



Major League Baseball

Team: Arizona Diamondbacks

Principal Owner: Jeffrey Royer, Dale Jensen, Mike Chipman, Ken Kendrick, Jeff Moorad

Year Established: 1998

[Team Website](#)

Most Recent Purchase Price (\$/Mil): \$130 (1995)

Current Value (\$/Mil): \$339

Percent Change From Last Year: +11%

Stadium: Chase Field

Date Built: 1998

Facility Cost (millions): \$355

Percentage of Stadium Publicly Financed: 71%

Facility Financing: The Maricopa County Stadium District provided \$238 M for the construction through a .25% increase in the county sales tax from April 1995 to November 30, 1997. In addition, the Stadium District issued \$15 M in bonds that is being paid off with stadium-generated revenue. The remainder was paid through private financing; including a naming rights deal worth \$66 M over 30 years. In 2007, the Maricopa County Stadium District paid off the remaining balance of \$15 million on its portion of Chase Field. The payment erases the final debt for the stadium and was 19 years earlier than expected.

[Facility Website](#)

UPDATE: After the 2006 season, the Diamondbacks unveiled a new color scheme of Sedona red, Sonoran sand, and black to replace its purple, teal, and copper palette. As part of a \$6 million makeover for Chase Field for the 2007 season, the walls, signs, bathrooms, concession stands, and dugouts were all painted in Sedona red. Several concession carts and other obstacles were removed from the main rotunda entrance to give fans entering the park a clear view of the playing field. The Diamondbacks also removed some advertising in the stadium to give its main sponsors' advertisements more prominence. The stadium suite level got a \$2 million face lift. Eleven pieces of baseball art that used to hang from the rafters were moved to the hallways. Four

new restaurant venues were added to the suite level, and 20 suits behind home plate were redesigned with new paint, carpet, furniture, tile, and plasma-screen TVs. The Diamondbacks Training Centers Kids Zone, a new interactive kids area with wiffle ball fields, was added on the Upper Concourse in left field above Friday's Front Row. The largest addition is the Diamond Club, a new upscale club area located in right-center field. The Diamond Club is a 4,000 sq. ft. double-decker bar and lounge that hold up to 270 people and features a pool table, 10 plasma TVs, and modern furniture.

NAMING RIGHTS: On June 5, 1995, the Arizona Diamondbacks entered into a \$66 M naming-rights agreement with Bank One that extends over 30 years, expiring in 2028, and averaging a yearly payout of \$2.2 M. 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

[Team Website](#)

Most Recent Purchase Price (\$/Mil): \$12 (1976)

Current Value (\$/Mil): \$458

Percent Change From Last Year: +13%

Stadium: Turner Field

Date Built: 1996

Facility Cost (millions): \$235

Percentage of Stadium Publicly Financed: 100%

Facility Financing: The original stadium was built for the 1996 Summer Olympics at a cost of \$209 M. After the games, it was converted into a 50,000-seat baseball stadium for the Braves. The Braves paid for the conversion.

[Facility Website](#)

UPDATE: In Dec. 2005, Time Warner announced its intentions to sell the Braves. After almost a year of negotiations, Time Warner and Liberty Media reached a deal in Feb. 2007 in which Time Warner would transfer the Braves, a pair of craft magazines, and \$1 B in cash to Liberty Media in exchange for around 60 million shares of Time Warner stock. Liberty Media wanted to complete the deal by May 2007 because a new federal tax law would have cost Liberty hundreds of millions of dollars. By including an operating asset - the Braves - in the deal, the transaction was tax-free, and Liberty saved hundreds of millions of dollars in capital gains tax on the appreciation of its Time Warner stock. At a special meeting on May 15, 2007, MLB's owners unanimously approved Time Warner's sale of the Braves to Liberty Media. Earlier that day, MLB's ownership committee and executive council had cleared the deal. The Braves franchise was valued at \$450 M in the transaction. Turner Field, owned by the City of Atlanta and Fulton

County, remained under the Braves control and the name did not change. TBS, a Time Warner owned cable television network, will stop nationally televising Braves games at the end of the 2007 season after doing so for the past 31 years.

NAMING RIGHTS: In September 1996, Time Warner 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 mayor Ivan Allen Jr. By naming the stadium after Turner, Time Warner gave up at least \$3 M a year in potential naming rights revenue.

Team: Baltimore Orioles

Principal Owner: Peter Angelos

Year Established: 1953

[Team Website](#)

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

Current Value (\$/Mil): \$395

Percent Change From Last Year: +10%

Stadium: Oriole Park at Camden Yards

Date Built: 1992

Facility Cost (millions): \$210

Percentage of Stadium Publicly Financed: 96%

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

[Facility Website](#)

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. As of June 2007, the Orioles have not entered into a corporate naming rights agreement for their stadium.

Team: Boston Red Sox

Principal Owner: John Henry, Larry Lucchino & Tom Werner

Year Established: 1901

[Team Website](#)

Most Recent Purchase Price (\$/Mil): \$700 (2002)

Current Value (\$/Mil): \$724

Percent Change From Last Year: +17%

Stadium: Fenway Park

Date Built: 1912

Facility Cost (millions): \$.420

Percentage of Stadium Publicly Financed: 0%

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

[Facility Website](#)

UPDATE: Upgrades to Fenway Park have occurred each off-season since the new ownership group took over in 2002. The ownership group has invested more than \$100 M into Fenway Park.

In 2007, Fenway Park, the oldest ballpark in MLB, celebrated its 95th anniversary. Prior to the 2007 season, numerous changes were made to Fenway Park as part of the Year VI Improvements. Several improvements were made along the third base Grandstand after a 15,000 sq. ft. space was created by demolishing part of the wall that separated the third base Grandstand in Fenway from offices formerly occupied by NESN in the adjacent 1914 Jeano Building. The new Jordan's Third Base Deck is a dedicated standing room positions with a drink rail and concession area. In addition, there will now be a ladies' restroom along the left field grandstand for the first time. Also included in this area along the left field line is a new visitors' batting cage and new locker room facilities for day-of-game staff. Fans dining at Game On, an eatery adjacent to the ballpark, will be able to watch through a glass window as the visiting team takes batting practice in that new batting cage. An improvement expected to open during the 2007 season will be a bleacher bar & grill in the 4,000 sq. ft. center field area that previously housed the visitors' batting cage. The bleacher bar & grill will sit under the Bleacher section and open onto Lansdowne St., with a view into the ballpark as well. A new 200 seat bleacher section that is designed for kids and families was added atop the right field corner and is called Conigliaro's Corner, named after the mid-to-late 1960s star outfielder and legend Tony Conigliaro. In addition, cup holders were added to Field Box seats. Fenway Park's seating capacity increased from 37,654 to 38,805. A total of 29 Private Suites on both the left and right field sides underwent extensive renovations that included reconfiguring exterior seating, completely remodeled interiors and bathroom facilities, and a new front window design that allows suite holders to enjoy a complete open-air experience for the first time. The entire suite level was renamed the EMC Level though a sponsorship with EMC. Other changes include adding new stairs to the 24 Yawkey Way door, new escalators to the EMC Club from a renovated 20 Yawkey Way lobby, and new restrooms in the State Street Pavilion and Grandstand area. The

press box was revamped to add more space and conveniences and to accommodate the larger international media contingent expected for the 2007 season. Infrastructure improvements that allow for increased seating capacity in future years included new sprinkler systems and new electrical rooms and generators. The last set of seating improvements is planned for the 2008 season.

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 of Fenway Park.

Team: Chicago Cubs

Principal Owner: Tribune Company

Year Established: 1876

[Team Website](#)

Most Recent Purchase Price (\$/Mil): \$21 (1981)

Current Value (\$/Mil): \$592

Percent Change From Last Year: +32%

Stadium: Wrigley Field

Date Built: 1914

Facility Cost (millions): \$.250

Percentage of Stadium Publicly Financed: 0%

Facility Financing: The entire cost of the ballpark was privately funded by restaurateur Charles H. Weeghman.

[Facility Website](#)

UPDATE: In April 2007, the Tribune Company, which includes the Chicago Tribune, LA Times, TV stations such as WGN, and the Cubs, accepted a buyout offer from real estate investor Sam Zell in a deal valued at about \$8.2 B. To help finance the deal, the Tribune Co. said that it plans to sell the Cubs franchise and its 25% stake in local sports cable channel Comcast SportsNet Chicago at the end of the 2007 season. The company did not say whether it plans to sell Wrigley Field. The Cubs franchise is expected to sell any where from \$500 M to \$600 M or more. Tribune Co. management plan to sell the Cubs before Zell closes on the Tribune Co. deal in the fourth quarter of 2007. Since Tribune Co. is a public company, it has a fiduciary responsibility to sell to the highest bidder rather than the most well regarded bidder. As of July 2007, the Tribune Co. had attracted credible interest from about 15 parties. In addition, another 25 or so interested buyers are being sorted through by Tribune Co. The deal for the Cubs franchise is expected to top \$1 B with the inclusion of Wrigley Field and a 25% stake in Comcast Sportsnet Chicago. However, the three assets could be split up and sold separately. First-round bids are likely due after the Sept. 3 Labor Day holiday, and a winner is expected to be picked in

October. A deal is expected to be closed by the end of 2007, and the sale approved by MLB owners prior to the 2008 season.

By opening day 2008, a statue of Mr. Cub Ernie Banks will be erected and unveiled near Wrigley Field.

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.

Team: Chicago White Sox

Principal Owner: Jerry Reinsdorf

Year Established: 1900

[Team Website](#)

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

Current Value (\$/Mil): \$381

Percent Change From Last Year: +21%

Stadium: U.S. Cellular Field

Date Built: 1991

Facility Cost (millions): \$150

Percentage of Stadium Publicly Financed: 100%

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

[Facility Website](#)

NAMING RIGHTS: On January 31, 2003, U.S. Cellular and the Chicago White Sox agreed to a 20-year, \$68 M naming rights deal.

Team: Cincinnati Reds

Principal Owner: Robert Castellini

Year Established: 1869

[Team Website](#)

Most Recent Purchase Price (\$/Mil): \$270 for 70% (2006)

Current Value (\$/Mil): \$307

Percent Change From Last Year: +12%

Stadium: Great American Ball Park

Date Built: 2003

Facility Cost (millions): \$290

Percentage of Stadium Publicly Financed: 90%

Facility Financing: The Reds contributed \$30 M toward construction of the stadium. Rent will amount to \$2.5 M annually for nine years, and then one dollar per year for the remaining 21 years of the 30-year lease. However, because of the extra costs of the project, the team expanded its lease with the facility to 35 years. The county will pay most of the cost using proceeds from the half-cent sales tax increase voters approved in 1996.

[Facility Website](#)

UPDATE: In early 2006, Major League Baseball's owners unanimously approved the sale of controlling interest in the Cincinnati Reds. Carl H. Linder sold his controlling interest to a group headed by Robert Castellini. The Castellini Group paid \$270 M for approximately 70% ownership of the franchise.

At the end of the 2006 season, the bluegrass turf was replaced with rye grass after Hamilton County Commissioners approved a \$303,443 contract with Cincinnati-based Motz Group, Inc. to reseed the field. For the 2007 season, the greatest change to Great American Ball Park was the addition of a two-story riverboat on top of the Batter's Eye Club through a 3-year partnership between the Reds and Cincinnati Bell Technology Solutions. The Cincinnati Bell Riverboat Deck is a 7,500 sq. ft. rooftop deck that holds around 150 people and is located on the center field Suite Level concourse. The existing lower pavilion was renovated to become the Cincinnati Bell Technology Pavilion, a 3,200 sq. ft. indoor meeting and technology center that holds around 170 people and allows access to the rooftop deck. The technology center is open year-round and allows Cincinnati Bell to display and demonstrate vendor products and services to prospective clients. The other new area, called Club Red at The Landing, is located next to the riverboat and is a public space featuring a bar where any fan with a ticket can socialize during the game. The new Best Buy Super Suite is located in left field and is twice the size of most suites at the ballpark. The suite features luxury seating, 6 flat screen TVs, and greater food selection.

NAMING RIGHTS: The Cincinnati Reds and The Great American Insurance Company agreed to a 30-year, \$75 M naming-rights deal that expires in 2033. The average annual payout is \$2.5 M.

Team: Cleveland Indians**Principal Owner:** Larry Dolan**Year Established:** 1901[Team Website](#)**Most Recent Purchase Price (\$/Mil):** \$320 (1999)**Current Value (\$/Mil):** \$364**Percent Change From Last Year:** +4%**Stadium:** Jacobs Field**Date Built:** 1994**Facility Cost (millions):** \$180**Percentage of Stadium Publicly Financed:** 82%

Facility Financing: Built as part of a city sports complex that was funded both publicly and privately. The Gateway Economic Development Corp. issued \$117 M in bonds backed by voter approved countywide sin taxes on alcohol (\$3/gallon on liquor, 16 cents/gallon on beer) and cigarettes (4.5 cents/pack) for 15 years. It also issued \$31 M in stadium revenue bonds. The Gateway Corp. received about \$20 M up front from early seat sales.

[Facility Website](#)

UPDATE: Opening Day 2007 marked the opening of Heritage Park at Jacobs Field. Heritage Park is the new home of the Indians Hall of Fame and other exhibits honoring the franchise's history. It is a bi-level memorial located in the center field area of Jacobs Field. Two major investments were made in the premium suite area. Large HD flat-screen TVs were installed in all leased suites. Three suites in the right field corner were combined to form a new group area called the Legends Suites that can accommodate 50 people. KidsLand was overhauled with the remodeling of the KidsLand Team Shop and the addition of Slider Bench, a life-sized fiberglass statue of the team's furry mascot Slider affixed to a bench that allows fans to have their photo taken with the mascot. A Fan Photos area was added a few sections over from KidsLand that allows kids to put their photo on the cover of various magazines.

NAMING RIGHTS: Former owner Richard (Dick) Jacobs bought the naming rights when the ballpark opened in 1994 for \$13.9 M for 20 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 has had some conversations with Jacobs about extending the deal because Jacobs has expressed an interest in keeping his family's name on the ballpark. The team is also negotiating with several Cleveland businesses, including National City Bank, about having their name on the ballpark. The team is seeking a naming rights agreement of at least 18 years. The name of the ballpark remained Jacobs Field throughout the 2007 season.

Team: Colorado Rockies

Principal Owners: Charlie Monfort and Dick Monfort

Year Established: 1991

[Team Website](#)

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

Current Value (\$/Mil): \$317

Percent Change From Last Year: +6%

Stadium: Coors Field

Date Built: 1995

Facility Cost (millions): \$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 10 years. The Rockies contributed \$53 M.

[Facility Website](#)

UPDATE: Prior to the 2007 season, 46 solar panels were installed through a partnership with Xcel Energy to provide power at Coors Field.

NAMING RIGHTS: In 1995, Adolph Coors Company paid \$15 M for the naming rights to Coors Field. The deal is for an indefinite period of time. This was Major League Baseball's first open-ended naming rights arrangement.

Team: Detroit Tigers

Principal Owner: Michael Ilitch

Year Established: 1901

[Team Website](#)

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

Current Value (\$/Mil): \$357

Percent Change From Last Year: +22%

Stadium: Comerica Park

Date Built: 2000

Facility Cost (millions): \$300

Percentage of Stadium Publicly Financed: 38.3%

Facility Financing: Public financing paid for 38.3% (\$115 million) of the ballpark's cost through a 2% car rental tax and a 1% hotel tax, and money from Indian casino revenue. Tigers

owner Mike Ilitch footed the remaining 61.7% (\$185 million).

[Facility Website](#)

UPDATE: Prior to the 2003 season, the left field fence was moved closer to home plate by decreasing the distance to left-center field from 395 feet to 370 feet. As a result, the flagpole in center field that was originally incorporated as a tribute to Tiger Stadium was removed from the field of play. Prior to the 2005 season, the bullpens were moved from right field to the gap between the old and new fences in left field. Bleachers were added to the old bullpens area in right field which added 950 seats and increased capacity to 41,070. Beginning with the 2007 season, Comerica Park will feature a video board in the outfield wall, over 900 feet of animated fascia signage, and an additional matrix display on the left field scoreboard.

NAMING RIGHTS: Comerica, a financial services company, purchased the naming rights for Comerica Park on December 21, 1998. Comerica will pay \$66 M over 30 years. The average annual payout is \$2.2 M. The deal expires in the year 2030.

Team: Florida Marlins

Principal Owner: Jeffrey Loria

Year Established: 1991

[Team Website](#)

Most Recent Purchase Price (\$/Mil): \$158.5 (2002)

Current Value (\$/Mil): \$244

Percent Change From Last Year: +8%

Stadium: Dolphin Stadium

Date Built: 1987

Facility Cost (millions): \$115

Percentage of Stadium Publicly Financed: 0%

Facility Financing: Stadium was originally built with private funds as a football stadium. The Marlins spent an additional \$10 M to renovate the stadium for baseball.

[Facility Website](#)

UPDATE: For the past few years, the Florida Marlins have been in the process of trying to secure an agreement for a new stadium in the Miami area. However, the team has been unable to reach an agreement with the Florida legislature. Recently, the Florida Senate killed a bill, passed by the Florida House, which would have given the Marlins a \$60 M tax rebate for its proposed \$430 M stadium. Without state funding, the Marlins are about \$100 M short on the funding required for the new stadium. The setback opens up the option of moving the franchise. Las Vegas, San Antonio, Portland and other cities have been discussed as possible new homes for the team. On March 9, 2006, Bexar County (the county where San Antonio is located) presented a stadium financing plan to the Florida Marlins in which Bexar County would pay \$200 million towards an estimated \$300 million stadium in San Antonio. On May 5, 2006, the Florida Senate

passed a proposal for a \$60 million subsidy to build a new ballpark that was tacked onto a bill that guarantees the Orlando Magic basketball team the same type of tax break. However, the proposal was not passed until 11:45pm on May 5th, the last day of the Florida Legislature's regular session, so the session closed before the House could vote on the measure. On May 15, 2006, MLB President Bob DuPuy informed San Antonio in a letter that San Antonio's offer would be declined at this time, but left open the possibility of relocation in the future, if talks in south Florida did not lead to a stadium deal. Talks began about locating a stadium in Hialeah, FL, a predominantly Cuban-populated city in Miami-Dade county, even though a \$100 million funding gap for the possible ballpark remains that neither the Marlins nor the Miami-Dade County government appear ready to close. On November 22, 2006, talks again centered around the City of Miami, when the city offered nine acres of public land for an urban ballpark located between the headquarters of Miami-Dade Police Department and the Miami Metrorail line. Use of the site would be contingent on moving the site of a proposed juvenile courthouse to a suitable alternate location. On February 28, 2007, Miami-Dade County unveiled a plan for a retractable-roof stadium at the Metrorail site with a total cost of \$490 M. The county and team hoped to have a deal finished in April. Officials state that it is the closest they have ever been to keeping the Marlins in Miami. As the deal was submitted to the Florida Legislature, however, rumors began to surface that the City may permit the University of Miami to leave the Miami Orange Bowl, which they have threatened to do by the end of April if a reconstruction plan is not in place. This led to the possibility of tearing down the Orange Bowl and replacing it with a new stadium for the Marlins. On March 12, 2007, the rumors became true as the University of Miami Hurricanes announced that they will move to Dolphin Stadium if they do not get renovations for the Miami Orange Bowl. The latest attempt for state funding, the final hurdle that killed the 2006 Stadium push, was approved the Florida House of Representatives on April 26, 2007. However, the Senate version of the \$60-million tax subsidy failed to make it out of committee before the regular session ended on May 4, 2007. The location of the new ballpark is still at issue, with the team wanting to have it south of the Miami Arena in downtown Miami, and local officials pushing to put it next to the Orange Bowl. Depending on the site, there remains a \$30 M or \$60 M gap in financing for the proposed \$490 M ballpark. During the summer of 2007, ballpark plans were put on the back-burner as Miami-Dade County and the City of Miami await the University of Miami's decision on whether to leave the Orange Bowl for Dolphin Stadium. On August 21, 2007, the University of Miami announced that the Hurricanes football team will move its home football games to Dolphin Stadium beginning with the 2008 football season. MLB continues to be committed to baseball in South Florida and until that stance changes, relocation is not an option. The Marlins' lease at Dolphins Stadium continues under one-year options available to the team through 2010, at which time, the lease will not be renewed.

NAMING RIGHTS: In 1996, Pro Player entered into a 10 year, \$20 M deal renaming Joe Robbie Stadium, Pro Player Stadium. When parent company Fruit of the Loom filed for bankruptcy, the deal fell apart. The Dolphins currently do not have a naming rights deal in place. The In January 2005, the stadium owner, H. Wayne Huizenga, announced that the stadium name was being changed to Dolphins Stadium. On April 8, 2006, Dolphins Stadium dropped the s to be renamed Dolphin Stadium, as part of a new branding strategy that included a new logo.

Team: Houston Astros

Principal Owner: Drayton McLane

Year Established: 1962

[Team Website](#)

Most Recent Purchase Price (\$/Mil): \$102.7 (1992)

Current Value (\$/Mil): \$4426

Percent Change From Last Year: +6%

Stadium: Minute Maid Park

Date Built: 2000

Facility Cost (millions): \$265

Percentage of Stadium Publicly Financed: 68%

Facility Financing: Public financing of \$180 M (68%) came from a 2% hotel tax and a 5% rental car tax. The Houston Sports Facility Partnership provided a \$33 M (12%) interest-free loan with no repayment due until 10 years of ballpark operation. Astros owners contributed \$52 M (20%). The project was completed under budget because only \$248.2 M of \$250 M in public money allotted for the project was used.

[Facility Website](#)

UPDATE: Prior to the 2007 season, Minute Maid Squeeze Play, an interactive entertainment center designed for young fans, was stripped, redesigned, and updated. A new color LED board was installed in center field. Minute Maid Park became the first ballpark in the U.S. with Bluetooth-downloading capabilities. The ballpark has two Bluetooth zones located at Lefty's Bar-B-Que in left field and 9 Amigos in center field on the Main Concourse. The new Bluetooth zones allow fans to download still photos and animations, video and audio clips, ticket offers, merchandise offers, sponsor offers, interactive applications, and links to their cell phones for free. Throughout the ballpark, 22 large 60-inch HD plasma advertising screens were added. In addition, 4DX Media, a new advertising platform, showcases advertisers' messages in a unique holographic-like ad unit.

NAMING RIGHTS: On June 5, 2002, the Houston Astros inked a 28-year deal with Minute Maid, a division of Coca-Cola, worth more than \$170 M. The deal expands a long-term relationship with Minute Maid and Coca-Cola, who signed the deal in an effort to compete with rival PepsiCo owned Tropicana. Tropicana currently owns the naming-rights for the Tampa Bay Devil Rays' stadium in Florida.

Team: Kansas City Royals

Principal Owner: David Glass

Year Established: 1969

[Team Website](#)

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

Current Value (\$/Mil): \$282

Percent Change From Last Year: +18%

Stadium: Kauffman Stadium

Date Built: 1973

Facility Cost (millions): \$21.5

Percentage of Stadium Publicly Financed: 100%

Facility Financing: Stadium was financed through a \$43 M county bond issue. Half of the bond money (\$21.5 M) was used to fund the neighboring Arrowhead football stadium.

[Facility Website](#)

UPDATE: In April 2006, the Royals and Kansas City Chiefs won a hard fought battle to get financing for renovations to Kauffman Stadium and Arrowhead Stadium. Voters in Jackson County, Missouri approved a sales tax that will raise an estimated \$425 M over 25 years to help overhaul the stadiums. The Royals, Chiefs, and State of Missouri will also contribute funds to the renovation projects. With the financing in place, MLB commissioner Bud Selig has promised Kansas City an All-Star Game between 2010 and 2014 when the stadium project is complete.

In May 2007, the renovation plans for Kauffman Stadium were announced. The \$250 M project will begin in Oct. 2007 and be completed by Opening Day 2010. No more than \$225 M will be coming from taxpayer dollars. The Royals will cover the rest of the money. The Royals have committed to give each household in Jackson County two 50% off coupons per year for tickets to one of six Jackson County Days/Nights at the stadium each season during the new 25-year lease term.

The renovation will be completed in phases. By Opening Day 2008, the stadium will feature new bullpens, expanded dugout seating and crown seating, and expanded vomitories (the tunnel-like passages between the seats and the outside walls) to field level concourse. By Opening Day 2009, the completed projects will include a dugout concourse, expanded plaza level and view level concourses, Taste of KC food court, Hall of Fame, conference center, center field pavilion, Walk of Fame, fountain view seats and terraces (approx. 2,500 new seats in the outfield corners), box office, team retail stores, new high definition scoreboard and control room, and new press facilities. By Opening Day 2010, the renovations are to be finished with the completion of projects that include the Diamond Club, Crown Club, Stadium Club, home plate suites, view level canopy, and administration building. The renovation plans also include 39,000 seats (a drop in capacity), Kids Zone with interactive entertainment (Little K will be moved inside the stadium from its location outside of the park), public restaurant in right field, new group sales area, new and upgraded concession and toilet amenities in all concourses, enhanced vertical circulation to

all levels, four new entry ticket gates, replacement of chain-link fencing with ornamental fencing, and an outfield concourse that allows fans to have a 360° walk around the stadium.

NAMING RIGHTS: On July 2, 1993, Royals Stadium was renamed in honor of Ewing M. Kauffman. Kauffman, a self-made millionaire, purchased the Royals as an expansion team in 1968 with the commitment of making the Royals a competitive team. Kauffman was a beloved member of the Kansas City community. He passed away on August 1, 1993. It is highly unlikely that the Royals would entertain any thoughts of selling the naming rights under these circumstances.

Team: Los Angeles Angels of Anaheim

Principal Owner: Arturo Moreno

Year Established: 1961

[Team Website](#)

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

Current Value (\$/Mil): \$431

Percent Change From Last Year: +17%

Stadium: Angel Stadium of Anaheim

Date Built: 1966

Facility Cost (millions): \$24

Percentage of Stadium Publicly Financed: 100%

Facility Financing: In April 1998, Disney completed a \$117 M renovation. Disney contributed \$87 M toward the project while the City of Anaheim contributed \$30 M through the retention of \$10 M in external stadium advertising and \$20 M in hotel taxes and reserve funds.

[Facility Website](#)

UPDATE: On January 4, 2005, team owner Arte Moreno announced that the team would change its name to "The Los Angeles Angels of Anaheim." Moreno believes that the name change will allow the team to tap into a larger marketing area in the greater Los Angeles community.

Commissioner Bud Selig has approved the name change, but the city attempted to enjoin the team, requiring the name to remain "The Anaheim Angels." The city sued arguing that the lease precludes the change, while the team argued that by leaving "Anaheim" in the name, the change satisfied the terms of the lease. In February 2006, a jury sided with the team and determined that the team could continue to use the name Los Angeles Angels of Anaheim. Despite the jury's decision, the City of Anaheim has continued to fight the name change by appealing the February 2006 decision.

NAMING RIGHTS: In early 2004, Edison International exercised their option to terminate their 20-year, \$50 M 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: Frank McCourt

Year Established: 1890

[Team Website](#)

Most Recent Purchase Price (\$/Mil): \$371 (2004)

Current Value (\$/Mil): \$632

Percent Change From Last Year: +31%

Stadium: Dodger Stadium

Date Built: 1962

Facility Cost (millions): \$23

Percentage of Stadium Publicly Financed: 0%

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

[Facility Website](#)

UPDATE: The Dodgers have a 6-phase multi-year improvement plan for Dodger Stadium. The first phase was a \$15 M upgrade to Dodger Stadium and was completed just prior to the beginning of the 2005 season. The upgrade included the addition of 1,600 baselines seats in former foul territory along the first and third base lines. First phase projects also included renovation and expansion of the Dugout Club (approx. 300 new seats and more than 50% larger with all new facilities including a new gourmet kitchen), addition of a 1,100-foot LED ribbon board across the entire façade of the Loge Level, expansion and movement of the dugouts closer to the field so they are in line with the baseline seats, and replacement of the rubberized warning track with a traditional dirt warning track.

The second phase was more than \$20 M and was completed prior to the 2006 season. The second phase included replacement of all 50,000 30-year old plastic seats in the primary seating bowl with new seats that utilized the stadium's original color scheme. Furthermore, the 22-miles of concrete within the seating bowl area were repaired, resurfaced, and refinished. In addition, faulty sightlines were discovered in the baseline seats down the left-field line that were added prior to the 2005 season. The removal of several rows and over 500 seats provided additional leg room that allowed the baseline seats to be converted into boxes of four, six, or eight seats with an integrated table amenity. Finally, a Loge Terrace was created outside the Loge level seating entrance to provide a picnic area for fans.

Third phase plans were unveiled on August 28, 2007. Renovations to be completed by Opening Day 2008 include expanding the Field Level concourse to include nearly double the number of concession stands and restrooms, two new all-inclusive clubs for the baseline seat ticket holders, and a new energy-efficient and environmentally friendly cooling system.

NAMING RIGHTS: The Dodgers do not currently have a naming rights deal in place for Dodger Stadium.

Appendix 1b

Team: Milwaukee Brewers

Principal Owner: Mark Attanasio

Year Established: 1970

[Team Website](#)

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

Current Value (\$/Mil): \$287

Percent Change From Last Year: +22%

Stadium: Miller Park

Date Built: 2001

Facility Cost (millions): \$400

Percentage of Stadium Publicly Financed: 77.5%

Facility Financing: The Brewers contributed \$90 M for the stadium, while the public contributed \$310 M through a five-county, one-tenth of a cent sales tax increase. The \$72 M infrastructure costs are split as follows: \$18 M from the city, \$18 M from the county and \$36 M from the state.

[Facility Website](#)

UPDATE: Prior to the 2006 season, a new group picnic area was constructed behind the right field fence. The group picnic area was later named the Mercedes-Benz Field Haus after Mercedes-Benz and the Brewers reached a 3-year marketing and advertising agreement. A new 1000 foot LED board was hung from the upper deck and circles the Club Level from foul pole to foul pole. Also, a new LED Major League Scoreboard was constructed as part of the left field wall. West Bend Mutual Insurance bought the space for more than \$300,000 in a multi-year deal with the Brewers. The Big League Blast, an interactive kids area, was updated.

Prior to the 2007 season, several unused suites along left field were converted into a new larger club lounge called the Club on the Club that can accommodate up to 240 people. The club was later named the Gehl Club after the Gehl Company and Brewers reached a multi-year corporate partnership agreement. Television monitors were added to all public elevators, and 20 50-inch flat-panel television displays were installed on the Field Level and Loge Level concourses. The Fan Zone store was also renovated and the Brewers will provide wireless Internet capabilities throughout the parking lots.

NAMING RIGHTS: Miller Brewing Company purchased the naming rights to Miller Park for \$41.2 M over 20 years. The deal has an average annual payout of \$2.1 M and expires in 2020.

Team: Minnesota Twins

Principal Owner: Carl Pohland

Year Established: 1961

[Team Website](#)

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

Current Value (\$/Mil): \$288

Percent Change From Last Year: +33%

Stadium: Hubert H. Humphrey Dome

Date Built: 1982

Facility Cost (millions): \$102.8

Percentage of Stadium Publicly Financed: 93%

Facility Financing: Financed through the sale of \$55 M in revenue bonds, a hotel and liquor tax that raised \$15.8 M and a Metro liquor tax that raised \$8 M. The City of Minneapolis spent \$4 M on the infrastructure costs. The remaining costs were financed with \$13 M in interest earned on the bonds and \$7 M from the Vikings and Twins from auxiliary facilities.

[Facility Website](#)

UPDATE: On May 21, 2006 the Minnesota Legislature approved funding for a new \$522 M Twins stadium. The bill passed by the legislature will levy a 0.15% sales tax to help fund the new ballpark and infrastructure. The Twins will contribute \$130 M toward the construction costs and will enter a 30-year lease to play in the new ballpark. The team will also pay \$10 M in annual operating expenses, \$1 M per year for capital improvements, and \$250,000 per year for youth activities and amateur sports. The county is also responsible for \$1 M per year in capital improvements. The team will get all stadium revenue.

The stadium is scheduled to open in 2010, marking the Twin's 50th season of playing baseball in Minnesota. The stadium cost is \$390 M with the entire project cost (including infrastructure and financing costs) totaling \$522 M. The new ballpark will be located at street level on only an 8-acre diamond-shaped site on the west side of downtown in the Minneapolis Warehouse District and just to the northwest of the Target Center. The Minnesota Ballpark Authority, a new political subdivision created by the Minnesota Legislature in conjunction with the Twins-Hennepin County ballpark legislation, will own and oversee the new ballpark on behalf of the public. Groundbreaking was to occur on August, 2 2007 but was postponed due to the 35W bridge collapse.

Minnesota's new ballpark will feature more than 18,500 infield seats and one of the closest seating bowls to the playing field in all of MLB. There will be six separate levels in the new ballpark: the Event Level, Main Concourse Level, Club Level, Suite Level, Terrace Level, and View Level. The Terrace Level, the top level, will be shielded by a modernistic, curved canopy. The Lower Level will have half of the ballpark's capacity with 20,000 seats and the upper deck will be the smallest in MLB with under 13,000 seats. There will be 60 private suites and 12

group party suites. The open Main Concourse Level is an average of 40 ft. wide and runs a full 360° around the entire ballpark. Right field will have the best view of the city's skyline. The real-grass field will have heat under it to melt any unseasonable snow. On days when the weather is less than perfect, fans will be able to take advantage of heated concessions, restrooms, and restaurant and lounge areas found on each ballpark level. In addition, the ballpark's sun screen - one of the largest in baseball - will provide added protection. There will also be a kids area and a family area. The video board will be located above left field and will be one of the largest screens in any stadium. There will be another video screen in right field. The ballpark will feature multiple Knotholes along the 5th Street side of the ballpark allowing fans to watch the action outside the park without buying a ticket.

NAMING RIGHTS: The Twins' home stadium is named after former Vice President and University of Minnesota graduate Hubert H. Humphrey. The Twins have no current plans to change the name of the stadium. The Twins own the naming rights to the new ballpark.

Team: New York Mets

Principal Owner: Fred Wilpon

Year Established: 1962

[Team Website](#)

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

Current Value (\$/Mil): \$736

Percent Change From Last Year: +22%

Stadium: Shea Stadium

Date Built: 1964

Facility Cost (millions): \$25.5

Percentage of Stadium Publicly Financed: 100%

Facility Financing: General obligation bonds were issued by the city to pay for the stadium.

[Facility Website](#)

UPDATE: In June 2005, the Mets revealed plans for a new open-air 45,000-capacity (42,500 seats plus 2,500 standing room) ballpark. The \$600 M ballpark is scheduled to be completed for the 2009 season. It will be built adjacent to Shea Stadium in Flushing Meadows, and its exterior will resemble Ebbets Field, the old home of the Brooklyn Dodgers. The ballpark was originally estimated to cost approximately \$444.4 M with the total project costs estimated at \$600 M. However, the Mets estimate that the ballpark alone will end up costing around \$800 M. Public financing will come from \$89.7 M in capital funds from the city and \$74.7 M in rent credits from the state. The ballpark will be financed by tax-exempt and taxable bonds to be issued by the city's Industrial Development Agency. The city will contribute approximately \$85 M in fiscal 2006 capital budget funds for necessary infrastructure improvements and an additional \$4.7 M in capital reserve for the new stadium. The state's Empire State Development Corporation will contribute \$70 M for the construction of the infrastructure improvements and \$4.7 M in capital

reserve for the stadium from bond proceeds. The total infrastructure improvement costs are estimated at \$177.2 M. The Mets will be responsible for the construction of the ballpark and related infrastructure improvements, and will operate, manage, and maintain the stadium at their own expense. The new ballpark is property of the city, but in the 40-year lease agreement with the Mets, the city handed over to the team all stadium revenues, including those from naming rights. On November 13, 2006, the Mets broke ground on their new ballpark and announced it would be called Citi Field. A naming rights deal with Citigroup will pay the Mets in excess of \$20 M annually for 20 years.

Inspired by the classic design of Ebbets Field, the new ballpark will feature a rotunda at the main entrance called the Jackie Robinson Rotunda in honor of the legendary pioneer and great American who broke baseball's color barrier with the Brooklyn Dodgers in 1947. The stadium will feature 54 total luxury suites with 10 Sterling Suites and 44 Empire Suites, 4 party suites, and more than 7,800 club seats. The Sterling Suites will be located only 18 rows (114 ft.) from home plate. The Concourse (lowest) level will have a 360° view of the playing field and the Promenade level features a split-deck design. The Concourse will have 42% of the ballpark's 42,500 dark green seats. The seating is angled towards the infield and positioned lower and closer to the field. The field features a natural grass playing surface. The stadium features a state-of-the-art video board and sound system. Fans throughout the ballpark will have access to multiple sit-down, climate-controlled restaurants, bars, clubs, and lounges, a majority of which will provide field views. Numerous permanent attractions built into the master plan add to Citi Field's family-friendly environment including an expanded Fan Fest family entertainment area within the ballpark on the Concourse level, an enhanced outfield Picnic Area adjacent to the batter's eye, multiple party deck areas, and an interactive Mets museum with club memorabilia and Hall of Fame displays. Various areas of Citi Field will reinforce the setting of the venue and the Mets connection to the City of New York and baseball history including the Ebbets Club behind home plate, Coogan's Landing beyond the left field fence, the "East Side" stands in right field, and "The Orchard" picnic area in center field. In right field, there will also be a singular deck in fair territory that extends 8 ft. over the field.

Shea Stadium is scheduled to be demolished in November 2008.

NAMING RIGHTS: Shea Stadium was named after William A. Shea who spearheaded the drive to bring National League Baseball back to New York after the Dodgers and Giants left in 1957. The Mets rent the stadium from the city and any naming rights agreement would have to be initiated by the city. The city has expressed no interest in changing the stadium's name. The new Mets stadium will be called Citi Field after the Mets and Citigroup announced on November 13, 2006 an exclusive 20-year, multifaceted strategic marketing and business partnership that includes the naming rights for the ballpark.

Team: New York Yankees**Principal Owner:** George Steinbrenner**Year Established:** 1903[Team Website](#)**Most Recent Purchase Price (\$/Mil):** \$10 (1973)**Current Value (\$/Mil):** \$1,200**Percent Change From Last Year:** +17%**Stadium:** Yankee Stadium**Date Built:** 1923**Facility Cost (millions):** \$3.2**Percentage of Stadium Publicly Financed:** 21%

Facility Financing: The stadium was privately financed, but the city donated the land on which the stadium was built. In 1974-75 Yankee Stadium closed for renovations. The renovations eventually cost the city \$100 M. Since 1989, the city has spent \$13 M on stadium renovations.

[Facility Website](#)

UPDATE: In June 2005, the Yankees revealed plans for a new open-air, 51,000 seat (53,000-person capacity) stadium. The \$800 M stadium is scheduled to be completed for the 2009 season. The new Yankees Stadium will be built adjacent to the current stadium and will serve as the centerpiece of a broad redevelopment project for the Bronx riverfront. Groundbreaking ceremonies took on August 16, 2006, the 58th anniversary of Babe Ruth's death. The entire stadium project involves an estimated \$1.2 B in public and private investment. Under an agreement with the City, the Yankees will lease the site for the new stadium for an initial term of 40 years and will be responsible for paying the entire \$800 M cost of construction including any cost overruns. The Yankees will also be responsible for \$25 M a year in operating and maintenance expenses for the facility. New York City and New York State are kicking in the remaining \$400 M in the form of land acquisition, infrastructure improvements, and tax breaks. The City is contributing \$160 million to replace parkland and make necessary infrastructure improvements, and the State is contributing \$70 million for the construction of new parking facilities and \$4.7 million to a capital reserve fund for the new stadium. The City will create 24.5 acres of parks and playing fields, including more than 16 acres of newly created parkland along the Harlem River waterfront and at the current stadium site. The redevelopment project also includes a hotel, conference center, and high school for sports-related careers. In addition, the New York City Industrial Development Agency (IDA) approved the issuance of about \$920 million in tax-exempt bonds and \$25 million in taxable bonds, both to be repaid by the Yankees. The proceeds of the bond sale will be used to build the stadium. The new ballpark is owned by New York City, but the Yankees will pay a mere \$10 a year in rent through their deal with the city. However, the Yankees will be responsible for \$51 M a year in debt service. In the lease agreement with the Yankees, the city handed over to the team all stadium revenues, including those from naming rights. However, the Yankees do not plan on seeking a corporate name for the stadium because they recognize the significance of the Yankee brand.

New Yankee Stadium will have 60 luxury suites, including 3 outdoor suites and 8 party suites. The field dimensions will be the same as current Yankee Stadium and the Monument Park will be transferred to the new ballpark. The new stadium will recreate some of the features of the original park including the tall cathedral windows, auxiliary outfield scoreboards, a right field Yankees bullpen, and a tradition frieze (commonly known as the façade) on the roof from the original 1923 stadium.

The Yankees' cable network, the YES Network, which airs Yankees and New Jersey Nets games, is not necessarily for sale, but the owners are testing the market and would consider selling if they receive a full and fair price. The Yankees' parent company, Yankee Global Enterprises, LLC, owns 36% of the top-rated regional sports network in the country along with Goldman Sachs and former Nets owner Ray Chambers. The YES Network could fetch \$3 B to \$3.5 B.

NAMING RIGHTS: Like the Mets, the Yankees rent their stadium from the city. The city has not expressed any interest in assigning the naming rights of the legendary ballpark to any corporation. The Yankees own the naming rights to the new Yankee Stadium but do not plan on seeking a corporate name because they recognize the significance of the Yankee brand and want to retain the dignity of the Yankee Stadium name. Rather than selling naming rights to the stadium, parts of the ballpark will receive corporate sponsorship through many types of unique and creative sponsorships.

Team: Oakland Athletics

Principal Owner: Lewis Wolff

Year Established: 1901

[Team Website](#)

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

Current Value (\$/Mil): \$292

Percent Change From Last Year: +24%

Stadium: McAfee Coliseum

Date Built: 1966

Facility Cost (millions): \$30

Percentage of Stadium Publicly Financed: 100%

Facility Financing: The cost of constructing the stadium was underwritten through a city bond issue. A \$200 M renovation was completed in 1996.

[Facility Website](#)

UPDATE: On November 14, 2006, the A's announced they had reached an agreement with Cisco Systems to purchase land in Fremont, CA to build a new ballpark. The ballpark will be called Cisco Field after Cisco Systems purchased the naming rights to the ballpark for \$4 M per year over 30 years. The ballpark's capacity will be between 32,000 and 35,000, making it the most intimate ballpark in MLB. Cisco Field will open some time between 2009 and 2012 and is

estimated to cost between \$400 M and \$500 M (excluding land). The A's will continue to operate under its current lease agreement at McAfee Coliseum through the 2010 season.

NAMING RIGHTS: Network Associates officials decided in September of 2003 not to invoke the clause in their 1998 \$5.8 M naming-rights deal with the A's and Raiders that would allow them to opt out after five years. Network Associates currently pays about \$1.3 M per year. The deal calls for the fee to increase 5% each year from the base payment of \$1.05 M. The deal now extends through 2008 unless the A's or Raiders move. The stadium changed its name to the McAfee Coliseum during the summer of 2004 to reflect a change in the company's name.

Team: Philadelphia Phillies

Principal Owner: Bill Giles & David Montgomery

Year Established: 1883

[Team Website](#)

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

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

Percent Change From Last Year: +8%

Stadium: Citizens Bank Park

Date Built: 2004

Facility Cost (millions): \$348

Percentage of Stadium Publicly Financed: 50%

Facility Financing: Half of the financing for Citizens Bank Park came from a combination of city and state funds. The state contributed a total of \$170 M to the Phillies and Eagles for their new stadiums through grants. The City of Philadelphia contributed \$304 M 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](#)

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 M. Citizens Bank will pay \$57.5 M over 25 years, or \$2.3 M annually to put its name on entrances, scoreboards, concourses, parking lot banners and behind home plate. The bank will also pay the Phillies an additional \$37.5 M for advertising during Phillies radio and television broadcasts.

Team: Pittsburgh Pirates

Principal Owner: Kevin McClatchy

Year Established: 1887

[Team Website](#)

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

Current Value (\$/Mil): \$274

Percent Change From Last Year: +10%

Stadium: PNC Park

Date Built: 2001

Facility Cost (millions): \$228

Percentage of Stadium Publicly Financed: 85%

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

[Facility Website](#)

UPDATE: During the 2006 season, the Pirates and Highmark Blue Cross Blue Shield unveiled Highmark Legacy Square, a new permanent interactive exhibit to honor and preserve the history of the Negro Leagues and the great players from the Homestead Grays and Pittsburgh Crawfords. The exhibit is located inside the Left Field Gate Entrance and features life-size bronze statues and a 25-seat indoor movie theatre that presents the legacy of the Negro Leagues. Prior to the 2007 season, PNC Park became a completely smoke-free facility due to Allegheny County's new smoking ordinance that bans smoking in most public places. The city-Allegheny County Sports & Exhibition Authority approved \$294,780 in spending from a capital reserve fund to repair and replace concrete sidewalks outside the ballpark, repaint the yellow strips on steps inside the park, and repaint and re-carpet the press box. The capital reserve fund was set up as part of the PNC Park's construction, and money for the capital reserve fund comes from a ticket surcharge. The team paid for installation of a new video display scoreboard and a new LED ribbon display board. The new 35 ft. by 82 ft. main scoreboard display screen is HD-ready, has twice the video display power of the old one, and has the capability to divide into multiple viewing windows. The new 3-ft. high LED fascia display ribbon board runs 960 ft. from foul pole to foul pole along the façade of the upper deck. Other changes include new high-top tables in the concourse areas, new speakers in the elevators, and a larger Jolly Roger flag beyond the center field wall. A new sports bar called Club 3000 that honors Pirates players in the 3,000-hit club (Roberto Clemente, Honus Wagner, and Paul Waner) opened on the Pittsburgh Baseball Club level.

NAMING RIGHTS: In August 1998, PNC Bank agreed to a 20-year, \$40 M deal for the naming-rights to PNC Park. The deal officially ends in 2020 and averages an annual payout of \$2 M.

Team: San Diego Padres

Principal Owner: John Moores

Year Established: 1969

[Team Website](#)

Most Recent Purchase Price (\$/Mil): \$94 (1995)

Current Value (\$/Mil): \$367

Percent Change From Last Year: +4%

Stadium: PETCO Park

Date Built: 2004

Facility Cost (millions): \$449

Percentage of Stadium Publicly Financed: 66%

Facility Financing: The Padres contributed \$146.1 M 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 M from the City Center Development Corp. and \$21 M from the Port of San Diego.

[Facility Website](#)

UPDATE: During the 2007 season, a 10-ft. statue of Tony Gwynn, a former Padre and Hall of Famer, was unveiled in Park at the Park in PETCO Park. It is the first statue to be erected at PETCO Park.

NAMING RIGHTS: In January 2003, the San Diego Padres agreed to a 22-year, \$60 M naming rights deal with San Diego-based PETCO. PETCO has been based in San Diego since 1965 and has more than 600 stores in 43 states.

Team: San Francisco Giants

Principal Owner: Peter Magowan & Harmon Burns

Year Established: 1883

[Team Website](#)

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

Current Value (\$/Mil): \$459

Percent Change From Last Year: +12%

Stadium: AT&T Park

Date Built: 2000

Facility Cost (millions): \$306

Percentage of Stadium Publicly Financed: 5%

Facility Financing: The stadium was financed with \$121 M from a naming rights deal and other sponsorships, selling concession rights, selling charter seats, a \$170 M loan secured by the

Giants and \$15 M in tax increment financing by the city's redevelopment agency.

[Facility Website](#)

UPDATE: Prior to the 2007 season, the Giants unveiled a new 103 ft. wide and 31.5 ft. high Mitsubishi Electric high-definition Diamond Vision scoreboard. The scoreboard is the first 32 to 9 aspect ratio outdoor board in North American professional sports, and will use 78% less energy than the ballpark's original scoreboard. The existing scoreboard control room was renovated to a state-of-the-art Sony control room to support the new scoreboard. The Giants also added 220 ft. of ANC 25mm fascia board to augment the 453 ft. installed on the Club Level in 2006. With these changes, AT&T Park became one of just a few ballparks in MLB to feature 100% color LED. The Giants also added 156 new premium seats to AT&T Park, bringing the seating capacity of the ballpark to 41,767. The new seats will be located in the newly created Lexus Dugout Club and in two field-level suites - the Lexus Batter's Box and the Commissioner's Box. The Lexus Dugout Club is located right behind home plate and features padded seats, 17-inch HD TVs, and a great view. Pacific Gas and Electric (PG&E) installed 590 Sharp solar panels in three separate locations at the stadium. The project will cost between \$1 M and \$1.5 M and will be paid for by PG&E customers because the power generated will be connected into San Francisco's power grid.

NAMING RIGHTS: Pacific Telesis purchased the naming rights to Pac Bell Park in 2000. The agreement extends over 24 years, paying the Giants \$50 M at an average of \$2.1 M 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: Hiroshi Yamauchi

Year Established: 1977

[Team Website](#)

Most Recent Purchase Price (\$/Mil): \$125 (1992)

Current Value (\$/Mil): \$436

Percent Change From Last Year: +2%

Stadium: Safeco Field

Date Built: 1999

Facility Cost (millions): \$517

Percentage of Stadium Publicly Financed: 72%

Facility Financing: The Mariners contributed \$145 M including \$100 M in cost overruns towards the financing of the stadium. The public's share was capped at \$372 M. Washington State contribution: .017% sales tax credit; proceeds from the sale of sports lottery scratch games (\$3 M/year guaranteed); and proceeds from the sale of commemorative ballpark license plates.

King county: .5% sales tax on food and beverages in King County restaurants, taverns and bars; 2% sales tax on rental car rates in King County; 5% admission tax on events at the new ballpark.
[Facility Website](#)

UPDATE: Prior to the 2007 season, the biggest addition to Safeco Field was the Baseball Museum of the Pacific Northwest. The Baseball Museum area is home to the Mariners Hall of Fame and is a walk-through exhibit located off the concourse just down the third-base line from the main entrance. A new Moose Den was added in the center field concourse area adjacent to the children's playing area. The den is a small room with a fake fireplace and family photos of the Mariner Moose, and is intended for use as a photo opportunity for fans. A new All-Star Club suite was added down the first base line at the suite level by combining 8 luxury suites. The All-Star Club seats 140 and offers amenities similar to the Diamond Club. Also, 12-ft. high Safeco Field neon lettering was added on the east side of the stadium's roof structure.

NAMING RIGHTS: Safeco, an insurance company, bought the naming rights to Safeco Field in June of 1998. The deal extends until 2019, paying an average of \$2 M annually for a \$40 M total.

Team: St. Louis Cardinals

Principal Owner: William DeWitt Jr.

Year Established: 1892

[Team Website](#)

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

Current Value (\$/Mil): \$460

Percent Change From Last Year: +7%

Stadium: Busch Stadium

Date Built: 2006

Facility Cost (millions): \$365

Percentage of Stadium Publicly Financed: 12%

Facility Financing: The ballpark is primarily privately financed - \$90.1 M came from the Cardinals, \$9.2 M in interest earned on the construction fund, and \$200.5 M in bonds to be paid over a 22-year period (\$15.9 M per year) by the team. Public financing came from St. Louis County contributing \$45 M through a long-term loan.

[Facility Website](#)

UPDATE: The St. Louis Cardinals moved into the new Busch Stadium in time for the beginning of the 2006 season. The new Busch Stadium is a 46,000 seat, outdoor stadium, and is adjacent to the site of the former Busch Stadium. For the 2007 season, Busch Stadium became the 15th of 30 ballparks in MLB to go completely smoke-free. In addition to the stadium, the team is involved in the development of the \$300 M Ballpark Village, which encompasses 6 blocks immediately north of Busch Stadium just beyond left and center field. Ballpark Village will be a mixed-use development comprised of restaurants, entertainment venues including the St. Louis Cardinals

Hall of Fame Museum and an aquarium, residential units, and office space. The \$387 M first phase of Ballpark Village will include 324,000 sq. ft. of retail and restaurant space, 100,000 sq. ft. of office space and 1,200 parking spaces. Officials from the city of St. Louis and the St. Louis Cardinals are seeking up to \$115 M in public subsidy for Ballpark Village from the city and state, including tax increment financing (TIF). The state and city subsidy requests total 22% of the project's estimated cost.

NAMING RIGHTS: The St. Louis Cardinals entered into a 20-year naming rights deal (through the 2025 season) with Anheuser Busch to give its new stadium the same name as its old stadium. Terms of the deal were not released.

Team: Tampa Bay Devil Rays

Principal Owner: Stuart Sternberg

Year Established: 1995

[Team Website](#)

Most Recent Purchase Price (\$/Mil): \$65 (In 2004, Sternberg's group paid for approximately 50% ownership)

Current Value (\$/Mil): \$267

Percent Change From Last Year: +28%

Stadium: Tropicana Field

Date Built: 1990

Facility Cost (millions): \$85

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 for \$62 M 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 M renovation project was completed in 1998, \$14 M of which was funded by the Devil Rays.

[Facility Website](#)

UPDATE: Prior to the 2007 season, Tropicana Field underwent approximately \$8 M of improvements. The FieldTurf Duofilament System, the newest version of the artificial surface, was installed at a cost of around \$750,000. The state-of-the-art surface is said to be safer for the players and is supposed to look and play more like real grass. In addition, the height of the left field wall was lowered from 9 ft. to 5 ft. Four new video boards were installed with 3 of them being incorporated into the new scoreboard. The main display video board is 35 ft. by 64 ft. and spans nearly the entire right field stands. Two 10 ft. by 50 ft. strip video boards will be below the main display board and will have batter and pitcher statistics. The fourth board is an in-game box score video display board that replaces the vertical starting lineup board above Batter's Eye

Restaurant in center field. The seating area in the upper deck of left field, formerly known as The Beach, was renamed the tbt* (Tampa Bay Times) Party Deck and features an Ybor City look with faux brick, lamp posts, and a dance floor. The left field bullpen party area also underwent a change and was renamed the FloridasBeach.com Sandbar through a partnership between the Devil Rays and the St. Petersburg/Clearwater Area Convention & Visitors Bureau. A new section of seats right behind the Devil Rays bullpen known as MacDill-ville was introduced to benefit the men, women, and families working and living at MacDill Air Force Base in Tampa. The upscale dining club located in the right field mezzanine level was named the Whitney Bank Club as part of a naming rights agreement between the Devil Rays and the Whitney Holding Corporation. The Whitney Bank Club features an exclusive seating area with flat screen televisions, luxurious seating, and an all inclusive buffet. The Right Field Street was renovated to include numerous activities for young fans. Part of the improvements on Right Field Street included increasing the square footage of the Ted Williams Museum from 3,000 to 10,000 sq. ft. and adding a second floor. The main Team Store was made larger. The redesign includes a new outside entrance with a new façade and a giant, custom-illuminated TB logo suspended from the second story ceiling inside the store. The Rays Baseball Foundation was awarded a grant from the Pinellas County Environmental Fund (PCEF) for a landscaping project that included the planting of nearly 50 different species of native vegetation along the exterior of Tropicana Field. The project focused on the area along Booker Creek, a vital tributary to three counties in the Tampa Bay region that winds near the rotunda entrance on the east side of Tropicana Field. Other renovations at Tropicana Field included redesigning the concessions on the main concourse, paint jobs, and signage.

NAMING RIGHTS: Tropicana, owned by PepsiCo, holds the naming rights to Tropicana Field. The agreement extends for 30 years and pays out a total of \$50 M dollars with an annual payout of \$1.5 M.

Team: Texas Rangers

Principal Owner: Thomas O. Hicks

Year Established: 1960

[Team Website](#)

Most Recent Purchase Price (\$/Mil): \$250 (1998)

Current Value (\$/Mil): \$365

Percent Change From Last Year: +3%

Stadium: Rangers Ballpark in Arlington

Date Built: 1994

Facility Cost (millions): \$191

Percentage of Stadium Publicly Financed: 80%

Facility Financing: Financing for the stadium comes from \$135 M 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 M annual rental payment by the team and a half-cent local Arlington sales tax that was approved in 1991.

[Facility Website](#)

UPDATE: Prior to the 2007 season, 50 luxury suites were renovated with new carpeting, paint, cabinets, and furniture along with some receiving new flat screen televisions. The ballpark sound system was upgraded including replacement of 172 analog amplifiers with new digital amps, rebalancing the system, and updating several speakers throughout the seating bowl. The field lights were replaced with new 1500-watt lamps. All concession stands were wired with Chase's Blink technology, which allows an embedded chip in participating cards to be read by a contactless reader.

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 30-year agreement with the company worth \$75 M. 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 in 2006 an end to the naming rights agreement and related corporate affiliation. 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

[Team Website](#)

Most Recent Purchase Price (\$/Mil): \$140 (2000)

Current Value (\$/Mil): \$344

Percent Change From Last Year: +20%

Stadium: Rogers Centre

Date Built: 1989

Facility Cost (millions): \$570 Canadian

Percentage of Stadium Publicly Financed: 63%

Facility Financing: Local government paid \$360 M. \$150 M was contributed by 30 corporations and the final \$60 M from luxury seat fees.

[Facility Website](#)

UPDATE: Prior to the 2007 season, the Jays Shop - Stadium Edition was moved to a larger location at Gate 5 and received a complete face lift. The Jays Shop - Stadium Edition is now an 8,000 sq. ft. retail space with a 21-foot retractable roof store entrance that is modeled after the

roof of Rogers Centre. It has a one-of-a-kind 40-foot hat display wall, new fitting rooms, a mascot themed children's shop, and 7 HD plasma screens so fans don't miss any action on the field. Also, the 100 Level concourse area was expanded to make the space brighter and more fan-friendly with expanded wheelchair seating.

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

[Team Website](#)

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

Current Value (\$/Mil): \$447

Percent Change From Last Year: +2%

Stadium: Robert F. Kennedy Memorial Stadium

Date Built: 1961

Facility Cost (millions): \$24

Percentage of Stadium Publicly Financed: 100%

Facility Financing: NA

[Facility Website](#)

UPDATE: In May 2006, the 29 MLB owners unanimously approved the sale of the Nationals to a group headed by Ted Lerner. Ted Lerner will be the managing principal owner, and Mark Lerner, Edward Cohen, and Robert Tanenbaum will be principal owners of the team. The Lerner group paid \$450 M for the ownership rights and took control of the team in July 24, 2006.

Prior to the sale of the Nationals, Major League Baseball and Washington D.C. were able to reach an agreement on a new stadium. The D.C. Council agreed to spend up to around \$611 M for the new 41,000 seat, open-air stadium. The city may sell up to \$610.8 million in bonds to finance the stadium. Revenue to pay the debt on those bonds will come from these sources: \$11 M - \$14 M per year from in-stadium taxes on tickets, concessions, and merchandise, \$21 M - \$24 M per year from a new tax on businesses with gross receipts of \$3 M or more, and \$5.5 M per year in rent payments from the Nationals. The Nationals will lease the stadium for 30 years from the D.C. Sports & Entertainment Commission. The ballpark will be located on a 21-acre plot of land in the Near Southeast neighborhood in southeast D.C. along the Anacostia River waterfront and will serve as a centerpiece for the new 43-acre Anacostia Rive waterfront retail and entertainment district. Plans for the new ballpark, currently called Nationals Park, were unveiled in March 2006, and the stadium is expected to be complete in time for Opening Day 2008. Nationals Park will strive to become the first major stadium in the U.S. accredited as a

Leadership in Energy and Environmental Design (LEED) Green Building Rating System certified ballpark. The new ballpark will pay particular attention to issues affecting the health of the Anacostia River, such as storm water management and minimization of water pollution.

Nationals Park's 41,000 seats are angled towards the infield and include 22,000 seats in the lower bowl, 12,100 in the upper seating bowl (from where fans can see the U.S. Capitol building), 2,500 club seats. Each of the 66 luxury suites is positioned within the infield between first and third base. The Presidents Club is a 315-seat club located only 12 ft. above home plate that features a gourmet buffet, Oval Office Bar, two window walls that offer views of the home batting cage and press conference room. The Nationals Club is a 500-seat club that features indoor and outdoor seating, a baseball inspired interior with museum-quality exhibits, a buffet and full bar, HD TVs, vaulted ceilings, and private restrooms. The Washington Suites, located only 24 rows from the infield, are 8 suites that range from 665 to 880 sq. ft. and feature up to 29 seats with a full bar, 3 flat-screen HD TVs, wireless Internet, private restrooms, retractable glass doors that open to a private terrace. The Lincoln Suites are 22 suites located on the ballpark's club level that range from 508 to 632 sq. ft. and feature access to the Stars and Stripes Club, a retractable glass wall, a private terrace, private restrooms, 2 HD TVs, and a buffet, wet bar, and refrigerator. The Stars and Stripes Club is a 315-seat club that features 3 full-service bars including an outdoor club, 3 unique concession stands, a two-story 33,000 sq. ft. lounge, and HD TVs. The Jefferson Suites are 36 suites that range from 444 to 632 sq. ft. and overlook the Stars and Stripes Club. They feature a private terrace, access to the Stars the Stripes Club, an interior and exterior flat-screen HD TV, a private restroom, and a buffet, wet bar, and refrigerator. Nationals Park will be equipped with state-of-the-art video and audio technology, including a 4,500 sq. ft. HD scoreboard, as well as over 600 linear feet of LED ribbon board along the inner bowl fascia. Additional features include a 10,000 sq. ft. restaurant and bar in center field overlooking the outfield, a 10,000 sq. ft. youth training area, a 2,000 sq. ft. arcade and game area, a 10,000 sq. ft. picnic area, and a 10,000 sq. ft. family area. There will be a grove of cherry blossoms located just beyond the left field fence. The Nationals will erect 3 statues in the ballpark, honoring Walter Johnson of the original Washington Senators, Frank Howard of the expansion Senators, and Josh Gibson of the Negro League Homestead Grays who played in Washington.

The Lerner family spent at least \$30 M to improve the original plans for the city-financed ballpark including around a \$7 M upgrade to the main scoreboard to get it to HDTV quality, \$2.5 M to double the size of the restaurant in center field, \$2.4 M on club-level suite changes. Additional Lerner family improvements include placing an LED display on top of the center field restaurant, red seats with tables in front of the restaurant, and flip-flop boards for the hitter's background so they can advertise between innings.

NAMING RIGHTS: Since moving to Washington D.C., the Nationals have played at Robert F. Kennedy Memorial Stadium ("RFK"). The D.C. Sports and Entertainment Commission has attempted to sell the naming rights to the stadium, but has been unsuccessful. With the Nationals moving into a new ballpark in 2008, any naming right deal will be short-term. 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.

