

MAJOR LEAGUE BASEBALL

{Appendix 1, to **Sports Facility Reports**, <u>Volume 14</u>}
Research completed as of June 17, 2013

Team: Arizona Diamondbacks

Principal Owner: Ken Kendrick

Year Established: 1998

Team Website
Twitter: @Dbacks

Most Recent Purchase Price (\$/Mil): \$238 (2004)

Current Value (\$/Mil): \$584

Percent Change From Last Year: +31%

Stadium: Chase Field **Date Built:** 1998

Facility Cost (\$/Mil): \$354

Percentage of Stadium Publicly Financed: 75%

Facility Financing: The Maricopa County Stadium District provided \$238 million for the construction through a 0.25% increase in county sales tax from April 1995 to November 1997. In addition, the Stadium District issued \$15 million in bonds that are being paid off with stadium-generated revenue. The remainder was paid through private financing, including a naming rights deal worth \$66 million over thirty years and the Diamondbacks' investment of \$85 million. In 2007, the Maricopa County Stadium District paid off the remaining balance of \$15 million on its portion of Chase Field. The payment erased the final debt for the stadium nineteen years earlier than expected.

Facility Website

Twitter: @MariCo StadDist

UPDATE: In July 2012, it was announced that the Diamondbacks would play the first-ever doubleheader at Chase Field on August 22, 2012. The reason for the doubleheader was because the original schedule, which was agreed to by MLB, the MLBPA, and the Diamondbacks, would have required the Diamondbacks to play more than twenty consecutive days without an off day.

As part of the festivities, the Diamondbacks partnered with several Phoenix businesses to commemorate the occasion and treat fans to special deals.

Also in July 2012, it was announced that the Diamondbacks would play host to First Round games for the 2013 World Baseball Classic. Games were held at Chase Field and Salt River Fields at Talking Stick, which serves as the Spring Training home of the team. Canada, Italy, Mexico, and the United States were the four countries that competed in Arizona for the right to advance to the Second Round in Miami.

In December 2012, it was announced that the Legends Entertainment District, which is a joint venture between the Diamondbacks and the NBA's Phoenix Suns, entered into a partnership with Southwestern Eye Center. As part of the agreement, a first-of-its-kind 3-D graphic was placed across from Chase Field and joins thirty-six other static signs in the District. In March 2013, the District partnered with AZ Pain Centers, and a new graphic featuring former Diamondback Luis Gonzalez was displayed on the Phoenix Convention Center Parking Garage across from Chase Field.

Chase Field saw several changes between the 2012 and 2013 seasons. In March 2013, Game Seven Grill, a new barbecue style restaurant, opened at Chase Field in the Gila River Casinos Plaza. The restaurant opens three hours prior to all Diamondbacks home games and takes the place of Sliders, which had been in the location since 2003. The team also introduced a specialty Sonoran Dog, which is a hot dog wrapped in bacon and topped with pico de gallo, ranch style beans, and mayo. The new food item is being sold at the Red Hot Grill locations in Chase Field. Additionally, a Mountainside Fitness Center was unveiled behind the center-field wall and is the first of its kind to be housed in a United States sports venue. Chase Field's sound system underwent an upgrade during the offseason as well.

In April 2013, the Diamondbacks were one of four teams to launch a newly created technology that was developed through a partnership by MLB Advanced Media (MLBAM) and Experience. The technology, which allows for fans to have more mobile ticketing opportunities and experience upgrades, was part of a series of new features that were added to the At The Ballpark app on Opening Day. At The Ballpark was developed by MLBAM and was launched in 2012 as a way to enhance the fan experience.

Salt River Fields at Talking Stick, the Spring Training home of the Diamondbacks and Rockies, was declared the winner of the 2013 Good Design is Good Business competition by *Architectural Record* magazine.

NAMING RIGHTS: On June 5, 1995, the Arizona Diamondbacks entered into a \$66.4 million naming-rights agreement with Bank One that extends over thirty years, expires in 2028, and averages a yearly payout of \$2.2 million. In January 2004, Bank One Corporation and J.P. Morgan Chase & Co. merged and announced they were phasing out the Bank One brand name. In 2005, the name was changed from Bank One Ballpark to Chase Field.

Team: Atlanta Braves

Principal Owner: Liberty Media

Year Established: 1876

<u>Team Website</u> Twitter: @Braves

Most Recent Purchase Price (\$/Mil): \$400 (2007)

Current Value (\$/Mil): \$629

Percent Change From Last Year: +24%

Stadium: Turner Field

Date Built: 1996 (Opened 1997) **Facility Cost (\$/Mil):** \$235

Percentage of Stadium Publicly Financed: 100%

Facility Financing: The original stadium was built for the 1996 Summer Olympics and cost \$232 million. After the games, it was converted into a 50,000-seat baseball stadium for the

Braves. The Braves paid for the conversion.

Facility Website

Twitter: @Turner_Field

UPDATE: Between the 2012 and 2013 season, Turner Field went through several minor renovations. New food options were added, including the H&F Burger, which is Atlanta Chef Linton Hopkins' creation from Holeman & Finch Public House. Also new to the park was Dantanna's, serving crab cake sandwiches and sesame steak skewers, and Yicketty Yogurt & More with its selections of self-serve yogurt and a slushie stand. In addition, the club renovated The Chop House, adding new light fixtures, furniture, and altering other aspects of the décor and menu.

Guests of Turner Field will be able to purchase wine beginning in 2013, as the Braves will become one of six major league parks to serve Zipz and Fetzer wine in disposable, ready-to-serve wine glasses.

Other new features to the park for the 2013 season included new LED scoreboard clocks, a WiFi upgrade, and the relocation of the Braves Retired Numbers. The Braves also made the At The Ballpark App, which enables fans to upgrade their tickets and experience while at the game, available to patrons of Turner Field who download the app to their iPhone or Android device. Additionally, the Braves upgraded tours of Turner Field by adding technology to utilize fifty tablet computers to give fans an interactive and in-depth look at the ballpark.

On May 30, 2013, the Braves opened up the Atlanta Braves All-Star Grill at Hartsfield Jackson International Airport as part of a partnership with Goldberg's Deli. The 1,500 square foot restaurant is made to look like Turner Field and can seat up to fifty people.

With the Braves' lease of Turner Field ending in 2016, talk has begun as to what the Braves will choose to do in the future. This includes deciding whether to build a new stadium or renovating Turner Field and the area around the stadium. While there has been no team announcement, it is believed the Braves will try to develop some of the fifty-five acres surrounding the ballpark in an effort to kept the area packed on game days and active on non-game days.

NAMING RIGHTS: In September 1996, Time Warner, Inc. Chairman Gerald Levin announced that he planned to name the Braves' new stadium for Ted Turner after his company's merger with Turner Broadcasting System. The decision disappointed many fans in Atlanta who had hoped that the stadium would be named after legend Hank Aaron or former Atlanta Mayor, Ivan Allen Jr. By naming the stadium after Turner, Time Warner gave up at least \$3 million per year in potential naming rights revenue. In 2011, the Braves completed a naming rights deal for a 500-space portion of the Green Parking Lot, now deemed the "Delta SkyMiles Medallion Lot," which is an exclusive lot reserved for Delta SkyMiles Medallion members.

Team: Baltimore Orioles

Principal Owner: Peter Angelos

Year Established: 1953

<u>Team Website</u> Twitter: @Orioles

Most Recent Purchase Price (\$/Mil): \$173 (1993)

Current Value (\$/Mil): \$618

Percent Change From Last Year: +34%

Stadium: Oriole Park at Camden Yards

Date Built: 1992

Facility Cost (\$/Mil): \$107

Percentage of Stadium Publicly Financed: 96%

Facility Financing: The project was financed with \$137 million in lease revenue bonds and \$60 million in lease revenue notes issued by the Maryland Stadium Authority. Revenue generated by special sports-themed lottery tickets is paying the debt. The remaining costs were covered with cash that accumulated in the lottery fund that was established in 1988 to finance sports stadiums. The team contributed \$9 million for the construction of skyboxes. The Maryland Sports Authority spent \$1.5 million on improvements in 1998.

Facility Website
Twitter: N/A

UPDATE: Throughout the 2012 season, the Orioles honored six former greats with the Orioles Legends Celebration Series. The six honorees were Frank Robinson, Earl Weaver, Jim Palmer, Eddie Murray, Cal Ripken, Jr., and Brooks Robinson. Each was honored on separate days of the 2012 season with the unveiling of a larger-than-life bronze sculpture of each player. The

sculptures were placed in the Legends Area, a public park located beyond center field that is open to visitors free of charge on nongame days.

In December 2012, it was announced that the Orioles had partnered with Tickets.com for the use of the company's ProVenue ticketing platform for all events at the team's stadium. Additionally, the Orioles decided to continue their mobile check-in promotions during the 2013 season. The promotions are made possible through the At The Ballpark application that is free to download at MLB.com.

In the park, the Orioles announced several Go Green initiatives for the 2013 season. Some of these initiatives include only using green cleaning products, making the whole facility smoke free, adding a composting program, and increasing accessibility of public transportation.

The Orioles were also part of a scheduling issue that came to light in early March 2013. As the defending Super Bowl Champions, the Baltimore Ravens, as well as the NFL, were hoping to somehow reschedule the Orioles night game against the White Sox on Thursday, September 5th so that the Ravens could open the new NFL season at home on that date. However, after exploring several alternatives, it was decided that the Orioles game would remain unchanged and the Ravens would open the season in Denver. The reason both teams could not play at the same time in Baltimore is due to the fact that the teams share a parking lot and also other logistical concerns.

NAMING RIGHTS: In September of 2001, the Maryland Stadium Authority amended its lease with the Orioles giving the team the authority to enter into a naming rights agreement. However, as of June 2010, the Orioles had not entered into a corporate naming rights agreement for their stadium.

Team: Boston Red Sox

Principal Owner: John Henry and Tom Werner

Year Established: 1901

Team Website
Twitter: @RedSox

Most Recent Purchase Price (\$/Mil): \$380 (2002)

Current Value (\$/Mil): \$1,312

Percent Change From Last Year: +31%

Stadium: Fenway Park

Date Built: 1912

Facility Cost (\$/Mil): \$.450

Percentage of Stadium Publicly Financed: 0%

Facility Financing: The cost of constructing the stadium was funded entirely with private

money.

Facility Website
Twitter: N/A

UPDATE: As part of the 100th anniversary celebration of Fenway Park, and in recognition of the historic and architectural significance of the stadium, the National Park Service placed the park in the National Register of Historic Places in July 2012. By being placed on the list, Fenway Park becomes eligible for federal historic rehabilitation tax credits. Fenway Park opened in 1912 and currently serves as the oldest venue in United States professional sports.

In October 2012, JetBlue Park at Fenway South, the newly opened Spring Training home of the Red Sox in Lee County, Florida, was granted LEED Certification. The sustainable design of the complex is expected to save more than \$3 million over the life of the Red Sox lease agreement.

For the 2013 season, several minor improvements occurred throughout Fenway Park. The team added twenty-one new 46" televisions, expanded the Diamond Vision LED panels, installed a thinner mesh net behind home plate, and replaced the Players Club beyond right field with the Champions Club, which was updated with a new sound system, televisions, décor, and moving walls to adjust the size of the room. The Royal Roosters Club, an area open to select season ticket holders, was also upgraded based on feedback from its members. Additionally, updates and a new bar were added to the Absolut Clubhouse, new wall pads were added to right and center field to improve player safety, and new signage representing Advil was placed above the Green Monster. Food options were expanded to include sandwiches such as the Monster Beef and the Turkey Gobbler to provide fans with additional dining choices, while also adding snacks such as Bavarian pretzels topped with a garlic butter sauce.

Yawkey Way was also updated for the 2013 season with the addition of Fenway's World Fare, serving Mexican offerings and Chinese food items. The Budweiser Bash on Yawkey Way was added and several fan favorites such as the Fenway Fish Shack returned to the popular fan destination outside the park.

On April 19, 2013, the Red Sox game against the Kansas City Royals was postponed due to the city lockdown and manhunt for one of the suspected Boston Marathon bombers. The team returned to the field on April 20, 2013, where an honorary tribute to the service men and women and the victims of the attack took place prior to the game against the Royals.

NAMING RIGHTS: Former Boston Globe owner General Charles Henry bought the team for his son, John Taylor, in 1904. After changing the name from the Pilgrims to the Red Sox in 1907, Taylor announced plans to build a new ballpark in 1910. Taylor called the new ballpark Fenway Park because of its location in the Fenway district of Boston. There are no current plans to change the name.

Team: Chicago Cubs

Principal Owner: Ricketts family

Year Established: 1876

Team Website
Twitter: @Cubs

Most Recent Purchase Price (\$/Mil): \$700 (2009)

Current Value (\$/Mil): \$1,000

Percent Change From Last Year: +14%

Stadium: Wrigley Field

Date Built: 1914

Facility Cost (\$/Mil): \$.250

Percentage of Stadium Publicly Financed: 0%

Facility Financing: Restaurateur Charles H. Weeghman privately funded the entire cost of the

ballpark.

Facility Website
Twitter: N/A

UPDATE: In September 2012, the Cubs reached a new Player Development Contract with Kane County that moved the team's Single-A affiliate to its new location forty-five miles west of Chicago.

Also in September 2012, the team opened the Cubs Bar & Grill at Chicago O'Hare International Airport, as part of a licensing deal with HMSHost and the Chicago Department of Aviation. Located in Terminal 3, the new restaurant will serve ballpark favorites inside of a room replicating the Wrigley Field Marquee and filled with Cubs memorabilia.

Inside Wrigley, the Cubs and Levy Restaurant introduced new food options that are available to fans during the 2013 season. New corporate partners Dippin' Dots, with its unique ice cream, and Uncle Dougie's, with its barbeque sauce and bloody mary mix, bring their products to

various concession stands and carts throughout the stadium. Other new items include Pretzel Sandwiches, the "Sheffield Dip," and Italian Beef Nachos just to name a few.

In April 2013, the Cubs introduced AEP Energy as the Official Energy Supplier of Wrigley Field as part of a three-year partnership. AEP Energy also received signage on the outfield wall as well as sponsoring electronic signage and announcements during Cubs pitching changes.

With Wrigley Field approaching its 100-year anniversary, the team and ownership is desperately hoping to renovate the aging stadium. In April 2013, the Cubs unveiled a \$500 million plan to renovate Wrigley that called for more night games, a new hotel, an office building containing retail space and a health club, a new clubhouse, extended beer sales, and upgrades to the fan experience. Part of the plan calls for the addition of a 6,000 square foot jumbotron in left field and a 1,000 square foot sign in right field, which would help to bring additional advertising revenue to the team. The Ricketts family would handle the cost of the project without taxpayer funding and, once approved, the plan is expected to take five years.

The Cubs also hope to create an area like Boston's Yawkey Way outside of Wrigley that would close Sheffield Avenue two hours prior to weekend home games between Memorial Day and Labor Day. Waveland Avenue would also be incorporated into the ballpark in some fashion.

However, the plan comes with controversy, as rooftop owners believe that the new screen and sign will disrupt views from the rooftops, violating a contract they have with the club that sees the rooftop owners sharing 17% of their revenues with the Cubs. The rooftop owners have stated that they have a contract and will make all efforts to enforce it. Additionally, city planners and the City Council must still approve the plan before it can go forward. Ricketts has said that if the Cubs cannot get approval for the advertising the plan desires, the team will have to consider moving.

On June 5, 2013, the Chicago City Council approved an increase in the number of night games allowed at Wrigley field from thirty to forty-six games per year, as well as six 3:05pm starts on Fridays and up to four concerts a year. As part of the deal, the Cubs will pay for the extra security and clean-up costs. If the team has more than four non-baseball events in one season, it will lose one night game the following year. The rest of the renovations have yet to be voted on, but the Cubs hope that they will be given approval prior to the end of the season so that work can commence immediately after the last pitch is thrown. Details of the renovation process can be found at WrigleyField.com.

NAMING RIGHTS: Originally known as Weeghman Park, Wrigley Field was built on grounds once occupied by a seminary. The ballpark became known as Cubs Park in 1920 after the Wrigley family bought the team. In 1926, the ballpark was named Wrigley Field after William Wrigley Jr., the club's owner. Although experts in sports marketing believe the sale of naming rights will prove necessary as a means of financing Wrigley renovations, the Ricketts family says it will not sell the naming rights because of the strong history associated with the ball park.

Team: Chicago White Sox

Principal Owner: Jerry Reinsdorf

Year Established: 1900

<u>Team Website</u> Twitter: @whitesox

Most Recent Purchase Price (\$/Mil): \$20 (1981)

Current Value (\$/Mil): \$692

Percent Change From Last Year: +15%

Stadium: U.S. Cellular Field

Date Built: 1991

Facility Cost (\$/Mil): \$167

Percentage of Stadium Publicly Financed: 100%

Facility Financing: The Illinois Sports Facilities Authority issued \$150 million in bonds for the land and the construction of the new stadium. A 2% hotel tax levied on Chicago hotels services

the debt.

Facility Website
Twitter: N/A

UPDATE: In January 2013, the White Sox announced that the team had reached agreement with Magellan Corporation on a three-year sponsorship deal for the Scout Seat Section and Lounge at U.S. Cellular Field. The agreement covers the 2013, 2014, and 2015 MLB seasons. Financial terms of the deal were not released.

For the 2013 MLB season, the White Sox added several new food offerings based on feedback received from fans. New to the park is a specialty burger known as the Comiskey Burger, Bull's BBQ, Walking Tacos, meatball sandwiches, and expanded craft beer selections. The Club Level, Diamond Suite, and Stadium Club also added several new features and options to their menu. In March 2013, the team announced it had reached a new multi-year agreement with Athletico Physical Therapy. As part of the agreement, Athletico became the Official Physical Therapy Provider of the White Sox while also receiving increased signage throughout the park and other sponsorship opportunities.

On May 20, 2013, the White Sox opened the "#SoxSocial Lounge," an area at U.S. Cellular Field for fans to connect with the White Sox through social media. The lounge is located behind section 154 and features multiple televisions, feeds to White Sox social media content, mobile phone charging stations, and a lounge area for fans to relax. The lounge is the first of its kind in Major League Baseball.

NAMING RIGHTS: On January 31, 2003, U.S. Cellular Corp. and the Chicago White Sox agreed to a twenty-three-year, \$68 million naming rights deal with an annual buyout around \$2.96 million. In 2011, the White Sox agreed to a multi-year naming rights sponsorship deal

with Gold Coast Tickets for the premium club level seating at U.S. Cellular Field, an area formerly known as the Jim Beam Club.

Team: Cincinnati Reds

Principal Owner: Robert Castellini

Year Established: 1869

Team Website
Twitter: @Reds

Most Recent Purchase Price (\$/Mil): \$270 (2006)

Current Value (\$/Mil): \$546

Percent Change From Last Year: +29%

Stadium: Great American Ball Park

Date Built: 2003

Facility Cost (\$/Mil): \$291

Percentage of Stadium Publicly Financed: 96%

Facility Financing: The Reds contributed \$30 million toward construction of the stadium. Rent will amount to \$2.5 million annually for nine years, and then one dollar per year for the remaining twenty-one years of the thirty-year lease. However, because of the extra costs of the project, the team expanded its lease with the facility to thirty-five years. The county will pay most of the cost, using proceeds from the 0.5% sales tax increase voters approved in 1996.

Facility Website
Twitter: N/A

UPDATE: In an effort to enhance the fan experience at Great American Ball Park, the Reds expanded food, retail, and ballpark attractions for the 2013 season. The upgrades included renovations to the team shop, an expansion of the Crosley Terrace, a new Budweiser bar over the visitor's bullpen, new dining and snack options, renovated luxury suites, and updates to the Reds Hall of Fame & Museum. New turf was also installed during the offseason.

As part of the team's tribute to the players of the Big Red Machine, the team plans to unveil its second of four planned sculptures when it honors Joe Morgan in September 2013. The team honored Johnny Bench in 2011 and two additional sculptures will be added in 2015 and 2017. The sculptures will be installed around Great American Ball Park. The subjects of the future sculptures have yet to be named.

NAMING RIGHTS: The Cincinnati Reds and the Great American Insurance Company agreed to a thirty-year, \$75 million naming-rights deal that expires in 2033. The average annual payout is \$2.5 million.

Team: Cleveland Indians

Principal Owner: Larry Dolan

Year Established: 1901

Team Website
Twitter: @Indians

Most Recent Purchase Price (\$/Mil): \$323 (2000)

Current Value (\$/Mil): \$559

Percent Change From Last Year: +36%

Stadium: Progressive Field

Date Built: 1994

Facility Cost (\$/Mil): \$175

Percentage of Stadium Publicly Financed: 82%

Facility Financing: The stadium was built as part of a city sports complex that was funded both publicly and privately. The Gateway Economic Development Corp. issued \$117 million in bonds backed by voter-approved countywide sin taxes on alcohol (\$3/gallon on liquor, 16 cents/gallon on beer) and cigarettes (\$0.045/pack) for fifteen years. It also issued \$31 million in stadium revenue bonds. The Gateway Corp. received about \$20 million up front from early seat sales.

Facility Website
Twitter: N/A

UPDATE: In November 2012, the Indians unveiled plans for the Premium Club at Progressive Field. The club, which opened in time for the 2013 season, can be found next to the press box on the first base side. Features of the new club include multiple televisions, climate-control, extrawide plush seating, and all-inclusive food and beverage offerings. In March 2013, the Indians and The Collection Auto Group reached an agreement on a naming rights deal for the Premium Club. Joining The Collection Auto Group in its commitment were founding partners Thogus Products, Frantz Ward LLP, and Cohen & Company CPAs. Financial terms of the deal were not released.

Also in March 2013, the Indians and Minute Men Staffing extended their partnership that has seen Minute Men provide in-park cleaning since 2006.

New for the 2013 season, the team has updated several areas for fans including the Indians' Social Suite and the third floor of the Terrace Club. Additionally, the 2013 season is the first full season of Tribe Rewards, a program designed to provide season ticket holders with a way to earn points and customize benefits.

In April 2013, the Indians announced a partnership with Champion Windows to build a new broadcast booth at Progressive field. The project was expected to take one month. The Champions Windows Studio will be the home of pregame and post-game shows on WTAM-AM 1100 while also broadcasting other Clear Channel programming during home dates.

The Indians also announced a four-year contract extension in May 2013 with Meritech that will run through 2016. Meritech provides office technology equipment for the team and will continue to advertise throughout Progressive field.

NAMING RIGHTS: Former owner Richard Jacobs bought the naming rights when the ballpark opened in 1994 for \$13.9 million for twenty years (expiring in 2014). However, when Jacobs sold the Indians to Larry Dolan in 2000, Jacobs retained naming rights only through the 2006 season as part of the deal. The team had conversations with Jacobs about extending the deal because Jacobs expressed an interest in keeping his family's name on the ballpark. The name of the ballpark remained Jacobs Field throughout the 2007 season. However, the stadium was renamed Progressive Field in 2008 when Progressive Corp. gained naming rights for \$57.6 million. The Ohio-based insurance company entered into a sixteen-year naming rights deal for approximately \$3.6 million per year. This agreement also made the company the official auto insurer of the ball club.

Team: Colorado Rockies

Principal Owners: Charlie and Dick Monfort **Year Established:** 1991 (First Game - 1993)

Team Website
Twitter: @Rockies

Most Recent Purchase Price (\$/Mil): \$95 (1992)

Current Value (\$/Mil): \$537

Percent Change From Last Year: +16%

Stadium: Coors Field **Date Built:** 1995

Facility Cost (\$/Mil): \$215

Percentage of Stadium Publicly Financed: 75%

Facility Financing: The legislature created the Denver Metropolitan Major League Baseball Stadium District in the six counties surrounding Denver. The district issued bonds and levied a one-tenth of 1% sales tax within the six-county area to fund the stadium. The tax remains in place until the bonds are paid off in about ten years. The Rockies contributed \$53 million.

Facility Website
Twitter: N/A

UPDATE: The Rockies set a MLB attendance record during September of the 2012 season when the team became the fastest franchise to 60,000,000 paid fans. The Rockies were able to accomplish the feat during the 1,582nd home game in club history. To celebrate the achievement, the club chose a random fan at the entrance to Coors Field and provided that fan with 2013 season tickets, a commemorative jersey, and VIP seats to the game.

During the offseason, the Rockies started a project to consolidate twelve skyboxes into four super suites while converting most of the existing press box into a new club. The team also moved the backstop six feet closer to the playing field to make room for changes to the lounge behind the home plate seats. Additionally, an area behind the batter's eye in center is being renovated to include a kid zone. All total, the renovations cost the team several million dollars and were expected to be completed for the 2013 season.

In May 2013, the Rockies announced that The Blue Moon Brewing Company at Coors Field would open its doors to the public. Previously, the brewery was only accessible to Rockies ticket holders during home games. Now, fans of craft beer can visit the brewery Tuesday through Saturday, subject to Rockies home games.

NAMING RIGHTS: Coors Brewing Company (now MillerCoors) purchased the naming rights to the stadium prior to its completion in 1995.

Team: Detroit Tigers

Principal Owner: Mike Ilitch **Year Established:** 1901

Team Website
Twitter: @tigers

Most Recent Purchase Price (\$/Mil): \$82 (1992)

Current Value (\$/Mil): \$643

Percent Change From Last Year: +35%

Stadium: Comerica Park

Date Built: 2000

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Facility Cost (\$/Mil): \$361

Percentage of Stadium Publicly Financed: 38%

Facility Financing: Public financing paid for 38% (\$115 million) of the ballpark's cost through a 2% car rental tax, a 1% hotel tax, and money from Indian casino revenue. Tigers owner Mike Ilitch footed the remaining 62%.

Facility Website

Twitter: @ComericaParkOps

UPDATE: Comerica Park was expected to be the home of the 2012 Winter Festival, which was supposed to culminate with the NHL's Winter Classic at Michigan Stadium in Ann Arbor. However, because of the work stoppage in the NHL, the event was cancelled. The Winter Festival is planned again for December 2013 and will include AHL, OHL, and NHL alumni games at Comerica Park. The event will culminate with the Red Wings hosting the Maple Leafs in Ann Arbor.

New to Comerica Park for the 2013 season is a dedicated Michigan craft beer stand. The stand will feature ten taps pouring local Michigan brews as well as several more bottled options.

NAMING RIGHTS: Comerica Bank, a financial services company, purchased the naming rights for Comerica Park on December 21, 1998. Comerica will pay \$66 million over thirty years. The average annual payout is \$2.2 million, and the deal expires in 2030.

Team: Houston Astros

Principal Owner: Jim Crane **Year Established:** 1962

Team Website
Twitter: @astros

Most Recent Purchase Price (\$/Mil): \$610 (2011)

Current Value (\$/Mil): \$626

Percent Change From Last Year: +14%

Stadium: Minute Maid Park

Date Built: 2000

Facility Cost (\$/Mil): \$252

Percentage of Stadium Publicly Financed: 68%

Facility Financing: Public financing of \$180 million (68%) came from a 2% hotel tax and a 5% rental car tax. The Houston Sports Facility Partnership provided a \$33 million (12%) interest-free loan with no repayment due until ten years of ballpark operation occurred. Astros owners contributed \$52 million (20%). The project was completed under budget because only \$248.2 million of \$250 million in public money allotted for the project was used.

Facility Website

Twitter: @MMballpark

UPDATE: The Astros reached a three-year sponsorship agreement in June 2012 with long-standing partner CITGO that will go through 2015. The agreement saw the previous CITGO sign near the train in left field removed and replaced with a larger sign closer to center field. Financial terms of the deal were not disclosed.

As part of the team's move to the American League, the Astros officially launched a new identity on November 2, 2012. The new identity included new uniforms, logos, color schemes, and a mascot for the 2013 season. Portions of the identity were leaked prior to the unveiling party by a local retailer and by the Astros official website, but both corrected the errors once they were noticed.

In March 2013, it was announced that the Astros and partner ARAMARK created a new hospitality group that will bring new dining options to the park. Additionally, the team

performed a \$2.5 million renovation on the Diamond Club, renovated the luxury suites, added made to order sushi, and created a new Bloody Mary and Margarita Bar.

NAMING RIGHTS: On June 5, 2002, the Houston Astros inked a twenty-eight-year deal with Minute Maid, a division of Coca-Cola, worth \$178 million. The Astros had to pay Enron \$2.1 million to opt out of a thirty year, \$100 million agreement signed in 2000. The deal expands a long-term relationship with Minute Maid and Coca-Cola, who signed the deal in an effort to compete with rival Tropicana, owned by PepsiCo. Tropicana currently owns the naming rights for the Tampa Bay Rays' stadium in Florida.

Team: Kansas City Royals

Principal Owner: David Glass

Year Established: 1969

<u>Team Website</u> Twitter: @Royals

Most Recent Purchase Price (\$/Mil): \$96 (2000)

Current Value (\$/Mil): \$457

Percent Change From Last Year: +29%

Stadium: Kauffman Stadium

Date Built: 2009

Facility Cost (\$/Mil): \$250

Percentage of Stadium Publicly Financed: 100%

Facility Financing: The stadium was financed through a \$43 million county bond issue. Half of the bond money (\$21.5 million) was used to fund the neighboring Arrowhead Stadium (NFL Kansas City Chiefs). The \$250 million renovation of Kauffman Stadium was financed by a 3/8-cent increase in the county sales tax.

Facility Website

Twitter: @KauffmanStadium

UPDATE: During the 2012 season, the Royals and Kauffman Stadium played host to Major League Baseball's All-Star Game. As part of the festivities, ARAMARK crafted a special All-Star menu that featured many local Kansas City flavors intertwined with ballpark classics.

In August 2012, the Royals announced that an agreement was reached with BATS Global Markets, Inc., to extend the pairs partnership. With the deal, BATS remained the title sponsor of the BATS Crown Club through 2015. Financial terms of the deal were not released.

Also in August 2012, through a joint effort between the team and HMSHost, "Top of the Crown Grill" opened at Kansas City International Airport. The restaurant is located in Terminal B and is designed to feature the team and its history in Kansas City.

The Diamond Club at Kauffman Stadium was renamed the Kia Diamond Club starting with the 2013 season. Kia became the naming rights partner of the club after extending their partnership with the Royals through 2016. The deal was announced in April 2013 and no monetary terms were provided.

Additionally, the team opened the Royals Authentics store at Kauffman Stadium next to the Kia Diamond Club in April 2013. The store will feature game-used merchandise and autographed memorabilia.

The Royals extended a partnership agreement with Hy-Vee in April 2013. As part of the agreement, a new area will be added at Gate B that will feature live entertainment and cool down stations throughout the 2013 season. Hy-Vee continued to sponsor the Hy-Vee level inside the stadium and remains a sponsor for the Royals firework nights.

Prior to the 2013 season, the Royals updated the sound system, improved the seating in the BATS Crown Club, and added new features to the At The Ballpark app, including the ability of fans to upgrade their seats while at the stadium.

NAMING RIGHTS: On July 2, 1993, Royals Stadium was renamed in honor of former owner Ewing M. Kauffman, who passed away on August 1, 1993. Kauffman, a self-made millionaire and beloved member of the Kansas City community, purchased the Royals as an expansion team in 1968 with the commitment of making the Royals a competitive team. After the renovations completed in 2009, the Royals have heard proposals for new naming rights for Kaufmann Stadium. Reports from November 2011 alleged that the Royals reached a deal; however, the team has denied those statements.

Team: Los Angeles Angels of Anaheim

Principal Owner: Arturo Moreno

Year Established: 1961

Team Website
Twitter: @Angels

Most Recent Purchase Price (\$/Mil): \$184 (2003)

Current Value (\$/Mil): \$718

Percent Change From Last Year: +9%

Stadium: Angel Stadium of Anaheim

Date Built: 1998

Facility Cost (\$/Mil): \$117

Percentage of Stadium Publicly Financed: 100%

Facility Financing: In April 1998, Disney completed a \$117 million renovation. Disney contributed \$87 million toward the project while the City of Anaheim contributed \$30 million

through the retention of \$10 million in external stadium advertising and \$20 million in hotel taxes and reserve funds.

Facility Website
Twitter: N/A

UPDATE: In August 2012, the Angels and Bloomberg Sports announced a partnership to develop a new player evaluation system that was to be completed prior to the 2013 season. The system, which combines professional video and data on professionals, was designed to be compatible with both laptop and mobile technology.

For the 2013 season, the team added the Corona Beach bar in left field, the Coors Party Deck, the Budweiser Patio, and the Broken Bat Brewpub, which features specialty crafted beers. The Angels also will be using dynamic ticket pricing for home games during the 2013 campaign.

NAMING RIGHTS: In early 2004, Edison International exercised its option to terminate its twenty-year, \$50 million naming rights agreement with the Anaheim Angels. Beginning with the 2004 season, the ballpark changed its name from Edison International Field of Anaheim to Angel Stadium of Anaheim. No decision on reselling the naming rights has been made.

Team: Los Angeles Dodgers

Principal Owner: Guggenheim Baseball Management LLC

Year Established: 1890

<u>Team Website</u> Twitter: @Dodgers

Most Recent Purchase Price (\$/Mil): \$2,000 (2012)

Current Value (\$/Mil): \$1,615

Percent Change From Last Year: +15%

Stadium: Dodger Stadium

Date Built: 1962

Facility Cost (\$/Mil): \$18

Percentage of Stadium Publicly Financed: 0%

Facility Financing: The stadium was privately funded by then owner, Walter O'Malley.

Facility Website
Twitter: N/A

UPDATE: In July 2012, the Dodgers and the Lexus Dealers Association of Southern California reached a partnership agreement that saw Lexus become the first-ever naming rights sponsor of the Dugout Club. The Dugout Club is the Dodgers premium seating option for fans and was given several upgrades as part of the agreement. Through the partnership, Lexus was given brand exposure through home plate rotational signage, vehicle displays, and preferred parking discounts for Lexus customers.

Prior to the 2013 season, the Dodgers added new HD video boards, replaced existing video boards, updated the sound system, and improved mobile connectivity with a new Wi-Fi network and cellular antennae system. The Dodgers also widened concourses, expanded and renovated restrooms, created new plazas and kids play areas around the stadium, enhanced food service, and improved the home team's clubhouse and batting cages. A focus of the minor renovations was to institute more green features, including installing new water valves, waterless urinals, and new lighting and power efficiency systems. Additionally, Dodger Stadium welcomed a new retail store and, for the first time, began to display the team's historical items around the park. Costs of the renovations are believed to be in the \$100 million range.

As part of the renovations, the Dodgers and ANC Sports entered into a multi-year partnership where ANC's responsibilities included engineering, installing, and performing daily operations on the stadiums new HD video boards. ANC also provided the Dodgers with a home plate and field rotational system for displaying banners and signage.

In May 2013, the Dodgers and the Children's Hospital Los Angeles expanded their partnership to include sponsorship of the newly added Play Zone for kids. A ribbon cutting ceremony took place on May 6, 2013 at the stadium and the new area was renamed to the Play Zone presented by Children's Hospital Los Angeles.

Also in May 2013, it was announced that the NHL's Los Angeles Kings and the Anaheim Ducks would participate in the leagues 2014 Coors Light NHL Stadium Series, which will feature several outdoor games across North America. The game in California, which is planned for January 25, 2014 at Dodger Stadium, marks the first outdoor NHL regular-season game in the U.S. west of the Mississippi, the southern-most outdoor NHL game, and the first outdoor game ever in California.

Another first will occur at Dodger Stadium when the L.A. Galaxy and Real Madrid will play in a soccer doubleheader in August 2013. The soccer matches are part of the inaugural Guinness International Champions Cup, which features eight teams from across the globe and games in Phoenix, San Francisco, Los Angeles, Spain, Indianapolis, East Rutherford, and Miami.

NAMING RIGHTS: There is no current naming rights deal in place for Dodger Stadium.

Team: Miami Marlins

Principal Owner: Jeffrey Loria

Year Established: 1991 (First Game - 1993)

<u>Team Website</u> Twitter: @Marlins

Most Recent Purchase Price (\$/Mil): \$158 (2002)

Current Value (\$/Mil): \$520

Percent Change From Last Year: +16%

Stadium: Marlins Park

Date Built: 2012

Facility Cost (\$/Mil): \$515 million

Percentage of Stadium Publicly Financed: 76%

Facility Financing: Miami-Dade County is responsible for a large percentage of the financing for the new facility with \$347 million coming from tourist related taxes and bond money, and \$12 million for road and utility repairs. The City of Miami has agreed to pay \$13 million in addition to covering the cost of land and demolition. The Marlins will cover \$155 million plus any cost overruns in addition to purchasing \$100 million worth of parking from the City of Miami.

Facility Website

Twitter: @MarlinsPark

UPDATE: In October 2012, Marlins Park was awarded with the Eagle Award at the Excellence in Construction Awards Ceremony. The Park received the honor in the Mega Project category in the South East region from Associated Builders & Contractors. Several other specialty awards went to groups who provided work for Marlins Park.

The park received another award in December 2012 when it was announced that the stadium had been awarded the Environmental Improvement Award. The award, which is given by the Professional Landcare Network, recognizes large-scale projects that increase public awareness of environmental improvements and consistently display the use of quality materials and workmanship. Marlins Park also received the Grand Award for Structural Systems by the American Council of Engineering Companies. All total, Marlins Park has received eighteen total awards from various organizations through April 2013, and added another award for interior design with the Gold Award for the Sports and Recreation category in May 2013.

Marlins Park also was home to Second Round games for the World Baseball Classic. The four teams that competed in the Second Round in Miami included the USA, Puerto Rico, Italy, and the Dominican Republic.

New additions to the park for the 2013 season included a new and enhanced dining menus and venues. Bacardi, Grey Goose, and Dewar's are the sponsors of these new locations throughout the park.

Due to declining attendance, the Marlins announced in May 2013 that the upper bowl at Marlins Park would be closed during weekday series. Closing the upper bowl shrinks the park's attendance from 37,442 to 27,000. The move is expected to save the team money, as it will require fewer concession stands, ushers, and other game day personnel from being needed. While the upper bowl remains open for weeknight games, the Marlins are approaching the situation on a series by series basis.

NAMING RIGHTS: The Marlins do not currently have a contract in place for naming rights of Marlins Park. Marlins President David Samson said in January 2012, that the Marlins were seeking a naming-rights partner, and until a deal is finalized, the facility will be known as Marlins Park.

Team: Milwaukee Brewers

Principal Owner: Mark Attanasio

Year Established: 1970

Team Website
Twitter: @Brewers

Most Recent Purchase Price (\$/Mil): \$223 (2005)

Current Value (\$/Mil): \$562

Percent Change From Last Year: +25%

Stadium: Miller Park **Date Built:** 2001

Facility Cost (\$/Mil): \$414

Percentage of Stadium Publicly Financed: 71%

Facility Financing: The Brewers contributed \$90 million for the stadium, while the public contributed \$310 million through a five-county, 0.10% sales tax increase. The \$72 million infrastructure costs were split as follows: \$18 million from the city, \$18 million from Milwaukee County, and \$36 million from the state.

Facility Website
Twitter: N/A

UPDATE: The Brewers honored longtime Hall-of-Fame Broadcaster Bob Uecker with a statue outside of Miller Park in August 2012. Uecker became the fourth individual to be honored with a statue at the park, joining the likes of Robin Yount, Hank Aaron, and Commissioner Allan H. "Bud" Selig.

To prepare for the 2013 season, the Brewers undertook two improvement projects for Miller Park. The first concerned renovations to the Dew Deck, which will see improved lighting, new ceilings, new signage, and improved technology via flat panel televisions. Also new to the Dew Deck is a twenty-five-foot rock wall in the shape of a Mountain Dew can that fans can scale

during limited times on game days. The second project was renovating the home plate lounge area to add new lighting and replace existing areas with a Chef's Table counter, a new Concierge counter, and improved amenities. The new area has been termed the SKYY Lounge.

Also new for the 2013 season is The Miller Lite Party Deck, a group entertainment area that will be located above the Miller Park right field Loge Bleachers. The deck will have a fixed bar, a buffet counter, televisions, and seating, and will be available to fans as an all-inclusive experience.

In February 2013, the Brewers announced that an agreement was reached to extend the team's partnership with MillerCoors, which keeps Miller Lite as the exclusive beer sponsor of the Brewers. The multi-year sponsorship deal is separate from the naming rights deal. Financial terms and the length of the deal were not released. Miller Lite will continue to receive instadium advertising as well as the exclusive right to develop advertisements and customer promotions featuring the Brewers' and Miller Park's name and marks.

The team also extended its partnership with Johnson Controls in March 2013. The multi-year extension allows for Johnson Controls to remain as the naming rights holder to the Johnson Controls Stadium Club at Miller Park.

In May 2013, Kenny Chesney sold out Miller Park for his No Shoes Nation Tour. It was estimated that more than 43,000 people attended the show.

NAMING RIGHTS: Miller Brewing Company purchased the naming rights to Miller Park for \$41.2 million over twenty years. The deal has an average annual payout of \$2.1 million and expires in 2020. For the first time in Miller Park history, the club level at Miller Park is now the subject of a naming rights deal and known as the "PNC Club Level," as part of an expanded five-year sponsorship deal with PNC Bank.

Team: Minnesota Twins

Principal Owner: Pohlad Family

Year Established: 1961

Team Website
Twitter: @Twins

Most Recent Purchase Price (\$/Mil): \$44 (1984)

Current Value (\$/Mil): \$578

Percent Change From Last Year: +13%

Stadium: Target Field Date Built: 2010

Estimated Facility Cost (\$/Mil): \$545 (includes site acquisition and infrastructure)

Percentage of Stadium Publicly Financed: 72%

Facility Financing: The Twins contributed \$152.4 million. Hennepin County contributed \$392

million raised from bonds, which will be financed through a 0.15% sales tax increase.

Facility Website
Twitter: N/A

UPDATE: To increase fan interaction at games, the Twins and MLB Advanced Media launched "At the Plate," a new mobile game available only at Target Field. The game, which was released in July 2012, allows for fans to predict outcomes of events while the Twins are batting. Correct answers are awarded by section, and the section with the most points is awarded a prize.

In August 2012, the Twins and Target Field were awarded the 2014 MLB All-Star Game. The game will mark the third time the Twins have hosted baseball's All-Star Game, with the previous two occasions occurring at Metropolitan Stadium in 1965 and at the Hubert H. Humphrey Metrodome in 1985.

Fans visiting Target Field during the 2013 season will notice the addition of several Minnesota specialty foods at the ballpark. New to the park for 2013 are Mac's Fish and Chips, Sheboygan Sausage Co., Panino's Baked Sandwiches, and Andrew Zimmern's AZ Canteen.

In April 2013, the Twins and Great Clips unveiled a new seating section in right field that will be known as the Great Clips Great Seats. The team removed the bleachers in three sections to create the new 200-seat space that features seven rows of drink rails with stools. The seating renovations eliminated some obstructed view seats and are expected to reduce concourse congestion.

NAMING RIGHTS: The Twins and Target Corp reached a twenty-five-year marketing deal that includes the naming rights to the new ballpark. The twenty-five-year deal is believed to cost \$5–\$8 million annually. Target also holds the naming rights to the Target Center, home of the NBA Minnesota Timberwolves. This is the first time that one company has had dual facility naming rights in a single city.

Team: New York Mets

Principal Owner: Fred Wilpon

Year Established: 1962

Team Website
Twitter: @Mets

Most Recent Purchase Price (\$/Mil): \$391 (2002)

Current Value (\$/Mil): \$811

Percent Change From Last Year: +13%

Stadium: Citi Field Date Built: 2009

Facility Cost (\$/Mil): \$688

Percentage of Stadium Publicly Financed: 19% (not including savings gained through use of

tax-exempt bonds)

Facility Financing: The Mets were responsible for the construction cost of Citi Field. The Mets initially contributed \$613 million from tax-exempt municipal bonds to pay for the construction, with another \$82.3 million in tax-exempt bonds needed to complete construction. The use of tax-exempt bonds saved the Mets an estimated \$513 million. An additional \$89.7 came from the City of New York and \$74.7 million came from the State of New York to cover infrastructure improvements, site preparation, installation of pilings, and mass transit improvements.

Facility Website
Twitter: N/A

UPDATE: In August 2012, the Mets, Major League Baseball, and New York City unveiled the official logo for the 2013 All-Star Game that will be held at Citi Field on July 16, 2013. This will be the second time the Mets have hosted the All-Star Game, with the previous occasion taking place at Shea Stadium in 1964.

Fans looking for an all-inclusive premium seat can purchase tickets to the newly minted Hyundai Club at Citi Field. Taking the place of the former Champions Club, the Hyundai Club was part of a multi-year partnership agreement between the Mets and Hyundai. As part of the deal, Hyundai has the exclusive right to showcase one of its vehicles on the park's concourse. The Mets and Hyundai originally entered into a deal during the 2012 season for an outfield sign, but expanded upon that deal in forming this expanded partnership.

The Mets also expanded a partnership agreement with Pat LaFrieda and his company Pat LaFrieda Meat Purveyors for the 2013 season. The new Pat LaFrieda's Chop House opened inside of the Delta Sky360° Club and offers fans a sit-down dining experience. Additionally, LaFrieda opened a second Pat Lafrieda's Original Filet Mignon Steak Sandwich stand in the stadium for the 2013 season.

For the third straight year, Citi Field hosted an international soccer competition between Israel and Honduras on June 2, 2013. The game was held the same day as the annual Celebrate Israel Parade in Manhattan.

NAMING RIGHTS: The Mets and Citigroup reached a twenty-year, \$400 million, naming-rights and multifaceted strategic marking and business partnership. The naming rights agreement has been under intense scrutiny in light of the \$45 billion in government bailout money Citigroup took in 2008 and 2009. There was a failed attempt by a few members of Congress to dissolve the naming-rights agreement between the Mets and Citigroup. As of July 2011, some officials were still calling for a name change, but nothing is currently in the works.

Team: New York Yankees

Principal Owner: Hank Steinbrenner

Year Established: 1903

Team Website
Twitter: @Yankees

Most Recent Purchase Price (\$/Mil): \$10 (1973)

Current Value (\$/Mil): \$2,300

Percent Change From Last Year: +24%

Stadium: Yankee Stadium

Date Built: 2009

Facility Cost (\$/Mil): \$1,100

Percentage of Stadium Publicly Financed: 32%

Facility Financing: The Yankees contributed approximately \$1.1 billion. The public contributed \$480 million for parking facilities, park land, infrastructure improvements, and transportation improvements. The use of tax-exempt bonds will save the Yankees an estimated \$786 million over forty years.

Facility Website
Twitter: N/A

UPDATE: In July 2012, Yankee Stadium played host to its first-ever soccer match when Chelsea FC played Paris Saint-Germain. A month later, the stadium hosted its second soccer game when Real Madrid took on A.C. Milan. The games were part of the Herbalife World Football Challenge, which took place from July 18, 2012 to August 11, 2012. Yankee Stadium also played host to two other soccer games in 2013, as Chelsea FC battled Manchester City FC in May and Spain took on Ireland in June.

In May 2013, it was announced that Yankee Stadium would be host to two games in the 2014 Coors Light NHL Stadium Series. The first match-up will occur on January 26, 2014 and will see the New York Rangers face off against the New Jersey Devils. The second game will feature

the Rangers taking on the New York Islanders. The two games will mark the first time Yankee Stadium has hosted a hockey game.

During June 2013, the Yankees, the New Era Pinstripe Bowl, and the Big Ten Conference reached an eight-year partnership agreement that will see the league send a team to the Big Apple from 2014 to 2021. As part of the agreement, the Big Ten will receive advertising space in Yankee stadium with a fixed sign along the first-base line and rotational signage behind home plate. The advertising will begin in 2014 during all Yankees regular season home games.

NAMING RIGHTS: The Yankees own the naming rights to the New Yankee Stadium, and do not have any current plans to seek a corporate sponsor for the ballpark. The Yankees join the Cubs, Dodgers, Red Sox, and Royals in electing to not sign a naming right deal and instead opt for corporate sponsorship of specific sections of the ballpark, such as club levels, restaurants, and viewing areas.

Team: Oakland Athletics

Principal Owner: Lewis Wolff and John Fisher

Year Established: 1901

<u>Team Website</u> Twitter: @Athletics

Most Recent Purchase Price (\$/Mil): \$180 (2005)

Current Value (\$/Mil): \$468

Percent Change From Last Year: +46%

Stadium: O.co Coliseum

Date Built: 1966

Facility Cost (\$/Mil): \$26

Percentage of Stadium Publicly Financed: 100%

Facility Financing: The cost of constructing the stadium was underwritten through a city bond

issue. A \$200 million renovation was completed in 1996.

Facility Website

Twitter: @OdotCoCOLISEUM

UPDATE: During the 2012 postseason, the A's planned to remove the tarps on the west side of the third deck to accommodate more fans for any home games in the American League Championship Series. Removing the tarps would have increased the stadium's seating capacity to 47,505. However, the team failed to qualify for the ALCS after losing to the Detroit Tigers in five games during the American League Divisional Series.

The A's have continued their quest to relocate the team to the San Jose area. Major League Baseball has yet to approve the move and several hurdles are facing the team before the move can occur. The A's must act soon, though, as the team's prior lease agreement at the O.co

Coliseum is set to expire at the end of the 2013 season, meaning the team could be without a place to play in 2014. The team is proposing a five-year lease extension with O.co, but disputes between the team and stadium reps have prevented a deal from being completed as of June 2013.

NAMING RIGHTS: In September 2009, McAfee elected not to renew its sponsorship agreement to the naming rights of Oakland-Alameda County Coliseum, which reverted back to its original name. Networks Associates bought the naming rights to the facility in 1998, transferring the rights to McAfee when the company changed its name in 2004. McAfee was paying \$1.3 million to the city/county Coliseum Commission for naming rights to the facility and an additional \$600,000 to \$700,000 for sponsorships with the A's and Oakland Raiders. Premier Partnerships, which provides sponsorship sales representation, was retained to identify potential corporations for the naming rights of the facility. In April 2011, Oakland-Alameda County Coliseum Authority approved a naming rights deal for the stadium with Overstock.com, now O.co. The official name of the stadium is now "O.co Coliseum." The naming rights deal is for six years, but given that both the Raiders (NFL) and A's have leases that expire in 2013, the deal with O.co provides the company with necessary protection. The O.co Coliseum signage officially debuted on June 7, 2011.

Team: Philadelphia Phillies

Principal Owners: David Montgomery

Year Established: 1883

<u>Team Website</u> Twitter: @Phillies

Most Recent Purchase Price (\$/Mil): \$30 (1981)

Current Value (\$/Mil): \$893

Percent Change From Last Year: +24%

Stadium: Citizens Bank Park

Date Built: 2004

Facility Cost (\$/Mil): \$346

Percentage of Stadium Publicly Financed: 50%

Facility Financing: Approximately half of the financing for Citizens Bank Park came from a combination of city and state funds. The state contributed a total of \$170 million to the Phillies and Eagles (NFL) for their new stadiums through grants. The City of Philadelphia contributed \$304 million total toward the construction of the two stadiums. This money is being collected through a 2% car rental tax. It is unclear how the city and state monies were divided between the two facilities.

Facility Website
Twitter: N/A

UPDATE: New for the 2013 season, the Phillies undertook some small projects to update the fan experience at Citizens Bank Park. Included in these projects was the construction of a new

beer garden behind the bullpens in Ashburn Alley, new food options, and free Wi-Fi hotspots in certain areas around the park.

NAMING RIGHTS: On June 17, 2003, the Phillies entered into a naming-rights agreement for its new stadium. The ballpark is called Citizens Bank Park. The deal totals \$95 million. Citizens Bank is paying \$57.5 million over twenty-five years, or \$2.3 million annually to put its name on entrances, scoreboards, concourses, parking lot banners, and behind home plate. The bank is also paying the Phillies an additional \$37.5 million for advertising during Phillies radio and television broadcasts.

Team: Pittsburgh Pirates

Principal Owner: Robert Nutting

Year Established: 1887

<u>Team Website</u> Twitter: @Pirates

Most Recent Purchase Price (\$/Mil): \$92 (1996)

Current Value (\$/Mil): \$479

Percent Change From Last Year: +43%

Stadium: PNC Park **Date Built:** 2001

Facility Cost (\$/Mil): \$237

Percentage of Stadium Publicly Financed: 85%

Facility Financing: The Pirates contributed \$40 million to the project. The remaining amount came from the state, county, and city as part of an \$809 million sports facilities/convention center financing proposal that included Heinz Field for the Steelers (NFL).

Facility Website
Twitter: N/A

UPDATE: The Pirates Spring Training home, McKechnie Field, underwent an extensive renovation prior to the start of the 2013 season. A 19,000 square foot boardwalk that spans the outfield was added, new group areas were created, and restroom facilities were expanded. Fans were also welcomed with new bars, expanded food options, and more comfortable seating. The renovations were completed through a public/private development project that was funded by the City of Bradenton, Manatee County, and the Pirates. The cost of the project was not released.

In March 2013, the Pirates and Amcom Office Systems reached a multi-year agreement that makes the company the official print and copy supply provider of the Pirates. As part of the deal, Amcom received signage in the main concourse of PNC Park.

Also in March 2013, the team reached a deal with Rivertowne Brewing on a sponsorship deal. The deal includes the naming rights to the PNC Park Hall of Fame Club, which is located in the left field area of the park.

Other agreements reached by the Pirates with sponsors for 2013 included deals with Arby's Restaurants, Moe's Southwest Grill, and StubHub. All three will have a presence in PNC Park through either signage or in-park promotions.

NAMING RIGHTS: In August 1998, PNC Bank agreed to a twenty-year, \$40 million deal for the naming rights to PNC Park. The deal officially ends in 2020 and averages an annual payout of \$2 million.

Team: San Diego Padres

Principal Owner: Ron Fowler and the Seidler/O'Malley families (Formerly John Moores and

Jeff Moorad)

Year Established: 1969

<u>Team Website</u> Twitter: @Padres

Most Recent Purchase Price (\$/Mil): \$800 (2012)

Current Value (\$/Mil): \$600

Percent Change From Last Year: +31%

Stadium: PETCO Park **Date Built:** 2004

Facility Cost (\$/Mil): \$285

Percentage of Stadium Publicly Financed: 66%

Facility Financing: The Padres contributed \$146.1 million toward the construction of PETCO Park. The city contributed the remaining money needed for the stadium. This money was raised through hotel taxes, \$75.4 million from the City Center Development Corp., and \$21 million from the Port of San Diego. An additional \$171.8 million was required for land acquisition and infrastructure.

Facility Website
Twitter: N/A

UPDATE: On August 16, 2012, MLB approved the sale of the San Diego Padres from John Moores to Ron Fowler and the Seidler/O'Malley families. Fowler was named as the controlling person of the new ownership group. The sale was completed on August 29, 2012 for a total cost of \$800 million. It was believed that the \$800 million price tag included a \$200 million upfront payment from a new thirty-year, \$1.2 billion television deal with Fox Sports San Diego.

The new ownership group immediately got to work, announcing in October 2012 that changes to Petco Park would take place prior to the 2013 season. As part of the changes, the team moved in portions of the outfield fence, affecting right field, right-center, and left-center, and lowered the right field fence to sub-eight-foot height to match left field and center field. Other announced changes to the park included relocating the visitors bullpen, reconfiguring the home team

bullpen, relocating the out of town scoreboard, and modifying some seating configurations. Construction began in late October. While construction on these areas is expected to be completed prior to the 2013 season, the renovations are only part of a three-year program that will bring \$25 million in capital improvements to the stadium.

In April 2013, the Padres and San Diego County Lexus Dealers reached an agreement to extend their partnership through 2017. Additionally, the partnership was expanded to include the naming rights to the Home Plate Club, outfitting the seats in the club with Lexus-branded seatbacks, and the ability to display a Lexus vehicle outside the club through the 2013 season.

NAMING RIGHTS: In January 2003, the San Diego Padres agreed to a twenty-two-year, \$60 million naming rights deal with San Diego-based PETCO.

Team: San Francisco Giants

Principal Owner: William Neukom

Year Established: 1883

<u>Team Website</u> Twitter: @SFGiants

Most Recent Purchase Price (\$/Mil): \$100 (1992)

Current Value (\$/Mil): \$786

Percent Change From Last Year: +22%

Stadium: AT&T Park Date Built: 2000

Facility Cost (\$/Mil): \$325

Percentage of Stadium Publicly Financed: 0%

Facility Financing: The stadium was financed using \$121 million from a naming rights deal and other sponsorships, a \$170 million loan secured by the Giants, and \$15 million in tax increment financing by the city's redevelopment agency. Selling concession rights and charter seats helped obtain additional financing.

Facility Website

Twitter: @ATTParkSF

UPDATE: AT&T Park served as the home to the Semifinals and Finals matches of the 2013 World Baseball Classic. Teams making the Semifinals included Puerto Rico, the Dominican Republic, Japan, and the Netherlands. The tournament was eventually won by the Dominican Republic.

For the 2013 season, the Giants decided to capitalize on AT&T Park's ranking as the #1 sports venue for social check-ins and Instagram photos in 2012. The team built a social media center above centerfield, replacing the Build-A-Bear store. Additionally, the Wi-Fi system was improved and mobile and tablet charging stations were added throughout the park.

Also in time for the 2013 season, the Giants and Coca-Cola extended their partnership for seven more years, meaning the longstanding relationship between the two that began in 1958 after the Giants move to San Francisco will continue. Other additions to the park include additional restaurant and menu options, and newly renovated suites in the Oracle Suite level.

NAMING RIGHTS: Pacific Telesis purchased the naming rights to Pac Bell Park in 2000. The agreement extends over twenty-four years, paying the Giants \$50 million at an average of \$2.1 million annually. In December 2002, San Antonio based SBC Communications decided to retire its Pacific Bell trade names. Pacific Bell Park became SBC Park on January 1, 2004. Prior to the 2006 season, the name of the stadium was changed from SBC Park to AT&T Park. The change was the result of SBC Communications Inc. purchasing AT&T and adopting the name AT&T Inc.

Team: Seattle Mariners

Principal Owner: Nintendo Company Ltd.

Year Established: 1977

<u>Team Website</u> Twitter: @Mariners

Most Recent Purchase Price (\$/Mil): \$100 (1992)

Current Value (\$/Mil): \$644

Percent Change From Last Year: +10%

Stadium: Safeco Field **Date Built:** 1999

Facility Cost (\$/Mil): \$517

Percentage of Stadium Publicly Financed: 76%

Facility Financing: The Mariners contributed \$145 million, including \$100 million in cost overruns towards the financing of the stadium. The public's share was capped at \$372 million. Washington State's contribution comprised of a 0.017% sales tax credit, proceeds from the sale of sports lottery scratch games (\$3 million/year guaranteed), and proceeds from the sale of commemorative ballpark license plates. King County contributed via a 0.5% sales tax on food and beverages in King County restaurants, taverns, and bars, a 2% sales tax on rental car rates in King County, and a 5% admission tax on events at the new ballpark.

Facility Website
Twitter: N/A

UPDATE: Upon completion of the 2012 season, the Mariners announced that portions of the outfield wall would be moved in during the offseason. Plans called for the wall to be brought in four feet in most areas, but the wall in the left field power alley was moved in seventeen feet. Additionally, the hand-operated scoreboard in the left field corner was removed and will be

relocated to a new location requiring future modification to seats. The left field wall will also be shortened to eight feet high, making the wall's height from foul pole to foul pole consistent.

In November 2012, the Mariners announced another change to Safeco Field in the form of a new high definition video display system that is the largest in Major League Baseball. The new board was placed in the same location as the old board and contains a viewing area equal to 2,182 forty-two-inch flat screen TVs. Other production upgrades to the broadcast and entertainment system were also planned to be completed prior to the start of the 2013 season. All total, the changes and production upgrades were part of a \$15 million capital improvement plan for the park.

The Mariners continued to make changes to Safeco Field, converting the space in left field corner into a restaurant and new outdoor lounge both named after former Mariner great Edgar Martinez. The restaurant was a makeover of an existing space while the lounge was the product of converting two seating sections into a more casual space.

NAMING RIGHTS: Safeco, an insurance company, bought the naming rights to Safeco Field in June 1998. The deal extends until 2019, paying an average of \$2 million annually for a total of \$40 million. In May 2008, Liberty Mutual acquired Safeco Corp., but there are currently no plans to change Safeco Field's name to reflect the new ownership.

Team: St. Louis Cardinals

Principal Owner: William DeWitt Jr.

Year Established: 1892

<u>Team Website</u> Twitter: @Cardinals

Most Recent Purchase Price (\$/Mil): \$150 (1995)

Current Value (\$/Mil): \$716

Percent Change From Last Year: +21%

Stadium: Busch Stadium

Date Built: 2006

Facility Cost (\$/Mil): \$357

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Percentage of Stadium Publicly Financed: 12%

Facility Financing: The ballpark was primarily privately financed—\$90.1 million came from the Cardinals, \$9.2 million in interest earned on the construction fund, and \$200.5 million in bonds to be paid over a twenty-two-year period (\$15.9 million per year) by the team. Public financing came from St. Louis County contributing \$45 million through a long-term loan.

Facility Website
Twitter: N/A

UPDATE: The Cardinals have begun a new project that hopes to bring significant entertainment to the areas around Busch Stadium. The project, known as Ballpark Village, is a \$700 million mixed use project that once completed, will encompass seven city blocks on a ten-acre site north of Busch Stadium. For the project, the Cardinals partnered with Cordish Companies.

Phase I of the project, which will cost \$100 million, was expected to begin in mid-November 2012 with a completion date of Opening Day 2014. Phase I focuses on Cardinals Nation, which will include a two story restaurant, a Cardinals Hall of Fame and Museum, and a seating deck looking into Busch Stadium. Another building that is planned for Phase I is an Anheuser-Busch venue with a rooftop party deck that also looks into Busch Stadium. Other items to be completed during Phase I include preparing all streets, parking, and infrastructure to support future phases of the project, and Live! At Ballpark Village, an indoor marketplace with a retractable canopy.

In September of 2012, the team announced that the Missouri Development Finance Board had approved the project, leaving only the financing and final design work to be completed. The team and Cordish closed on financing in late January 2013, and an official groundbreaking ceremony was held in early February.

During May 2013, Busch Stadium held its first ever international soccer match as Manchester City and Chelsea played in an exhibition match that set a record for the largest attendance for a sports event at the stadium. Busch Stadium is expected to host its first ever college football game when Southeast Missouri State takes on Southern Illinois in September 2013.

NAMING RIGHTS: The St. Louis Cardinals entered into a twenty-year naming rights deal (through the 2025 season) with Anheuser-Busch to give its new stadium the same name as its previous stadium. Terms of the deal were not released.

Team: Tampa Bay Rays

Principal Owner: Stuart Sternberg

Year Established: 1995 (First Game - 1998)

Team Website

Twitter: @RaysBaseball

Most Recent Purchase Price (\$/Mil): \$200 (2004)

Current Value (\$/Mil): \$451

Percent Change From Last Year: +40%

Stadium: Tropicana Field

Date Built: 1990

Facility Cost (\$/Mil): \$138

Percentage of Stadium Publicly Financed: 100%

Facility Financing: The City of St. Petersburg issued general obligation bonds to fund construction. The bond debt is being partially serviced through a 1% increase in the countywide bed tax. A tourist development commission issued additional bonds of \$62 million to renovate the stadium. The debt is serviced by a combination of bed tax revenues, stadium revenues, and city general fund monies. In addition, the team qualified for the state rebate program designed to attract new teams to Florida. A \$65 million renovation project was completed in 1998, \$14 million of which was funded by the Rays.

Facility Website
Twitter: N/A

UPDATE: In June 2012, the Rays and Sagicor Life Insurance Company reached an agreement to expand their partnership. As part of the expansion, Sagicor received additional signage on the outfield wall and home plate rotational signage throughout 2012.

The Rays announced in April 2013 that they had partnered with LumaStream to help upgrade the lighting system at Tropicana Field. The three-year agreement includes replacing lighting in the concourse and in many of the luxury suites.

While the Rays continue to play at Tropicana Field, the team has not stopped its pursuit to try and get out of its lease. The team hopes to move to a new stadium prior to the lease expiration in 2027, but lawmakers in St. Petersburg have been unwilling to renegotiate contract terms or let the Rays out of their lease agreement. A St. Petersburg City Council vote in February 2013 saw lawmakers unwilling to accept a contract amendment that would have allowed for the team to look outside of Pinellas County for a new stadium, but would not have permitted relocation. In essence the team could have looked for a new home, but would have had to go back to the table to negotiate a release from the current lease.

NAMING RIGHTS: Tropicana, owned by PepsiCo, holds the naming rights to Tropicana Field. The agreement extends for thirty years and pays out a total of \$50 million dollars with an annual payout of \$1.5 million.

Team: Texas Rangers

Principal Owners: Nolan Ryan and Chuck Greenberg

Year Established: 1960

<u>Team Website</u> Twitter: @Rangers

Most Recent Purchase Price (\$/Mil): \$593 (2010)

Current Value (\$/Mil): \$764

Percent Change From Last Year: +13%

Stadium: Rangers Ballpark in Arlington

Date Built: 1994

Facility Cost (\$/Mil): \$191

Percentage of Stadium Publicly Financed: 71%

Facility Financing: Financing for the stadium came from \$135 million in bonds sold by the Arlington Sports Facilities Development Authority and the remaining balance was provided by the sale and lease of luxury suites and seat options, loans guaranteed by the team, a concessions contract with Sportservice, and city street funds. Debt service on the bonds is financed through a \$3.5 million annual rental payment by the team and a 0.5% local Arlington sales tax that was approved in 1991.

Facility Website
Twitter: N/A

UPDATE: In October 2012, the Rangers announced a series of ballpark upgrades for the 2013 season. The renovations included adding a new row of seats behind home plate, upgrading the existing club and concession areas behind home plate, building a new retail store and concessions stands on the Main Concourse, and widening the dugouts and field camera bays. All total, the project was expected to cost \$12 million. As part of the renovations, the Rangers reached a multi-year agreement with Capital One Bank that included the naming rights to the private club behind home plate beginning with the 2013 season.

During December 2012, the team reached agreement with Delaware North Companies Sportservice on a long-term contract extension. Delaware North has been the Rangers' food and beverage provider since the ballpark first opened, and the company began managing retail services in 2012.

Also in December 2012, the team entered into an agreement with CPI Office Products for the 2013 season. With the agreement, CPI became the Official Office Supplier for the Rangers and received in-park signage at Rangers Ballpark. Financial terms of the agreement were not disclosed.

The Rangers were also able to reach a sponsorship agreement with gloops, Inc. for the 2013 season. Under the partnership, gloops will receive in-park signage and exclusive signage on the team's media backdrop for all interviews with pitcher Yu Darvish and other Rangers personnel. Other partnership agreements entered into for the 2013 season included a deal with Total Engine Oil (in-park signage and radio spots) and a multi-year agreement with Oakley (Official Eyewear of the Rangers and in-park signage).

In May 2013, the team hosted the first ever Fan Sleepover at the Ballpark in Arlington. Approximately 2,000 people attended the event that gave fans an opportunity to camp out on the field.

NAMING RIGHTS: The Rangers' home field received a new name when the team signed a naming rights agreement with California-based Ameriquest Mortgage Co. in May 2004. The team signed a thirty-year agreement with the company worth \$75 million. In March 2007, the Texas Rangers announced that its home field, Ameriquest Field in Arlington, was being renamed Rangers Ballpark in Arlington following an agreement with Ameriquest Mortgage Company to return the naming rights to the team. The Rangers first proposed to Ameriquest an end to the naming rights agreement and related corporate affiliation in 2006. The Rangers lose \$2.5 million per year from the naming right agreement but get back a number of advertising outlets at the ballpark that were included in the Ameriquest deal.

Team: Toronto Blue Jays

Principal Owner: Rogers Communications **Year Established:** 1976 (First Game - 1977)

<u>Team Website</u> Twitter: @BlueJays

Most Recent Purchase Price (\$/Mil): \$137 (2000)

Current Value (\$/Mil): \$568

Percent Change From Last Year: +38%

Stadium: Rogers Centre

Date Built: 1989

Facility Cost (\$/Mil): \$570 (Canadian)

Percentage of Stadium Publicly Financed: 63%

Facility Financing: The local government paid \$360 million, thirty corporations contributed

\$150 million, and the final \$60 million came from luxury seat fees.

Facility Website

Twitter: @Rogers_Centre

UPDATE: Because of the Rogers Centre's multi-purpose use, the Blue Jays have been unable to make significant changes to the stadium to help the team compete on the field. However, this may be changing soon as significant discussions began in late 2012 to install a new grass field

inside the Rogers Centre to replace the current artificial turf. There is no absolute date currently set for the replacement of the field surface, but the Blue Jays are hoping it happens as soon as 2014.

For the 2013 season, the Blue Jays undertook a \$2 million renovation project to transform the Windows Restaurant inside the stadium into a concourse space. The project was completed prior to the home opener in April 2013.

NAMING RIGHTS: In November 2004, the owners of the Toronto Blue Jays, Rogers Communication, purchased the Sky Dome from Sportsco International and renamed it the Rogers Centre.

Team: Washington Nationals

Principal Owner: Ted Lerner **Year Established:** 1969

<u>Team Website</u> Twitter: @Nationals

Most Recent Purchase Price (\$/Mil): \$450 (2006)

Current Value (\$/Mil): \$631

Percent Change From Last Year: +31%

Stadium: Nationals Park

Date Built: 2008

Facility Cost (\$/Mil): \$611+

Percentage of Stadium Publicly Financed: 100%

Facility Financing: The City of Washington D.C. agreed to pay up to \$610.8 million to finance the stadium, with the money generated by issuing bonds. Revenue to pay the debt will come from in-stadium taxes on tickets, concessions and merchandise (estimated at \$11-\$14 million annually), a new tax on businesses with gross receipts of \$3 million or more (estimated at \$21-\$24 million annually), and \$5.5 million in annual rent payments over a thirty-year lease term from the baseball team's owner. The Nationals are responsible for any cost overruns.

Facility Website
Twitter: N/A

UPDATE: In April 2013, the Nationals updated the Wi-Fi system at Nationals Park. The team hopes that the updated system will allow for the fans to be able to order concessions on their own phones and tablets at some point in the near future.

NAMING RIGHTS: The Nationals own the naming right for the new Nationals Park and are considering selling the naming rights to the stadium. The team might even sell the naming rights to the levels of luxury suites, which currently bear the names of presidents Washington, Jefferson, and Lincoln.