite	12	22	4	\$200,000 - (3)	\$479	6 Years	0%	Not Available

(1) To be confirmed.  
 (2) Suites leased at \$300,000 paid over five years (\$60,000 annually).  
 (3) Suites leased at \$1,000,000 paid over five years (\$200,000 annually).

Club Seats								
<b>Club Seats:</b>	4,400	<b>Parking:</b>	Number of spaces varies.					
<b>Reserved:</b>	0	<b>Gift:</b>	A portion of annual fee is considered a gift.					
<b>Percentage Leased:</b>	100% - (1)	<b>Amenities:</b>	Upgraded concessions, club level restrooms, televisions, private access, among others.					
Type	# of Club Seats	# of SRO	Annual Fee	Season Ticket Cost	Lease Term	Escalation Factor	Deposit Requirement	
South Side	2,000	NA	\$1,500	\$479	3 or 5 Years - (2)	0%	\$250	
North Side	2,000	NA	\$1,500	\$479	3 or 5 Years - (2)	0%	\$250	
West Side	400	NA	\$1,500	\$479	3 or 5 Years - (2)	0%	\$250	

(1) To be confirmed.  
 (2) Lease term of three or five years requested, but not required.



## II. NCAA Stadium Case Studies

### Oklahoma State University – Boone Pickens Stadium

[Case Study Requires Additional Verification]

➤ Donor Seating

Donor Seating				
Seating	Annual Donation per Seat	Season Ticket Cost per Seat	Parking	Lease Terms
Box Seats (Brown)	\$1,000 - \$2,500	\$479	Based on Posse	None
Sidelines (Red)	\$800	\$479	Based on Posse	None
Sidelines (Orange)	\$400	\$479	Based on Posse	None
Sidelines (Light Orange)	\$200	\$479	Based on Posse	None
Corners (Gray/Red Stripe)	\$150	\$479	Based on Posse	None
Sidelines (Red Stripe)	\$100	\$479	Based on Posse	None
Sidelines (Orange Stripe)	\$75	\$479	Based on Posse	None

Sources: Oklahoma State University, internal database, and industry research.



## II. NCAA Stadium Case Studies

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### Oklahoma State University – Boone Pickens Stadium

[Case Study Requires Additional Verification]

➤ Posse – Donor Levels and Benefits

<u>Donor Level</u>	<u>Minimum Donation</u>	<u>Basketball (BB) Benefits</u>	<u>Football (FB) Benefits</u>
Deputy	\$150	Priority Points Accumulation	Priority Points Accumulation
Sheriff	\$250	Priority Points Accumulation	Priority Points Accumulation
Marshall	\$500	Priority Points Accumulation	Priority Points Accumulation
Silver Star	\$1,000	Priority Points Accumulation	Priority Points Accumulation
Golden Spur	\$2,500	Priority Points Accumulation	Priority Points Accumulation
Pistol Pete	\$5,000	Priority Points Accumulation	Priority Points Accumulation
Maverick	\$10,000	Priority Points Accumulation	Priority Points Accumulation
Trailblazer	\$15,000	Priority Points Accumulation	Priority Points Accumulation
Cowboy VIP	\$25,000	Priority Points Accumulation	Priority Points Accumulation

Notes: Annual donation may provide contributor with other athletic benefits including parking, special events, etc.



Sources: Oklahoma State University, internal database, and industry research.

## II. NCAA Stadium Case Studies

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### Oklahoma State University – Boone Pickens Stadium

[Case Study Requires Additional Verification]

➤ Priority System

- |  |           |
|--|-----------|
| ✓ Every \$100 Given to Athletics             | 3 Points  |
| ✓ Every Consecutive Year of POSSE Membership | 1 Point   |
| ✓ Every Consecutive Year of Season Tickets   | 1 Point   |
| ✓ Alumni/Faculty/Staff/O-Club                | 10 Points |

Sources: Oklahoma State University, internal database, and industry research.





## II. NCAA Stadium Case Studies

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### Oklahoma State University – Boone Pickens Stadium

[Case Study Requires Additional Verification]

➤ Project Funding

✓ Stadium Renovation Project Reportedly Cost Approximately \$108.0 Million

✓ Sources of Funds Included:

- Major Gifts (Naming Rights (\$20.0 Million)/Sponsorship (\$15.0 Million)
- Student Activity Fee (\$3.00 per Credit Hour)
- Premium Seating Revenues

➤ Renovation Replaced General and Donor Seats (Priced at \$50-\$100) with Club Seats (Priced at \$1,500)

Sources: Oklahoma State University, internal database, and industry research.



## II. NCAA Stadium Case Studies

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### Oklahoma State University – Boone Pickens Stadium

#### [Case Study Requires Additional Verification]

- Advertising/Sponsorship
  - ✓ Naming Rights: Boone-Pickens Stadium (\$20.0 Million Contribution)
  - ✓ Other Categories (By Contribution Level):
    - \$5.0 Million – North and South Club Levels, Concourse, Other
    - \$1.0 Million – Family Fun Zone, Development Office Suites, Press Area, North and South Founders Luxury Suite Levels, Other
    - \$500,000 – Development Conference Center, Entry Plazas, Sky Bridges, Other
    - \$250,000 – Escalators, Retail Store
    - \$200,000 – Stadium Decks
    - \$100,000 – Ticket Office, Customer Relations Office, Concession Areas, Other
    - \$75,000 – Ticket Offices
    - \$50,000 – Information Center, Stadium Gates, Bridges
    - \$40,000 – Club Level Bars, Banners
    - \$30,000 – Parking Lots, Parking Levels
    - \$25,000 – Flag Poles, Banner Walls
    - \$20,000 – Parking Levels, Other
    - \$5,000 to \$10,000 – Elevators, Monitors, Trees, Tables, Other



Sources: Oklahoma State University, internal database, and industry research.

## II. NCAA Stadium Case Studies

### North Carolina State University – Carter-Finley Stadium

The Carter-Finley Stadium renovation was completed in 2005. The renovation included a new football practice complex, scoreboard, closing in of the south end zone, completion of the Wendell H. Murphy Football Center, and the construction of Wolfpack Towers. Wolfpack Towers, the second phase of the renovation project, includes 51 luxury suites and 955 club seats. The first phase of the stadium's renovation included the addition of a 5,864 seat horseshoe grandstand in the south end zone.

Stadium:	Carter-Finley Stadium
New Construction/Renovation:	Renovation
Year Open/Renovated:	2005
Total Cost:	\$39.5 Million (Phase II only)
Contractor:	Turner Construction Company
Architect:	Corley Redfoot Zack, Inc.
Total Seating Capacity:	60,000
Luxury Suites:	51
Club Seats:	1,004
2009 Avg Attendance (Rank):	56,422 (33 <sup>rd</sup> )



Sources: North Carolina State University, internal database, and industry research.

## II. NCAA Stadium Case Studies

### North Carolina State University – Carter-Finley Stadium

Luxury Suites								
<b>Luxury Suites:</b>	51	<b>Parking:</b>	4 parking spaces.					
<b>Reserved:</b>	NA	<b>Gift:</b>	A portion of annual fee is considered a gift.					
<b>Percentage Leased:</b>	90% - (1)	<b>FF&amp;E:</b>	University is responsible.					
		<b>Amenities:</b>	Wait service, custom catering, private entrance, movable window, private restroom, opportunity to name suite, among others.					
Type	# of Suites	# of Seats	# of SRO	Annual Fee	Season Ticket Cost	Lease Term	Escalation Factor	Deposit Requirement
Suites - A	19	16	4	\$55,000	Included	10 Years	0%	\$10,000
Suites - B	32	16	4	\$45,000	Included	10 Years	0%	\$10,000

(1) University indicated they have five suites open, but sell on game-by-game basis.  
 Note: An additional \$3,000 contribution is required to lease a luxury suite.

Club Seats								
<b>Club Seats:</b>	1,004	<b>Parking:</b>	1 parking space per 4 seats.					
<b>Reserved:</b>	NA	<b>Gift:</b>	A portion of annual fee is considered a gift.					
<b>Percentage Leased:</b>	99% - (1)	<b>Amenities:</b>	Club lounge, private entrance, open-air covered seating, private restroom, among others.					
Type	# of Club Seats	# of SRO	Annual Fee	Season Ticket Cost	Lease Term	Escalation Factor	Deposit Requirement	
Club Seats - A	1,004	NA	\$1,750	Included	10 Years	0%	\$250	

(1) University indicated they have some attrition annually and had 12 seats open, but typically sell 1/2 of the seats on game days.  
 Note: An additional \$600 contribution per seat is required to lease a club seat.

## II. NCAA Stadium Case Studies

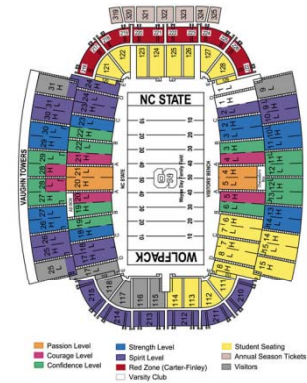
### North Carolina State University – Carter-Finley Stadium

➤ Donor Seating

<b>Donor Seating</b>				
<b>Seating</b>	<b>Lifetime Seat Right per Seat</b>	<b>Annual Donation Level per Account - (1)</b>	<b>Season Ticket Cost</b>	<b>Parking</b>
Passion Section (Orange)	\$12,500	\$6,000	\$329	Opportunity to Purchase
Courage Section (Pink)	\$10,000	\$3,000	\$329	Opportunity to Purchase
Confidence Section (Green)	\$6,500	\$1,750	\$329	Opportunity to Purchase
Strength Section (Blue)	\$4,000	\$600	\$329	Opportunity to Purchase
Spirit Section (Purple)	\$2,000	\$300	\$329	Opportunity to Purchase
Red Zone Section (Red)	\$2,500	\$300	\$329	Opportunity to Purchase

(1) Maximum of eight seats per account.

- Approximately 90% of Season Tickets Sold as Lifetime Rights
- Lifetime Rights are Payable over 5 to 10 Year Period
- Limited Quantity of Lifetime Rights Seats are Available
  - ✓ Primarily in Spirit Section (Purple) and Red Zone Section (Red)



## II. NCAA Stadium Case Studies

### North Carolina State University – Carter-Finley Stadium

➤ Wolfpack Club – Donor Levels and Benefits

<u>Donor Level</u>	<u>Minimum Donation</u>	<u>Basketball (BB) Benefits</u>	<u>Football (FB) Benefits</u>
Teammate Club	\$120	Season Ticket Application	Season Ticket Application
State Club	\$300	Season Ticket Application	Season Ticket Application
Lobo Club	\$600	Season Ticket Application	Season Ticket Application
Pack Circle	\$1,200	Season Ticket Application	Season Ticket Application
Coaches Circle	\$1,750	Season Ticket Application	Season Ticket Application
Red/White Circle	\$3,000	Season Ticket Application	Season Ticket Application
Legend's Circle	\$6,000	Season Ticket Application	Season Ticket Application
Director's Level	\$13,000	Season Ticket Application	Season Ticket Application
Lone Wolf Level	\$22,000	Season Ticket Application	Season Ticket Application

Notes: Annual donation may provide contributor with other athletic benefits including parking, special events, etc.



Sources: North Carolina State University, internal database, and industry research.

## II. NCAA Stadium Case Studies

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### North Carolina State University – Carter-Finley Stadium

➤ Priority System

✓ Consecutive Years as a Donor

- Years 1 through 10 1 Point/Year
- Years 11 through 20 1.2 Points/Year
- Years 21 through 30 1.4 Points/Year
- Additional 10 Year Increments Previous Points Factor +0.2/Year

✓ Cumulative Giving x0.008

✓ Current Year Giving x0.012

✓ Every Consecutive Year as Season Ticket Holder 1 Point/Year

- Football/M-Basketball/W-Basketball/Baseball



Sources: North Carolina State University, internal database, and industry research.

## II. NCAA Stadium Case Studies

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### North Carolina State University – Carter-Finley Stadium

➤ Project Funding

✓ Stadium Renovation Project Reportedly Cost Approximately \$39.5 Million

✓ Sources of Funds Include:

- \$5.0 Million Private Equity
- \$17.25 Million Taxable Bonds
- \$17.25 Million Tax-Exempt Bonds

✓ Debt Serviced by:

- Ticket Revenue
- Contribution Pledges
- Luxury Suite and Club Seat Revenue



Sources: North Carolina State University, internal database, and industry research.



## II. NCAA Stadium Case Studies

### Virginia Polytechnic Institute and State University (Virginia Tech) – Lane Stadium

Lane Stadium was originally built in 1965. Lane Stadium has undergone a three phase expansion and renovation project (started in 1999) which included the addition of luxury suites, club seats, ticket offices, Hokie Club offices, academic offices, new press box, bleacher seats, and video scoreboard, among others. Renovations were completed prior to the 2005 season. The south end zone expansion was called “The Game Plan” and was approximately a \$36.0 million project. The west side expansion was expected to cost approximately \$57.0 million, but final costs came in just under at approximately \$54.0 million.

Stadium:	Lane Stadium
New Construction/Renovation:	Renovation
Year Open/Renovated:	2005
Total Cost:	\$90.0 Million
Contractor:	Beers Skanska, Inc.
Architect:	HOK Sport and Mosley Architects
Total Seating Capacity:	66,233
Luxury Suites:	41
Club Seats:	4,661
2009 Avg Attendance (Rank):	66,233 (23 <sup>rd</sup> )



Sources: Virginia Tech University, internal database, and industry research.

## II. NCAA Stadium Case Studies

### Virginia Tech – Lane Stadium

Luxury Suites									
<b>Luxury Suites:</b>	41	<b>Parking:</b>	2 to 4 parking spaces.						
<b>Reserved:</b>	0	<b>Gift:</b>	A portion of annual fee is considered a gift.						
<b>Percentage Leased:</b>	100%	<b>FF&amp;E:</b>	University is responsible.						
		<b>Amenities:</b>	Electronic window, in-suite fireplace, solid countertops, tiled buffet area, private restroom, flat screen televisions, among others.						
Type	# of Suites	# of Seats	# of SRO - (1)	Annual Fee	Season Ticket Cost	Lease Term	Escalation Factor	Deposit Requirement	
South End Zone	15	16	8	\$47,000	\$264	5 Years	0% - (2)	\$5,000	
West Side - North	8	19	10	\$55,000	\$264	5 Years	0%	\$5,000	
West Side - Tower	4	35	12 to 14	\$100,000	\$264	5 Years	0%	\$5,000	
West Side - Center	1	29	12 to 14	\$100,000	\$264	5 Years	0%	\$5,000	
West Side - Center	10	22	11	\$65,000	\$264	5 Years	0%	\$5,000	
Mini-Suites - (3)	3	8	NA	\$13,000	\$264	5 Years	0%	\$5,000	

(1) To be confirmed.  
 (2) Suites originally leased for \$42,000/year with a \$1,000 annual increase.  
 (3) One suite has been dedicated to a "lifetime" donor.

Notes: Priority for seats was determined by cumulative giving. Currently, there is a waiting list (approximately 20) for suites. Representatives have indicated that suite prices will not be increased upon renewal.

Sources: Virginia Tech University, internal database, and industry research.



## II. NCAA Stadium Case Studies

### Virginia Tech – Lane Stadium

Club Seats								
<b>Club Seats:</b>	4,161		<b>Parking:</b>	Not included.				
<b>Reserved:</b>	NA		<b>Gift:</b>	Approximately 80% of premium is considered a gift.				
<b>Percentage Leased:</b>	100% - (1)		<b>Amenities:</b>	Climate controlled, upholstered chair back seating, high end concessions, private restrooms, elevator access, among others.				
Type	# of Club		Annual Fee	Season		Lease Term	Escalation Factor	Deposit Requirement
	Seats	# of SRO		Ticket Cost				
South End Zone - Zone Club	880	NA	\$750	\$264	NA	NA	NA	
South End Zone - Touchdown Terrace	321	NA	\$500	\$264	NA	NA	NA	
South End Zone - Goal Line - (2)	1,160	NA	\$200	\$264	NA	NA	NA	
West Side (Indoor)	800	NA	\$2,000	\$264	NA	NA	NA	
West Side (Outdoor)	1,000	NA	\$1,500	\$264	NA	NA	NA	

(1) There are a few single seats available, but occupancy is close to 100%.  
 (2) These club seats do not include access to club lounges.

Sources: Virginia Tech University, internal database, and industry research.



## II. NCAA Stadium Case Studies

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### Virginia Tech – Lane Stadium

#### ➤ Donor Seating

- ✓ Seating is Determined by Priority Points Standing – No Set Donation Amount per Seat
- ✓ Stadium was Re-Seated Six Years Ago
  - Donors Selected Seats – Seating Selection Followed Bell Shape Curve
- ✓ Donors Must Continue to Maintain Same Contribution to Remain in Current Seats
  - Reduced Donation Will Result in Decreased Quality of Seats
- ✓ Next Re-Seating is Expected to Occur in 2011
- ✓ Exceptions Made for Donors Who Made Contribution for Original Lane Stadium Contribution – Applies to a Limited Number of Donors
  - “Lifetime” Ticket Holders



## II. NCAA Stadium Case Studies

### Virginia Tech – Lane Stadium

Donor Level	Minimum Donation	Basketball Benefits	Football Benefits
Annual Giving			
Hokie Club	\$100	Opportunity to Purchase Priority Seating - (1)	Opportunity to Purchase Priority Seating - (1)
Orange and Maroon	\$250	Opportunity to Purchase Priority Seating - (1)	Opportunity to Purchase Priority Seating - (1)
Bronze Hokie	\$500	Opportunity to Purchase Priority Seating - (1)	Opportunity to Purchase Priority Seating - (1)
Silver Hokie	\$1,000	Opportunity to Purchase Priority Seating - (1)	Opportunity to Purchase Priority Seating - (1)
Golden Hokie	\$2,000	Opportunity to Purchase Priority Seating - (1)	Opportunity to Purchase Priority Seating - (1)
Platinum Hokie	\$5,000	Opportunity to Purchase Priority Seating - (1)	Opportunity to Purchase Priority Seating - (1)
Diamond Hokie	\$10,000	Opportunity to Purchase Priority Seating - (1)	Opportunity to Purchase Priority Seating - (1)
Major Gifts Levels			
Golden Hokie Champion	\$50,000 (Over 5 Years)	Opportunity to Purchase Priority Seating - (1)	Opportunity to Purchase Priority Seating - (1)
Hokie Century Champion	\$100,000 (Over 5 Years)	Opportunity to Purchase Priority Seating - (1)	Opportunity to Purchase Priority Seating - (1)
Endowed Position Scholarship	\$150,000 (Over 5 Years)	Opportunity to Purchase Priority Seating - (1)	Opportunity to Purchase Priority Seating - (1)
Cumulative Giving Levels			
Hokie Benefactor	\$100,000	Opportunity to Purchase Priority Seating - (1)	Opportunity to Purchase Priority Seating - (1)
Orange and Maroon Benefactor	\$250,000	Opportunity to Purchase Priority Seating - (1)	Opportunity to Purchase Priority Seating - (1)
Bronze Hokie Benefactor	\$500,000	Opportunity to Purchase Priority Seating - (1)	Opportunity to Purchase Priority Seating - (1)
Silver Hokie Benefactor	\$100,000	Opportunity to Purchase Priority Seating - (1)	Opportunity to Purchase Priority Seating - (1)
Golden Hokie Benefactor	\$2,000,000	Opportunity to Purchase Priority Seating - (1)	Opportunity to Purchase Priority Seating - (1)
Platinum Hokie Benefactor	\$5,000,000	Opportunity to Purchase Priority Seating - (1)	Opportunity to Purchase Priority Seating - (1)
Diamond Hokie Benefactor	\$10,000,000	Opportunity to Purchase Priority Seating - (1)	Opportunity to Purchase Priority Seating - (1)

(1) If Available.

Sources: Virginia Tech University, internal database, and industry research.



## II. NCAA Stadium Case Studies

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### Virginia Tech – Lane Stadium

#### ➤ Priority Points System

##### ✓ Priority Points System Allocates Pre-Determined Values to Five Different Areas

- Based on Hokie Club Membership Levels – 20 Different Categories
- Based on Current Gift – Varying Dollar Increments from \$25 to Over \$10,000+
- Based on Continuous Years as Hokie Club Member – Starting in Year 10 (1 Point Increments)
- Involvement Level – Rep or President Level (and Sub-Levels)
- Years as Season Ticket Holder – Varying Points for Different Sports

Sources: Virginia Tech University, internal database, and industry research.



## II. NCAA Stadium Case Studies

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### Virginia Tech – Lane Stadium

#### ➤ Project Funding

- ✓ South End Zone Project - \$36.0 Million (Annual Debt Service Approximately \$1.4 Million)
  - 100% Debt Financed
  - Tax-Exempt Bond Issue
  - \$15.0 Million Fund Raising Campaign Reduced Bond Principal

- ✓ West Side Project - \$54.0 Million (Annual Debt Service Approximately \$3.2 Million)
  - 100% Debt Financed
  - Tax-Exempt Bond Issue
  - \$10.0 Million Fund Raising Campaign Reduced Bond Principal

- ✓ Debt Repaid with Revenues from Luxury Suites, Club Seats and Additional Ticket Revenue

#### ➤ Advertising/Sponsorship

- ✓ Open to Naming/Sponsorship Opportunities

Sources: Virginia Tech University, internal database, and industry research.



## II. NCAA Stadium Case Studies

### Louisiana State University – Tiger Stadium

Tiger Stadium underwent renovations in 2000 and 2005. In 2000, there were approximately 9,000 seats and 70 luxury suites added to the stadium. The renovation project cost approximately \$50.0 million and was financed by the Tiger Athletic Foundation. The 2005 renovation included the addition of approximately 3,300 club seats to the west-side of the stadium at a cost of approximately \$60.0 million. Renovations were funded by premium seating revenue and private donations. Limited project funding information was available.

Stadium:	Tiger Stadium
New Construction/Renovation:	Renovation
Year Open/Renovated:	2005/2000
Total Cost:	\$110.0 Million
Contractor:	MAPP Construction, Beers Construction Company, and Yates Construction
Architect:	HOK Sport and Trahan Architects
Total Seating Capacity:	91,600
Luxury Suites:	70
Club Seats:	3,300
2009 Avg Attendance (Rank):	92,489 (7 <sup>th</sup> )



Sources: Louisiana State University, internal database, and industry research.



## II. NCAA Stadium Case Studies

### Louisiana State University – Tiger Stadium

#### Luxury Suites

<b>Luxury Suites:</b>	70	<b>Parking:</b>	2 -3 parking spaces.
<b>Reserved:</b>	0	<b>Gift:</b>	A portion of annual fee is considered a gift (approximately 54%).
<b>Percentage Leased:</b>	100% - (1)	<b>FF&amp;E:</b>	University is responsible (suite holders have minimal flexibility).
		<b>Amenities:</b>	Wait service, custom catering, private entrance, movable window, private restroom, opportunity to name suite, among others.

Type	# of Suites	# of Seats	# of SRO	Annual Fee (Avg) - (2)	Season Ticket Cost	Lease Term	Escalation Factor	Deposit Requirement
Luxury Suites	70	15, 25, or 34	4 or 6	\$69,000	\$360	3 Year - (3)	\$175/Seat	\$0

(1) Economy has not resulted in any suite holders defaulting on agreements. There are \$1.0 million donors who would like a suite but none are available.

(2) Suite prices range from approximately \$45,000 to \$108,000.

(3) 3-year extension option also included.

#### Club Seats

<b>Club Seats:</b>	3,300	<b>Parking:</b>	Provided for only a select number of club seat holders (800 spaces).
<b>Reserved:</b>	0	<b>Gift:</b>	A portion of annual fee is considered a gift.
<b>Percentage Leased:</b>	100% - (1)	<b>Amenities:</b>	Private entrance, elevator access, climate controlled club space, catered meals, televisions, private restrooms, among others.

Type	# of Club Seats	# of SRO	Annual Fee	Season Ticket Cost	Lease Term	Escalation Factor	Deposit Requirement
Club Seats - A	3,000	NA	\$2,125	\$360	3 Year - (2)	3.0%	\$0
Club Seats - B	300	NA	\$2,675	\$360	3 Year - (2)	3.0%	\$0

(1) Recently 15 club seats have become available, but will be occupied.

(2) 3-year extension option also included.

Sources: Louisiana State University, internal database, and industry research.

## II. NCAA Stadium Case Studies

### Louisiana State University – Tiger Stadium

➤ Donor Seating – Tradition Fund

<b>Donor Seating</b>					
<b>Seating</b>	<b>Annual Donation per Seat</b>	<b>Season Ticket Cost</b>	<b>Parking</b>	<b>Lease Terms</b>	
<b>Lower Level</b>					
Sidelines Between 20s	\$800	\$360	Based on Priority	None	
Sidelines Outside of 20s	\$750	\$360	Based on Priority	None	
Lower Box Seats	\$400	\$360	Based on Priority	None	
End Zones	\$175	\$360	Based on Priority	None	
<b>Upper Level</b>					
Tiger Terrace Between 20s	\$800	\$360	Based on Priority	None	
Tiger Terrace Outside 20s	\$750	\$360	Based on Priority	None	
Chairbacks Between 20s	\$400	\$360	Based on Priority	None	
Chairbacks Outside 20s	\$350	\$360	Based on Priority	None	
Bench Seating Between 20s	\$185	\$360	Based on Priority	None	
Bench Seating Outside 20s	\$0	\$360	Based on Priority	None	



Sources: Louisiana State University, internal database, and industry research.

## II. NCAA Stadium Case Studies

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### Louisiana State University – Tiger Stadium

➤ Tiger Athletic Fund – Donor Levels and Benefits

<u>Donor Level</u>	<u>Minimum Donation</u>	<u>Basketball (BB) Benefits</u>	<u>Football (FB) Benefits</u>
Collegiate Club	\$10	Priority Points Accumulated	Priority Points Accumulated
Purple Membership	\$50	Priority Points Accumulated	Priority Points Accumulated
Gold Membership	\$100	Priority Points Accumulated	Priority Points Accumulated
Fighting Tigers	\$5,000	Priority Points Accumulated	Priority Points Accumulated
Fighting Tigers Gold Membership	\$10,000	Priority Points Accumulated	Priority Points Accumulated
Fighting Tigers Platinum Membership	\$25,000	Priority Points Accumulated	Priority Points Accumulated

Notes: Annual donation may provide contributor with other athletic benefits including parking, special events, etc.

Sources: Louisiana State University, internal database, and industry research.

## II. NCAA Stadium Case Studies

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### Louisiana State University – Tiger Stadium

- Priority System – Tiger Athletic Fund (TAF)
  - ✓ Every \$1,000 Donated to: 1 Point
    - TAF Annual Membership Ticket Fund
    - Approved Coaches’ Accounts
    - LSU Tradition Fund
    - Other TAF Funds
  - ✓ Every \$4,000 Donated to: 1 Point
    - LSU Foundation
    - LSU Alumni Association
  - ✓ Every \$1,000 Donated to TAF Philanthropic Programs 2 Points
  - ✓ TAF Collegiate Club Membership 1 Point
  - ✓ LSU Varsity Letter Winner (per Sport) 5 Points
  - ✓ Each Year Donating \$50 to \$99 to TAF 1 Point
  - ✓ Each Year Donating \$100+ to TAF 3 Points
  - ✓ Each Year Donating \$5,000 to \$9,999 to TAF Philanthropic Programs 7 Points
  - ✓ Each Year Donating \$10,000 to \$24,999 to TAF Philanthropic Programs 12 Points
  - ✓ Each Year Donating \$25,000+ to TAF Philanthropic Programs 17 Points

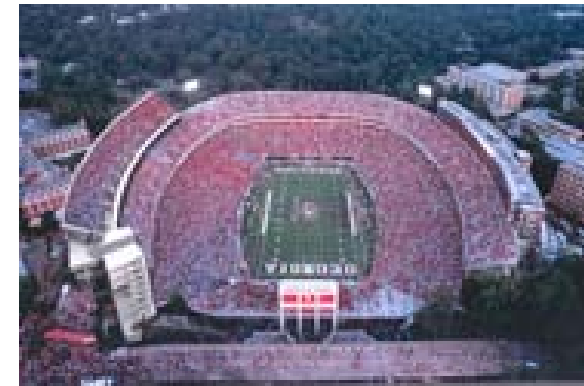
## II. NCAA Stadium Case Studies

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### University of Georgia – Sanford Stadium

Sanford Stadium was recently renovated in 2003 and 2004. The stadium was originally built in 1929. The renovation project included the addition of a second upper deck on the north side of the facility, as well as the addition of new luxury suites. The stadium has a capacity of approximately 92,746 and includes 77 luxury suites and 916 club seats. The renovation project reportedly cost approximately \$33.0 million (limited project funding information was available).

Stadium:	Sanford Stadium
New Construction/Renovation:	Renovation
Year Open/Renovated:	2004/2003
Total Cost:	\$33.0 Million
Contractor:	Turner Construction
Architect:	HNTB Architects
Total Seating Capacity:	92,746
Luxury Suites:	77
Club Seats:	916
2009 Avg Attendance (Rank):	92,746 (6 <sup>th</sup> )



Sources: University of Georgia, internal database, and industry research.

## II. NCAA Stadium Case Studies

### University of Georgia – Sanford Stadium

#### Luxury Suites

<b>Luxury Suites:</b>	77	<b>Parking:</b>	Parking is provided (minimum four spaces).
<b>Reserved:</b>	2	<b>Gift:</b>	A portion of annual fee is considered a gift (approximately 75%).
<b>Percentage Leased:</b>	100%	<b>FF&amp;E:</b>	University is responsible.
		<b>Amenities:</b>	Amenities include reserved parking, catering, television, couches, climate control, and private restroom, among others.

Type	# of Suites	# of Seats	# of SRO	Annual Fee	Season Ticket Cost	Lease Term	Escalation Factor	Deposit Requirement
Suites	75	18 - 36	(1)	\$3,300/Per Seat	Included	4 Years	None	\$0

(1) Georgia allows “4th Quarter Passes”, which allow suite holders to invite additional guests to suite for only the 4th quarter of each game.

Note: Three suites have become available in the last two years. New suite holders were required to make a capital gift - \$1.0 million/\$250,000/\$250,000.

#### Club Seats

<b>Club Seats:</b>	916	<b>Parking:</b>	Parking is provided. However, may change policy next year.
<b>Reserved:</b>	0	<b>Gift:</b>	A portion of annual fee is considered a gift.
<b>Percentage Leased:</b>	100%	<b>Amenities:</b>	Upscale concessions.

Type	# of Club Seats	# of SRO	Annual Fee	Season Ticket Cost	Lease Term	Escalation Factor	Deposit Requirement
Sky Club	800	NA	\$1,000	\$240	Annual	None	\$0
Champions Club	116	NA	\$2,500	\$240	Annual	None	\$0



Sources: University of Georgia, internal database, and industry research.

## II. NCAA Stadium Case Studies

### University of Georgia – Sanford Stadium

➤ Donor Seating

<b>Donor Seating</b>					
<b>Seating</b>	<b>Annual Donation per Seat</b>	<b>Season Ticket Cost</b>	<b>Parking</b>	<b>Lease Terms</b>	
Lower Level - Sidelines	\$400	\$240	Based on Priority	None	
Low Level - Endzone	\$250	\$240	Based on Priority	None	
Middle Level - Sidelines	\$625	\$240	Based on Priority	None	
Middle Level - Endzone	\$375	\$240	Based on Priority	None	
Upper Level - Sideline	\$325/\$250	\$240	Based on Priority	None	
Upper Level - Endzone	\$250	\$240	Based on Priority	None	

Sources: University of Georgia, internal database, and industry research.



## II. NCAA Stadium Case Studies

### University of Georgia – Sanford Stadium

➤ William C. Hartman Jr. Fund

<u>Donor Level</u>	<u>Minimum Donation</u>	<u>Basketball (BB) Benefits</u>	<u>Football (FB) Benefits</u>
Red and Black	\$100	None	Priority Points Accumulated
Glory	\$250	None	Priority Points Accumulated
Touchdown	\$500	None	Priority Points Accumulated
Varsity	\$1,000	None	Priority Points Accumulated
Coaches	\$2,500	None	Priority Points Accumulated
Director	\$5,000	None	Priority Points Accumulated
Legend	\$10,000	None	Priority Points Accumulated
All American	\$15,000	None	Priority Points Accumulated
Hall of Fame	\$25,000	None	Priority Points Accumulated

Notes: Annual donation may provide contributor with other athletic benefits including parking, special events, etc.

➤ Priority System

✓ One Point is Given for Each Dollar Donated to Georgia Athletics

➤ Due to High Demand, a New Donor Would Likely Need to Make a \$10,000 Donation to Secure Football Seats



## II. NCAA Stadium Case Studies

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### Auburn University – Jordan Hare Stadium

Jordan Hare Stadium at Auburn University (Auburn) is the home of the Auburn football team. Jordan Hare Stadium originally opened in 1939 and was most recently renovated in 2004. The stadium has a seating capacity of approximately 87,451 and includes 79 luxury suites and 2,878 club seats.

Stadium:	Jordan Hare Stadium
New Construction/Renovation:	Renovation
Year Open/Renovated:	2004
Total Cost:	Not Available
Contractor:	Not Available
Architect:	Not Available
Total Seating Capacity:	87,451
Luxury Suites:	79
Loge Boxes:	0
Club Seats:	2,878
2009 Avg Attendance (Rank):	84,614 (13 <sup>th</sup> )



Sources: Auburn University, internal database, and industry research.

## II. NCAA Stadium Case Studies

### Auburn University – Jordan Hare Stadium

Luxury Suites								
<b>Luxury Suites:</b>	79			<b>Parking:</b>	Parking is provided (2 - 8 spaces).			
<b>Reserved:</b>	2			<b>Gift:</b>	A portion of annual fee is considered a gift. Approximately \$3,025 per seat is considered a gift and \$800 is attributable to tickets, catering, and other amenities.			
<b>Percentage Leased:</b>	100%			<b>FF&amp;E:</b>	University is responsible, but suite holders have option (only one suite holder has exercised option).			
				<b>Amenities:</b>	Amenities include private restroom, television, and catered food/beverages, among others. Suite holders can bring in alcohol (on Friday before game).			
Type	# of Suites	# of Seats - (1)	# of SRO - (2)	Annual Fee - (3)	Season Ticket Cost	Lease Term	Escalation Factor	Deposit Requirement
East Side Suites	77	9 - 30	2 - 16	\$3,825/Per Seat	Included	Annual - (3)	(4)	\$0
<p>(1) Average of approximately 12.5 seats per suite.</p> <p>(2) Standing room only tickets cost approximately \$2,625 per seat per season. Auburn also allows “4<sup>th</sup> Quarter Passes”, which allow suite holders to invite additional guests to suite for only the 4<sup>th</sup> quarter of each game.</p> <p>(3) Suites are currently leased on an annual basis. Suite holders have the right to renew annually. If a suite were to open, new suite builder would be invited by based on priority points and may require a capital gift.</p> <p>(4) Representatives indicated the potential to include an escalation factor in the next three years – to be determined.</p>								

Sources: Auburn University, internal database, and industry research.



## II. NCAA Stadium Case Studies

### Auburn University – Jordan Hare Stadium

Club Seats (Scholarship Fund)								
<b>Club Seats:</b>	2,878		<b>Parking:</b>	Parking is provided.				
<b>Reserved:</b>	NA - (1)		<b>Gift:</b>	A portion of annual fee is considered a gift. Approximately \$1,750 per seat is considered a gift and \$575 is attributable to tickets, parking, and other amenities.				
<b>Percentage Leased:</b>	100%		<b>Amenities:</b>	Amenities include access to club areas, parking, etc.				
Type	# of Club Seats	# of SRO	Annual Fee	Season Ticket Cost	Lease Term	Escalation Factor	Deposit Requirement	
Club Seats	2,878	NA	\$2,325	Included	Annual	None	\$0	
(1) VIP seats - number not available.								
Notes: There is a waiting list for club seats. Approximately 1,000 seats are sold as “Scholarship Seats” which cost the same as club seats and receive same amenities, but sit in the general donor seating sections of the stadium.								

Sources: Auburn University, internal database, and industry research.



## II. NCAA Stadium Case Studies

### Auburn University – Jordan Hare Stadium

➤ Donor Seating

<b>Donor Seating</b>					
<b>Seating</b>	<b>Annual Donation per Seat</b>	<b>Season Ticket Cost</b>	<b>Parking</b>	<b>Lease Terms</b>	
Orange Zone	\$500	\$395	Based on Priority/Availability	None	
Blue Zone	\$350	\$395	Based on Priority/Availability	None	
Gray Zone	\$220	\$395	Based on Priority/Availability	None	



Sources: Auburn University, internal database, and industry research.

## II. NCAA Stadium Case Studies

### University of Oregon – Autzen Stadium

Autzen Stadium, home of the University of Oregon (Oregon) football team, was renovated in 2003. The total cost of the expansion and renovation was approximately \$89.7 million. The capacity of the stadium was increased approximately 12,000 seats to approximately 53,800 seats. Additional luxury suites and club seats were part of the project. In addition, the renovation included upgraded concession stands, a new 20,000 square foot lounge, a new media facility, and a new concourse to ease seating accessibility.

<b>Stadium:</b>	Autzen Stadium
<b>New Construction/Renovation:</b>	Renovation
<b>Year Open/Renovated:</b>	2003
<b>Total Cost:</b>	\$89.7 Million
<b>Contractor:</b>	Hunt Construction Group and Wildish Construction
<b>Architect:</b>	Ellerbe Becket
<b>Total Seating Capacity:</b>	53,800
<b>Luxury Suites:</b>	40
<b>Club Seats:</b>	3,400
<b>2009 Avg Attendance (Rank):</b>	58,544 (31 <sup>st</sup> )



Sources: University of Oregon, internal database, and industry research.

## II. NCAA Stadium Case Studies

### University of Oregon – Autzen Stadium

Luxury Suites								
<b>Luxury Suites:</b>	41			<b>Parking:</b>	Parking is provided (seven parking passes).			
<b>Reserved:</b>	1			<b>Gift:</b>	A portion of annual fee is considered a gift.			
<b>Percentage Leased:</b>	100%			<b>FF&amp;E:</b>	University is responsible (suite holders have minimal flexibility).			
				<b>Amenities:</b>	Private restrooms, televisions, catering, private entrance, wet bar, among others.			
Type	# of Suites	# of Seats	# of SRO	Annual Fee (Avg.)	Season Ticket Cost	Lease Term	Escalation Factor	Deposit Requirement
North Side	11	21	10	\$35,000	\$370	3 or 5 Years	(1)	None
South Side	29	22	10	\$45,000	\$370	3 or 5 Years	(1)	None

(1) Lease agreements cap the maximum escalation at 7% annually.

Club Seats								
<b>Club Seats:</b>	3,400			<b>Parking:</b>	Based on donation level (i.e., number of club seats purchased).			
<b>Reserved:</b>	0			<b>Gift:</b>	A portion of annual fee is considered a gift.			
<b>Percentage Leased:</b>	100%			<b>Amenities:</b>	Outdoor club seats have covered seating, club areas, etc. Charter box seats are indoor seats, similar to club seats.			
Type	# of Club Seats	# of SRO	Annual Fee	Season Ticket Cost	Lease Term	Escalation Factor	Deposit Requirement	
Club Seats (Outdoor)	3,000	NA	\$1,100	\$370	NA	NA	NA	
Charter Box (Indoor)	400	NA	\$1,750	\$370	NA	NA	NA	

Sources: University of Oregon, internal database, and industry research.

## II. NCAA Stadium Case Studies

### University of Oregon – Autzen Stadium

➤ Donor Seating

Donor Seating				
Seating	Annual Donation per Seat	Season Ticket Cost	Parking	Lease Terms
Green	\$700	\$370	Based on DAF	None
Light Green	\$600	\$370	Based on DAF	None
Beige	\$500	\$370	Based on DAF	None
Orange	\$300	\$370	Based on DAF	None
Light Blue	\$200	\$370	Based on DAF	None
Dark Blue	\$100	\$370	Based on DAF	None
Blue	\$50	\$370	Based on DAF	None



Sources: University of Oregon, internal database, and industry research.

## II. NCAA Stadium Case Studies

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### University of Oregon – Autzen Stadium

➤ Duck Athletic Fund (DAF) – Donor Levels and Benefits

<u>Donor Level</u>	<u>Minimum Donation</u>	<u>Basketball (BB) Benefits</u>	<u>Football (FB) Benefits</u>
Quacker Backer Club	\$50	Priority Seating	Priority Seating
Drake Club	\$500	Priority Seating	Priority Seating
Mallard Club	\$1,000	Priority Seating	Priority Seating
Lightning Club	\$2,000	Priority Seating	Priority Seating
Gold Club	\$3,500	Priority Seating	Priority Seating
Emerald Club	\$5,000	Priority Seating	Priority Seating
Diamond Club	\$10,000	Priority Seating	Priority Seating
Scholarship Club	\$30,000	Priority Seating	Priority Seating

Notes: Annual donation may provide contributor with other athletic benefits including parking, special events, etc.

✓ Annual DAF Donations are Separate for Football and Men’s Basketball

Sources: University of Oregon, internal database, and industry research.



## II. NCAA Stadium Case Studies

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### University of Oregon – Autzen Stadium

➤ Priority Points Calculation

- |   |         |
|---|---------|
| ✓ Every \$10 of Current Duck Athletic Fund Giving | 1 Point |
| ✓ Every \$100 of Cumulative Athletic Giving       | 1 Point |
| ✓ Every Consecutive Year as Season Ticket Holder  | 1 Point |
| ✓ University of Oregon Alumni                     | 1 Point |

Sources: University of Oregon, internal database, and industry research.



## II. NCAA Stadium Case Studies

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### University of Oregon – Autzen Stadium

➤ Project Funding

✓ Reports Indicate that the Total Cost of the Renovation was Approximately \$89.7 Million

✓ University Representatives Provided Budgeted Amounts Totaling \$80.0 Million – Sources of Funds Included:

– Anonymous Gifts	\$53,000,000
– Fund Raising/Non-Stadium Naming Rights	\$15,000,000
– New Seat/Suite Assessments	\$10,000,000
– Additional Ticket Sales/Ticket Price Increases/Suite Sales	\$2,000,000

➤ At Time of Renovation Replaced Sponsor Seats (Priced at \$500) with Club Seats (Priced at \$750 – Now \$1,100)

Sources: University of Oregon, internal database, and industry research.

## II. NCAA Stadium Case Studies

### University of Florida – Ben Hill Griffin Stadium

Ben Hill Griffin Stadium (also referred to as “The Swamp”) is the home of the University of Florida (Florida) football team. The stadium was originally built in 1930, but was renovated most recently in 2003. The renovation cost approximately \$55.0 million and included the addition of 34 luxury suites and 2,950 club seats. The stadium currently has a seating capacity of approximately 88,548 and includes 80 luxury suites and 4,975 club seats.

Stadium:	Ben Hill Griffin Stadium
New Construction/Renovation:	Renovation
Year Open/Renovated:	2003
Total Cost:	\$55.0 Million
Contractor:	Turner Construction
Architect:	DLR Group
Total Seating Capacity:	88,548
Luxury Suites:	80
Club Seats:	4,975
2009 Avg Attendance (Rank):	90,635 (9 <sup>th</sup> )



Sources: University of Florida, internal database, and industry research.

## II. NCAA Stadium Case Studies

### University of Florida – Ben Hill Griffin Stadium

#### Luxury Suites

<b>Luxury Suites:</b>	80	<b>Parking:</b>	Parking is provided or available for purchase (based on donor level).
<b>Reserved:</b>	0	<b>Gift:</b>	A portion of annual fee is considered a gift.
<b>Percentage Leased:</b>	100%	<b>FF&amp;E:</b>	University is responsible.
		<b>Amenities:</b>	Amenities include catering, television, air conditioning, elevator access, and private restrooms, among others.

Type	# of Suites	# of Seats	# of SRO	Annual Fee	Season Ticket Cost	Lease Term	Escalation Factor	Deposit Requirement
Suites - A	18	20	(1)	\$50,000	Included	Annual	None	\$0
Suites - B	59	20	(1)	\$56,000	Included	Annual	None	\$0
Suites - C	3	30	(1)	\$84,000	Included	Annual	None	\$0

(1) Florida allows “4th Quarter Passes”, which allow suite holders to invite additional guests to suite for only the 4th quarter of each game (12 passes/suite).

Note: There is currently a waiting list of approximately 100 people for a suite. Representatives stated that due to economy not all people on the list would lease a suite if one were available.

#### Enclosed Luxury Seating

<b>Seats:</b>	537	<b>Parking:</b>	Parking is available for purchase (based on donor level).
<b>Reserved:</b>	0	<b>Gift:</b>	A portion of annual fee is considered a gift.
<b>Percentage Leased:</b>	94%	<b>Amenities:</b>	Seats are located in an enclosed luxury seating area. Amenities also include buffet, televisions, air conditioning, and private restrooms, among others.

Type	# of Seats	# of SRO	Annual Fee per Four Seats	Season Ticket Cost	Lease Term	Escalation Factor	Deposit Requirement
Bull Gator Deck	348	NA	\$15,000	Included	Annual	None	\$0
Bull Gator Zone	189	NA	\$15,000	Included	Annual	None	\$0

Notes: Seat holders receive four seats in the Gator Deck or Gator Zone, as well as the option to purchase four seats in general seating (non-premium seats).

Sources: University of Florida, internal database, and industry research.

## II. NCAA Stadium Case Studies

### University of Florida – Ben Hill Griffin Stadium

Club Seats								
<b>Club Seats:</b>	4,925		<b>Parking:</b>	Parking is available for purchase (based on donor level).				
<b>Reserved:</b>	Minimal		<b>Gift:</b>	A portion of annual fee is considered a gift.				
<b>Percentage Leased:</b>	99%		<b>Amenities:</b>	Amenities include buffet, lounge area, televisions, private restrooms, and covered seating (most seats), among others.				
Type	# of Club Seats	# of SRO	Annual Fee	Season Ticket Cost	Lease Term	Escalation Factor	Deposit Requirement	
Champions Club	2,950	NA	\$2,300	\$224	Annual	None	\$0	
Touchdown Terrace	1,975	NA	\$1,800	\$224	Annual	None	\$0	

Sources: University of Florida, internal database, and industry research.

## II. NCAA Stadium Case Studies

### University of Florida – Ben Hill Griffin Stadium

#### ➤ Donor Seating

Donor Seating				
Seating - (1)	Annual Donation per Seat	Season Ticket Cost	Parking	Lease Terms
Orange	\$700	\$224	Based on Donor Level	None
Brown	\$450	\$224	Based on Donor Level	None
Light Green	\$425	\$224	Based on Donor Level	None
Yellow	\$350	\$224	Based on Donor Level	None
Peach	\$350	\$224	Based on Donor Level	None
Light Blue	\$225	\$224	Based on Donor Level	None
Pink	\$200	\$224	Based on Donor Level	None
Green	\$150	\$224	Based on Donor Level	None
Purple	\$75	\$224	Based on Donor Level	None

(1) Does not include portal box seats - to be confirmed.

Note: Champions Club (dark blue) and Touchdown Terrace (light blue) are detailed on earlier page.



Sources: University of Florida, internal database, and industry research.

## II. NCAA Stadium Case Studies

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### University of Florida – Ben Hill Griffin Stadium

➤ Gator Football Club – Donor Levels and Benefits

<u>Club Level</u>	<u>Minimum Donation</u>	<u>Basketball (BB) Benefits</u>	<u>Football (FB) Benefits</u>
Orange and Blue	\$100	None	None
Varsity Club	\$1,500	None	None
Fighting Gator	\$2,000	None	None
Scholarship Partner	\$2,500	None	Right to Purchase 2 Season Tickets (If Available)
Scholarship Club	\$4,200	None	Right to Purchase 4 Season Tickets (If Available)
Grand Gator	\$8,000	None	Right to Purchase 6 Season Tickets (If Available)
Bull Gator	\$14,000	None	Right to Purchase 2 Season Tickets (If Available) Opportunity to Purchase Premium Seating (If Available)

Notes: Annual donation may provide contributor with other athletic benefits including parking, special events, etc.

Sources: University of Florida, internal database, and industry research.

## II. NCAA Stadium Case Studies

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### University of Florida – Ben Hill Griffin Stadium

➤ Priority Points Calculation

- |   |          |
|---|----------|
| ✓ Every \$100 Contributed                           | 1 Point  |
| ✓ Each Consecutive Year of Retaining Season Tickets | 5 Points |

Sources: University of Florida, internal database, and industry research.





## II. NCAA Stadium Case Studies

### University of Mississippi – Vaught-Hemmingway Stadium

The University of Mississippi (Ole Miss) football team plays their home games at Vaught-Hemmingway Stadium. The stadium was originally constructed in 1915. An expansion project in 2002 increased the stadium's capacity to approximately 60,580. The expansion project included the completion of the south end zone and the addition of 28 luxury suites and other seating.

Stadium:	Vaught-Hemmingway Stadium
New Construction/Renovation:	Renovation
Year Open/Renovated:	2002
Total Cost:	Not Available
Contractor:	Not Available
Architect:	Not Available
Total Seating Capacity:	60,580
Luxury Suites:	65
Club Seats:	2,774
2009 Avg Attendance (Rank):	55,767 (35 <sup>th</sup> )



Sources: University of Mississippi, internal database, and industry research.



## II. NCAA Stadium Case Studies

### University of Mississippi – Vaught-Hemmingway Stadium

#### Luxury Suites

<b>Luxury Suites:</b>	65	<b>Parking:</b>	Parking is provided (two to four spaces).
<b>Reserved:</b>	3	<b>Gift:</b>	A portion of annual fee is considered a gift.
<b>Percentage Leased:</b>	100%	<b>FF&amp;E:</b>	University is responsible. Suite holders can add personal touches to suites.
		<b>Amenities:</b>	Suites on the west side have amenities including couches, televisions, catering, and bar stools, among others. Suites on south side also have private restrooms and are larger.

Type	# of Suites - (1)	# of Seats	# of SRO	Annual Fee	Season Ticket Cost	Lease Term	Escalation Factor	Deposit Requirement
South	37	22	8	\$250,000 (Upfront)	Included	13 Years	None	\$0
West - A	2	18	4	\$32,000	Included	Annual	None	\$0
West - B	4	14	4	\$29,000	Included	Annual	None	\$0
West - C	22	12	4	\$27,000	Included	Annual	None	\$0

(1) Inventory includes reserved non-revenue suites.

Note: If suites were to open on the west side, a \$100,000 capital gift would be required.

#### Club Seats

<b>Club Seats:</b>	2,774	<b>Parking:</b>	Parking is provided.
<b>Reserved:</b>	0	<b>Gift:</b>	A portion of annual fee is considered a gift.
<b>Percentage Leased:</b>	100%	<b>Amenities:</b>	Amenities include open buffet, tables/chairs, open club area, and televisions, among others.

Type	# of Club Seats	# of SRO	Annual Fee	Season Ticket Cost	Lease Term	Escalation Factor	Deposit Requirement
South Zone	1,750	NA	\$1,100	\$275	Annual	None	\$0
Rebel Club (East)	1,024	NA	\$1,100	\$275	Annual	None	\$0

Note: If a seat were to open, a new donor would likely need to make a \$10,000 donation to gain priority for seat.

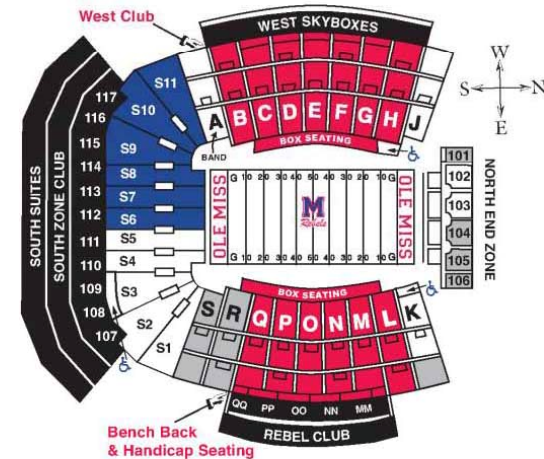
Sources: University of Mississippi, internal database, and industry research.

## II. NCAA Stadium Case Studies

### University of Mississippi – Vaught-Hemmingway Stadium

➤ Donor Seating

Donor Seating				
Seating	Annual Donation per Seat	Season Ticket Cost	Parking	Lease Terms
Section B	\$25	\$275	Based on Priority	None
Section C	\$125 or \$63	\$320	Based on Priority	None
Section D	\$417 or \$250	\$320	Based on Priority	None
Section E	\$625	\$320	Based on Priority	None
Section F	\$417 or \$250	\$320	Based on Priority	None
Section G	\$125 or \$63	\$320	Based on Priority	None
Section H	\$25	\$320		
Section L	\$25	\$320		
Section M	\$250 or \$25	\$320		
Section N	\$375 or \$63 or \$25	\$320		
Section O	\$500 or \$250	\$320		
Section P	\$375 or \$63 or \$25	\$320		
Section Q	\$250 or \$25	\$320		
West "Club"	\$300	\$320		
"Box Seats"	\$25	\$320		



Sources: University of Mississippi, internal database, and industry research.



## II. NCAA Stadium Case Studies

### University of Mississippi – Vaught-Hemmingway Stadium

➤ UMAA Foundation

<u>Donor Level</u>	<u>Minimum Donation</u>	<u>Basketball (BB) Benefits</u>	<u>Football (FB) Benefits</u>
Twelfth Man	\$100	None	Football Season Ticket Priority
Spirit Club	\$250	None	Football Season Ticket Priority
Player's Club	\$500	None	Football Season Ticket Priority
Victory Club	\$1,000	None	Football Season Ticket Priority
Varsity Club	\$2,500	None	Football Season Ticket Priority
Scholarship Club	\$5,000	None	Football Season Ticket Priority
Coach's Circle	\$10,000	None	Football Season Ticket Priority
21 <sup>st</sup> Century Club	\$25,000	None	Football Season Ticket Priority
Ole Miss All-American	\$50,000	None	Football Season Ticket Priority

Notes: Annual donation may provide contributor with other athletic benefits including parking, special events, etc.

Sources: University of Mississippi, internal database, and industry research.



## II. NCAA Stadium Case Studies

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### University of Mississippi – Vaught-Hemmingway Stadium

➤ Priority System

✓ Priority is Based on Donor Club Level and then Points within Each Donor Club Level

✓ Every \$100 Donated to the UMAA Foundation 1 Point

✓ Every Season per Season Ticket (Sine 1996) 1 Point

– Football/M-Basketball/M-Baseball

– Maximum 10 Points

Sources: University of Mississippi, internal database, and industry research.



## II. NCAA Stadium Case Studies

### University of Arkansas – Donald W. Reynolds Razorback Stadium

Donald W. Reynolds Razorback Stadium was originally built in 1938. The stadium has undergone numerous renovations and expansion since opening, with the most recent being in 2001. The 2001 renovation increased the capacity of the stadium from 51,000 to approximately 72,000. The renovation included the expansion of the press box and additional luxury suites. Other improvements included wider concourses, new concession areas, and new restrooms, among others. The renovation at the stadium cost approximately \$118.0 million, with the largest contribution donated by the Donald W. Reynolds Foundation (approximately \$20.0 million to \$25.0 million)

Stadium:	Donald W. Reynolds Razorback Stadium
New Construction/Renovation:	Renovation
Year Open/Renovated:	2001
Total Cost:	\$118.0 Million
Contractor:	Not Available
Architect:	Heery International
Total Seating Capacity:	72,000
Luxury Suites:	133
Club Seats:	9,050
2009 Avg Attendance (Rank):	65,112 (24 <sup>th</sup> )



Sources: University of Arkansas, internal database, and industry research.

## II. NCAA Stadium Case Studies

### University of Arkansas – Donald W. Reynolds Razorback Stadium

Luxury Suites								
<b>Luxury Suites:</b>	133			<b>Parking:</b>	Parking is provided.			
<b>Reserved:</b>	3			<b>Gift:</b>	A portion of annual fee is considered a gift.			
<b>Percentage Leased:</b>	100%			<b>FF&amp;E:</b>	University is responsible.			
				<b>Amenities:</b>				
Type	# of Suites	# of Seats	# of SRO	Annual Fee - (1)	Season Ticket Cost	Lease Term	Escalation Factor	Deposit Requirement
Suites - A	65 (Approx)	12 (Approx)	NA	\$250-\$300/Seat/Game	Included	Annual	None	\$0
Suites - B	65 (Approx)	24 (Approx)	NA	\$250-\$300/Seat/Game	Included	Annual	None	\$0

(1) Must be in top three tiers of Razorback Foundation to be eligible (minimum of \$5,000 annual donation).

Club Seats								
<b>Club Seats:</b>	9,050			<b>Parking:</b>	Parking is provided. However, may change policy next year.			
<b>Reserved:</b>	0			<b>Gift:</b>	A portion of annual fee is considered a gift.			
<b>Percentage Leased:</b>	97% - (1)			<b>Amenities:</b>	Upscale concessions.			
Type	# of Club Seats	# of SRO	Annual Fee	Season Ticket Cost	Lease Term	Escalation Factor	Deposit Requirement	
East Side (Outdoor)	1,600	NA	\$125/Seat/Game	Included	Annual	None	\$0	
East Side (Indoor) - (1)	2,100	NA	\$150/Seat/Game	Included	Annual	None	\$0	
South Side (Indoor)	1,650	NA	\$100/Seat/Game	Included	Annual	None	\$0	
South Side (Outdoor)	3,700	NA	\$100/Seat/Game	Included	Annual	None	\$0	

(1) Only club seats available are the east side indoor seats (approximately 200 to 300 seats not sold).

Sources: University of Arkansas, internal database, and industry research.



## II. NCAA Stadium Case Studies

### University of Arkansas – Donald W. Reynolds Razorback Stadium

➤ Donor Seating

Donor Seating					
Seating	Annual Donation		Season Ticket Cost	Parking	Lease Terms
	per Seat				
Lower Level Sidelines - West	\$150/\$100/\$50		\$225	Based on Priority	None
Lower Level Sidelines - East	\$125/\$75/\$25		\$225	Based on Priority	None
Upper Level - East (Chair Back)	\$125		\$225	Based on Priority	None
Upper Level - West (Chair Back)	\$125		\$225	Based on Priority	None
Upper Level - West (Chair Back)	\$125/\$100/\$50/\$25		\$225	Based on Priority	None

➤ Most Donors in Prime Sections Often Donate More than Minimum Annual Donation Levels



Sources: University of Arkansas, internal database, and industry research.



## II. NCAA Stadium Case Studies

### University of Arkansas – Donald W. Reynolds Razorback Stadium

➤ Razorback Foundation – Donor Levels and Benefits

<u>Donor Level</u>	<u>Minimum Donation</u>	<u>Basketball (BB) Benefits</u>	<u>Football (FB) Benefits</u>
Razorback	\$50	Priority Points Accumulated	Priority Points Accumulated
Big Red	\$100	Priority Points Accumulated	Priority Points Accumulated
Big Hog	\$500	Priority Points Accumulated	Priority Points Accumulated
Tush Hog	\$1,000	Priority Points Accumulated	Priority Points Accumulated
Wild Hog	\$2,000	Priority Points Accumulated	Priority Points Accumulated
Super Hog	\$3,000	Priority Points Accumulated	Priority Points Accumulated
Broyles Mathews Scholarship Silver	\$5,000	Priority Points Accumulated	Priority Points Accumulated
Broyles Mathews Scholarship Gold	\$10,000	Priority Points Accumulated	Priority Points Accumulated
Broyles Mathews Scholarship Platinum	\$20,000	Priority Points Accumulated	Priority Points Accumulated

Notes: Annual donation may provide contributor with other athletic benefits including parking, special events, etc.



Sources: University of Arkansas, internal database, and industry research.

## II. NCAA Stadium Case Studies

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### University of Arkansas – Donald W. Reynolds Razorback Stadium

- Priority Points
  - ✓ System Used for Seat Improvements and New Seat Requests
  - ✓ Ranked by Donor Tier Classification
  - ✓ Within Donor Tier Classification, Ranked by Current Year Pledge (by Sport) and the Cumulative Lifetime Giving



Sources: University of Arkansas, internal database, and industry research.

## II. NCAA Stadium Case Studies

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### University of Arkansas – Donald W. Reynolds Razorback Stadium

➤ Project Funding

- ✓ Total Expansion Cost was Approximately \$118.0 Million
- ✓ \$41.5 Million Backed by Revenue Bonds
- ✓ \$76.5 Million Funded by Capital Reserves and Private Donations
  - Donald W. Reynolds Foundation Provided Contribution of Approximately \$20.0 to \$25.0 Million



Sources: University of Arkansas, internal database, and industry research.

## II. NCAA Stadium Case Studies

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### Ohio State University – Ohio Stadium

Ohio Stadium was renovated prior to the 2001 football season. Reports indicate the renovation project was completed at a cost of approximately \$194.0 million. The renovation project included the addition of approximately 81 luxury suites and 2,627 club seats. The project also included widening the concourses and improvements to restroom facilities and concession stands.

Stadium:	Ohio Stadium
New Construction/Renovation:	Renovation
Year Open/Renovated:	2001
Total Cost:	\$194.0 Million
Contractor:	Turner Construction Company
Architect:	Osborn Architects and Engineers
Total Seating Capacity:	101,568
Luxury Suites:	81
Club Seats:	2,627
2009 Avg Attendance (Rank):	105,261 (3 <sup>rd</sup> )



Sources: Ohio State University, internal database, and industry research.

## II. NCAA Stadium Case Studies

### Ohio State University – Ohio Stadium

Luxury Suites								
<b>Luxury Suites:</b>	81	<b>Parking:</b>	2 - 3 parking spaces.					
<b>Reserved:</b>	1	<b>Gift:</b>	A portion of annual fee is considered a contribution (based on size, parking, tickets, rent, programs, etc.-- \$54,000 of a \$70,000 suite considered a gift).					
<b>Percentage Leased:</b>	100%	<b>FF&amp;E:</b>	University is responsible.					
		<b>Amenities:</b>	Host service, custom catering, private restroom, private entrance, concierge, VIP ticket will call, televisions, corporate logo on suite, among others.					
Type	# of Suites	# of Seats	# of SRO	Annual Fee	Season Ticket Cost	Lease Term	Escalation Factor	Deposit Requirement
Suites (Executive)	8	5	3 - (1)	\$25,000 - \$35,000	Included	5 or 7 Years	(2)	\$10,000
Suites	72	10 - 16	3 - (1)	\$51,000 - \$73,000	Included	5 or 7 Years	(2)	\$10,000

(1) To be confirmed.  
 (2) Escalation of 6.5% (5 year lease) or 5.5% (7 year lease). Escalation adjustments never implemented.  
 Notes: Priority for lease was given to donors (not required). All suites leased by donors (\$1.0 million to \$10.0 million). Basketball arena suite holders were also given priority.

Club Seats								
<b>Club Seats:</b>	2,627	<b>Parking:</b>	Not included. Opportunity for VIP parking.					
<b>Reserved:</b>	127	<b>Gift:</b>	Annual fee is considered a gift.					
<b>Percentage Leased:</b>	100%	<b>Amenities:</b>	Expanded concessions menu, extra wide chair-back seats, access to Stadium Club, among others.					
Type	# of Club Seats	# of SRO	Annual Fee	Season Ticket Cost	Lease Term	Escalation Factor	Deposit Requirement	
Platinum	1,500	NA	\$3,300	Included	1, 5, or 7 Years	NA	NA	
Gold	1,000	NA	\$2,200	Included	1, 5, or 7 Years	NA	NA	
President's Box	127	NA	NA	NA	NA	NA	NA	

Note: Buckeye Club level donation is also required. Current level is \$2,500 per seat (a portion is tax deductible).

## II. NCAA Stadium Case Studies

### Ohio State University – Ohio Stadium

➤ Buckeye Club – Donor Levels and Benefits

- ✓ Buckeye Club Members (Scarlet and Gray and Above) Typically Receive Opportunity to Purchase Football Season Tickets

<u>Donor Level</u>	<u>Minimum Donation</u>	<u>Basketball (BB) Benefits</u>	<u>Football (FB) Benefits</u>
Horseshoe	\$100	Not Applicable	None
Scarlet and Gray	\$1,500	Not Applicable	Opportunity to Purchase 2 FB Season Tickets
Big Ten Champions	\$2,500	Not Applicable	Opportunity to Purchase 2 FB Season Tickets
National Champions	\$5,000	Not Applicable	Opportunity to Purchase 2 FB Season Tickets
Scholar Athlete	\$10,000	Not Applicable	Opportunity to Purchase 2 FB Season Tickets

Notes: Annual donation may provide contributor with other athletic benefits including parking, special events, etc.



## II. NCAA Stadium Case Studies

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### Ohio State University – Ohio Stadium

- Priority Points System
  - ✓ Utilized for Seat Allocation in Ohio Stadium
  - ✓ Members of Scarlet and Gray Level and Above Participate in Priority Point System
- Priority Points Calculation
  - ✓ Current Gift (Annual) x4%
  - ✓ Past Gift x2%

Sources: Ohio State University, internal database, and industry research.



## II. NCAA Stadium Case Studies

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### Ohio State University – Ohio Stadium

- Project Funding
  - ✓ Renovation Project at Ohio Stadium Reportedly Cost Approximately \$194.0 Million
    - Debt is Serviced by:
      - » Luxury Suite Revenue
      - » Club Seat Revenue (Gift Portion Only)
      - » \$6.00 per Non-Student Ticket
      - » \$3.00 per Student Ticket
      - » Sponsorship Revenue (Minimal/One-Time)
- Advertising/Sponsorship
  - ✓ Huntington Club (\$5.0 Million Contribution)

Sources: Ohio State University, internal database, and industry research.





## II. NCAA Stadium Case Studies

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### University of Kentucky – Commonwealth Stadium

Commonwealth Stadium is the home of the University of Kentucky football team. The stadium originally opened in 1973, but was expanded in 1999. The expansion project included the enclosing of both end zone sections, addition of 40 luxury suites (10 per corner), and other improvements such as additional concessions and restrooms, new scoreboard, and new sound system, among others. The stadium currently has a seating capacity of approximately 67,606. There are 40 luxury suites, but no loge boxes or club seats. Luxury suites have been sold-out since 1999 and currently have a waiting list of 30 interested parties.

Stadium:	Commonwealth Stadium
New Construction/Renovation:	Opened in 1973 Renovated in 1999
Total Seating Capacity:	67,606
Luxury Suites:	40
Loge Boxes:	0
Club Seats:	0
2009 Avg Attendance (Rank):	69,434 (22 <sup>nd</sup> )



Sources: University of Kentucky, internal database, and industry research.

## II. NCAA Stadium Case Studies

### University of Kentucky – Commonwealth Stadium

- Strong Demand for Luxury Suites – 100% Occupancy Since 1999

Luxury Suites								
<b>Luxury Suites:</b>	40		<b>Parking:</b>	Parking is provided.				
<b>Reserved:</b>	0		<b>Gift:</b>	A portion of the annual fee is considered a gift.				
<b>Percentage Leased:</b>	100%		<b>FF&amp;E:</b>	University is responsible.				
			<b>Amenities:</b>	Typical suite amenities and private restrooms.				
Type	# of Suites	# of Seats	# of SRO	Annual Fee - (1)	Season Ticket Cost	Lease Term	Escalation Factor	Deposit Requirement
Suites A	11	18 or 24	6 or 8	\$45,000 or \$60,000	\$235	3 or 5 Years	(1)	Confirm
Suites B	29	18 or 24	6 or 8	\$41,580 or \$55,400	\$235	3 or 5 Years	(1)	Confirm

(1) Suite prices originally started at \$2,200 per seat (C Level). Over the years, the price has escalated to \$2,310 per seat (B Level). When contracts in B Level expire, they will be renewed at A Level pricing (\$2,500 per seat).

Sources: University of Kentucky, internal database, and industry research.



## II. NCAA Stadium Case Studies

### University of Kentucky – Commonwealth Stadium

➤ Donor Seating

Donor Seating					
Seating	Annual Donation per Seat	Season Ticket Cost per Seat	Parking	Lease Terms	
Light Blue	\$475	\$235	Based on K-Fund	Annual	
Purple	\$400	\$235	Based on K-Fund	Annual	
Light Green	\$325	\$235	Based on K-Fund	Annual	
Orange	\$250	\$200 or \$235	Based on K-Fund	Annual	
Yellow	\$175	\$235	Based on K-Fund	Annual	
Green	\$50	\$200	Based on K-Fund	Annual	

Notes: Capital gifts may be required for seats (if available) between the 20 yard lines - approximately \$20,000 per seat two seats. Outside of the 20 yard lines, the capital gift would be approximately \$5,000 per two seat (if available)



Sources: University of Kentucky, internal database, and industry research.

## II. NCAA Stadium Case Studies

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### University of Kentucky – Commonwealth Stadium

➤ K Fund – Donor Levels and Benefits

<u>Donor Level</u>	<u>Minimum Donation</u>	<u>Basketball (BB) Benefits</u>	<u>Football (FB) Benefits</u>
Wildcat	\$100	Priority Points Accumulation	Priority Points Accumulation
Blue	\$500	Priority Points Accumulation	Priority Points Accumulation
White	\$1,000	Priority Points Accumulation	Priority Points Accumulation
MVP	\$5,000	Priority Points Accumulation	Priority Points Accumulation
All-American	\$15,000	Priority Points Accumulation	Priority Points Accumulation
Champions	\$25,000	Priority Points Accumulation	Priority Points Accumulation
Elite	\$75,000	Priority Points Accumulation	Priority Points Accumulation

Notes: Annual donation may provide contributor with other athletic benefits including parking, special events, etc.



## II. NCAA Stadium Case Studies

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### University of Kentucky – Commonwealth Stadium



#### ➤ Priority Points Calculation

- ✓ Season Ticket Purchase
  - Every Year Purchasing Football and/or Basketball Season Tickets Since 1987 1 Point
  - Every Year Purchasing Women’s Basketball Season Tickets 5 Points
  - Every Year Purchasing Women’s Gymnastics Season Tickets 5 Points
  - Every Year Purchasing Baseball Season Tickets 5 Points
- ✓ Annual Giving
  - Every \$100,000 Donated to K Fund (General Gift) 3 Points
  - Every \$100 of Required Annual Priority Seating Donation 2 Points
- ✓ Lifetime Points (One-Time)
  - University Fellow 50 Points
  - University Letter Winner 50 Points
  - Active Member of University Alumni Association 20 Points
- ✓ Other
  - Every Year Employed by University 1 Point
  - Every \$10,000 Donated and Referred by You to Athletics 3 Points
  - Every Commonwealth Stadium Suite Ticket 20 Points
  - 110% Club Membership (per Membership) 5 Points
  - Every Personalized Brick 30 Points

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### **III. Regional Demographic Overview**

# III. Regional Demographic Overview

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## Market Overview

- Market Area Size and Characteristics will have an Impact on Market Support and the Potential Demand for Premium Seating at the Renovated Rose Bowl
  
- Limited Market Demographic Overview Completed
  - ✓ Combined Statistical Area (CSA) Designation
    - Los Angeles-Long Beach et al, CA (Includes Orange County)
    - Oxnard-Thousand Oaks-Ventura, CA
    - Riverside et al, CA
  
  - ✓ Core Base Statistical Area (CBSA) Designation
    - Los Angeles-Long Beach et al, CA (Includes Orange County)
  
  - ✓ 30-Mile Ring Designation
  
  - ✓ 50-Mile Driving Distance Designation

# III. Regional Demographic Overview

## Market Overview

### ➤ CSA Designation Map





# III. Regional Demographic Overview

## Market Overview

### ➤ CBSA Designation Map



# III. Regional Demographic Overview

## Market Overview

### ➤ 30-Mile Ring Designation Map



# III. Regional Demographic Overview

## Market Overview

	Los Angeles-Long Beach- Riverside et al, CA CSA	Los Angeles-Long Beach et al, CA CBSA	30-Mile Geographic Ring	50-Mile Driving Distance
2009 Population	18,258,987	13,223,432	11,074,526	14,603,257
2014 Population	19,566,867	13,891,100	11,591,071	15,414,355
Estimated % Growth 2009-2014	7.16%	5.05%	4.66%	5.55%
2009 Households	5,847,305	4,283,581	3,562,709	4,641,870
2014 Households	6,221,694	4,474,770	3,706,757	4,866,418
Estimated % Growth 2009-2014	6.40%	4.46%	4.04%	4.84%
Average Household Income	\$80,999	\$82,547	\$77,208	\$81,186
Median Household Income	\$59,303	\$59,053	\$54,959	\$58,966
Per Capita Income	\$26,245	\$27,037	\$25,102	\$26,105
Households w/ Income \$100,000+	1,496,841	1,118,910	836,244	1,191,582
Median Age	34.27	35.16	34.80	34.46
Average Age	35.54	36.01	35.80	35.53
Unemployment Rate - (1)	4.55%	4.61%	4.88%	4.66%
Corporate Base - (2)				
Companies with 500+ Employees	838	687	582	NA
Companies with 250+ Employees	2,362	1,902	1,611	NA
Companies with 100+ Employees	9,462	7,414	6,351	NA
Companies with 50+ Employees	22,737	17,636	14,994	NA
Companies with Sales \$50.0+ Million	1,061	898	715	NA
Companies with Sales \$25.0+ Million	2,163	1,809	1,456	NA
Companies with Sales \$10.0+ Million	6,009	4,874	4,008	NA
Companies with Sales \$5.0+ Million	12,512	10,049	8,399	NA

(1) Not adjusted for population not in work force.

(2) Geographic ring designation based on zip code radius.

Source: Claritas 2009 and Dun and Bradstreet 2010.

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## **IV. Regional Facility Overview**

# IV. Regional Facility Overview

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## Regional Facilities

- Primary Facilities
  - ✓ Los Angeles Memorial Coliseum
  - ✓ Staples Center
  - ✓ Honda Center
  - ✓ Dodger Stadium
  - ✓ Angel Stadium of Anaheim
  - ✓ Home Depot Center
  - ✓ Galen Center
  - ✓ Proposed NFL Stadium – City of Industry



## IV. Regional Facility Overview

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### Los Angeles Memorial Coliseum

The Los Angeles Memorial Coliseum (Coliseum) was originally constructed in 1923. The facility underwent a renovation in 1993. There are approximately 92,516 seats at the stadium, with no luxury suites and no club seats. The Coliseum is currently the home of the USC football team. The Los Angeles Memorial Coliseum Commission and USC agreed to a 25 year lease extension with USC in 2008. The lease requires that substantial capital improvements are made to the facility based upon a pre-determined schedule that is included in the lease. Minor renovations are currently underway.

Stadium:	Los Angeles Memorial Coliseum
New Construction/Renovation:	New Construction
Year Open/Renovated:	1923
Total Seating Capacity:	92,516
Luxury Suites:	0
Price Range:	Not Applicable
Number of Seats:	Not Applicable
Club Seats:	0
Price Range:	Not Applicable



Sources: Los Angeles Memorial Coliseum, internal database, and industry research.



## IV. Regional Facility Overview

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### Staples Center

The Staples Center was built in 1999 and includes approximately 20,000 seats, 154 luxury suites, and 2,589 club seats. Staples Center is owned and managed by the LA Arena Operating Company. The arena is home to the NBA Los Angeles Clippers, NBA Los Angeles Lakers, and NHL Los Angeles Kings. Staples Center was primarily privately funded. The City of Los Angeles funded the acquisition of the land surrounding the arena.

<b>Arena:</b>	Staples Center
<b>New Construction/Renovation:</b>	New Construction
<b>Year Open/Renovated:</b>	1999
<b>Total Seating Capacity:</b>	20,000
<b>Luxury Suites:</b>	154
<b>Price Range:</b>	\$225,000 - \$475,000
<b>Number of Seats:</b>	8 – 16
<b>Club Seats:</b>	2,589
<b>Price Range:</b>	\$14,850 - \$23,500



Sources: Staples Center, Association of Luxury Suite Directors 2009, internal database, and industry research.

## IV. Regional Facility Overview

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### Honda Center

The Honda Center was built in 1993 and is owned by the City of Anaheim. Anaheim Arena Management manages the facility. The Honda Center has approximately 17,300 seats, 80 luxury suites, and 1,716 club seats. The arena is the home of the NHL Anaheim Ducks.

<b>Arena:</b>	Honda Center
<b>New Construction/Renovation:</b>	New Construction
<b>Year Open/Renovated:</b>	1993
<b>Total Seating Capacity:</b>	17,300
<b>Luxury Suites:</b>	80
<b>Price Range:</b>	\$85,000 - \$220,000
<b>Number of Seats:</b>	10 – 14
<b>Club Seats:</b>	1,716 (To be Confirmed)
<b>Price Range:</b>	\$7,500 - \$10,200



Sources: Honda Center, Association of Luxury Suite Directors 2009, internal database, and industry research.



## IV. Regional Facility Overview

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### Dodger Stadium

Dodger Stadium has been the home of the Los Angeles Dodgers (Dodgers) since it opened in 1962. Dodger Stadium was privately financed. Over the years, there have been a number of renovation projects at the facility. New field level seats, luxury suites, and club areas, among others were recently added to the stadium. Dodger Stadium has approximately 56,000 seats, 33 luxury suites, and 565 club seats.

<b>Stadium:</b>	Dodger Stadium
<b>New Construction/Renovation:</b>	New Construction
<b>Year Open/Renovated:</b>	1962
<b>Total Seating Capacity:</b>	56,000
<b>Luxury Suites:</b>	33
<b>Price Range:</b>	\$125,000 - \$300,000
<b>Number of Seats:</b>	15 – 20
<b>Club Seats:</b>	565
<b>Price Range:</b>	To be Confirmed
<b>Loge Boxes:</b>	To be Confirmed
<b>Price Range:</b>	To be Confirmed



Sources: Dodger Stadium, Association of Luxury Suite Directors 2009, internal database, and industry research.

## IV. Regional Facility Overview

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### Angel Stadium of Anaheim

The recently renamed Angel Stadium of Anaheim (Angel Stadium) was renovated in 1998. The renovation was a condition of the sale of a minority, controlling interest in the recently renamed Los Angeles Angels of Anaheim (Angels) to the Walt Disney Company (Disney). The stadium is the home of the Angels. The Angels lease the facility from the City of Anaheim (City). Angel Stadium has approximately 45,050 seats, 78 luxury suites, and 5,075 club seats.

<b>Stadium:</b>	Angel Stadium of Anaheim
<b>New Construction/Renovation:</b>	Renovation
<b>Year Open/Renovated:</b>	1998
<b>Total Seating Capacity:</b>	45,050
<b>Luxury Suites:</b>	78
<b>Price Range:</b>	\$70,000 - \$240,000
<b>Number of Seats:</b>	12 – 16
<b>Club Seats:</b>	5,075
<b>Price Range:</b>	\$1,782 - \$3,564



Sources: Angel Stadium of Anaheim, Association of Luxury Suite Directors 2009, internal database, and industry research.

## IV. Regional Facility Overview

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### Home Depot Center

The Home Depot Center opened in 2003. The facility is owned and managed by the Anschutz Entertainment Group. The soccer stadium at Home Depot Center includes approximately 27,000 seats, 42 luxury suites (additional 6 event suites), and 1,500 club seats. The facility is the home of two MLS franchises: Los Angeles Galaxy and Club Deportivo Chivas USA. In addition to the soccer stadium, the Home Depot Center includes a tennis stadium, event center, track and field facility, and baseball and softball center.

<b>Stadium:</b>	Home Depot Center (Soccer Stadium)
<b>New Construction/Renovation:</b>	New Construction
<b>Year Open/Renovated:</b>	2003
<b>Total Seating Capacity:</b>	27,000
<b>Luxury Suites:</b>	42
<b>Price Range:</b>	\$67,000 – \$158,000
<b>Number of Seats:</b>	11-21; 50
<b>Club Seats:</b>	1,500
<b>Price Range:</b>	\$4,000



Sources: Home Depot Center, Association of Luxury Suite Directors 2009, internal database, and industry research.

# IV. Regional Facility Overview

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## University of Southern California – Galen Center

The Galen Center at the University of Southern California (USC) opened in fall 2006. The facility is the home of the USC men’s and women’s basketball and volleyball teams. The Galen Center also hosts campus, community, and cultural events. The arena has approximately 10,258 seats and 20 luxury suites at the facility (only 10 suites were initially built-out). The Galen Center reportedly cost \$147.0 million (including the pavilion, offices, and practice facility). Louis and Helene Galen reportedly donated \$60 million toward the construction of the arena.

Arena:	Galen Center
New Construction/Renovation:	New Construction
Year Open/Renovated:	2006
Total Seating Capacity:	10,258
Luxury Suites:	10
Price Range:	\$40,000 - \$60,000
Number of Seats:	12
Club Seats:	0
Price Range:	Not Applicable



Sources: University of Southern California, internal database, and industry research.

# IV. Regional Facility Overview

## Proposed NFL Stadium – City of Industry

A new NFL stadium has been proposed in the City of Industry. The stadium would have seating for approximately 75,000 (expansion to 80,000) and include 175 luxury suites and 11,000 club seats. The stadium would reportedly cost approximately \$800 million. The project is led by developer Ed Roski. Roski has indicated that he would potentially like to have two teams to the stadium. He has also indicated that he would require some form of ownership interest in one of teams. It has been reported that if Roski is successful in his attempt to attract a team that would relocate, the team could play up to three years in an interim location (i.e., Rose Bowl, Los Angeles Coliseum) before the new stadium is constructed.

Stadium:	Los Angeles NFL Stadium
New Construction/Renovation:	New Construction
Year Open/Renovated:	To be Determined
Total Seating Capacity:	75,000 (80,000)
Luxury Suites:	175
Price Range:	To be Determined
Number of Seats:	To be Determined
Club Seats:	11,000
Price Range:	To be Determined



Sources: Industry research.

# IV. Regional Facility Overview

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➤ Other Facilities

- ✓ Pauley Pavilion (Major Renovation)
- ✓ Citizens Business Bank Arena
- ✓ Los Angeles Memorial Sports Arena
- ✓ The Forum
- ✓ Long Beach Arena
- ✓ Santa Anita Park
- ✓ Hollywood Park
- ✓ California Motor Speedway

