

# Sports Facility Reports



*[Sports Facility Reports, Volume 9, Appendix 1](#)*

## Major League Baseball

### Team: Arizona Diamondbacks

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

**Year Established:** 1998

[Team Website](#)

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

**Current Value (\$/Mil):** \$379 (#20)

**Percent Change From Last Year:** +12%

**Stadium:** Chase Field

**Date Built:** 1998

**Facility Cost (millions):** \$354

**Percentage of Stadium Publicly Financed:** 67%

**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 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 19 years earlier than expected.

[Facility Website](#)

**UPDATE:** For the 2008 season, the Diamondbacks replaced the previous scoreboard with a new \$14 million 46 feet by 136 feet scoreboard that features two high definition (HD) panels for video replays. The team also purchased HD cameras to be used in conjunction with the video panels. In addition to the video upgrades, the Diamondbacks renovated 21 luxury suites and added a Home Run porch on each side of the batter's eye in centerfield. Tickets for these porches are available only on a season-ticket basis (\$6,225) and include food, drinks, and HD displays. The club also made changes to the second deck suite level by adding the Lounge, a standing-room-only area where fans can enjoy food and beverages. The Lounge includes 29 seats available for season-ticket purchase (\$4,150). Finally, the McDonald's restaurant inside the stadium was granted a release from its agreement with the stadium and was replaced by Fat Burger. The Diamondbacks also made an attempt to make Chase Field more family-friendly. The club added Futures Field, a miniature version of Chase Field where children can play Wiffle Ball, enjoy a playground, use a batting cage, and make song requests to the stadium's organ player.

**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.

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## Team: Atlanta Braves

**Principal Owner:** Liberty Media

**Year Established:** 1876

[Team Website](#)

**Most Recent Purchase Price (\$/Mil):** \$450 (2007)

**Current Value (\$/Mil):** \$497 (#7)

**Percent Change From Last Year:** +9%

**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:** For the 2008 season, the Braves rebranded its prime seating area as Henry Aaron seats and increased the prices of these tickets to \$60 per game on a season ticket basis or \$70 to \$74 for individual games. To help offset the cost increase, the club offers a \$10 credit per game toward food and beverage purchases and access to the stadium's 755 Club. Also, the club level seating will no longer be called the Lexus Level as the car maker's sponsorship deal ended. Instead, the Braves reached an eight figure, multi-year sponsorship deal with a Mississippi band of Choctaw Indians that made what was previously known as the Lexus Level of seating at Turner Field the Golden Moon Casino Level. Furthermore, the Braves reached an agreement with SunTrust Bank for naming-rights for a club-type area behind home plate where fans will receive unlimited food and beverages, valet parking and a private stadium entrance.

Also, in a five year agreement with fast food chain Chick-fil-A, the Braves placed a 40-foot tall, 15,000-pound tomahawk-chopping mechanical cow atop Turner Field. Moreover, the Braves constructed the Turner Field Dugout Club, a high-end club behind home plate. The club will add 150 new seats with country-club like lounge that will be 15 feet below ground level underneath the stadium. Tickets for this club cost \$15,000-\$25,000 annually. Finally, the club moved and doubled the number of all-you-can-eat seats, which cost between \$35 and \$70 per game.

**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.

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## Team: Baltimore Orioles

**Principal Owner:** Peter Angelos

**Year Established:** 1953

[Team Website](#)

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

**Current Value (\$/Mil):** \$398 (#18)

**Percent Change From Last Year:** +1%

**Stadium:** Oriole Park at Camden Yards

**Date Built:** 1992

**Facility Cost (millions):** \$110

**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 the construction of skyboxes. The Maryland Sports Authority spent \$1.5 M on improvements in 1998.

[Facility Website](#)

**UPDATE:** The Orioles completed a \$5 million renovation project for the 2008 season. First, the club added a new, larger, eco-friendly scoreboard with HD video that uses one-tenth of the power of the previous scoreboard. Second, the team unveiled the Bud Light Warehouse Bar, which will be open before and during games and will host the Orioles' pre-game radio show. Third, the club increased the number of \$40 all-you-can-eat seats in left field. Finally, a portion of I-395 outside of Oriole Park was renamed Cal Ripken Way in May 2008.

**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 2008, the Orioles have not entered into a corporate naming rights agreement for their stadium.

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## Team: Boston Red Sox

**Principal Owner:** John Henry, Larry Lucchino, and Tom Werner

**Year Established:** 1901

[Team Website](#)

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

**Current Value (\$/Mil):** \$816 (#3)

**Percent Change From Last Year:** +13%

**Stadium:** Fenway Park

**Date Built:** 1912

**Facility Cost (millions):** \$.50

**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. For the 2008 season, the Red Sox completed the Coca-Cola Corner, which is located where the left field foul line meets the Green Monster. This 412 seat addition includes luxury boxes that replaced temporary boxes that were built for the 1999 All-Star game and also includes a 100 person standing room only section. This development accompanied Coca-Cola extending its sponsorship deal with the Red Sox past the 2012 season and is expected to generate \$4 to \$5 million in annual revenues. New luxury boxes were also added to the State Street Pavilion area. These additions increased capacity to 39,928 and the club has said that it does not intend to increase capacity to over 40,000. Finally, the Coke bottles that had been on the left field light towers since 1997 were removed.

The Red Sox also announced other changes. First, new LED scoreboards were added within Fenway Park. Second, Bleachers Bar & Grill was opened in center field in an area previously occupied by bleachers above the visitors' bullpen. Third, the club waterproofed the seating bowl in the bleacher area by removing seating, which allowed the club to also add more wheelchair locations. Finally, the Red Sox installed enough solar panels on the roof of Fenway Park to heat a third of the hot water needed at the ballpark.

**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.

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## Team: Chicago Cubs

**Principal Owner:** Tribune Company

**Year Established:** 1876

[Team Website](#)

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

**Current Value (\$/Mil):** \$642 (#5)

**Percent Change From Last Year:** +8%

**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:** There were several developments with the Cubs following the 2007 season. First, the new owner of the Tribune Company, Sam Zell, announced that he would consider selling Wrigley Field's naming rights to help offset the company's \$13 billion debt. Experts have speculated that the sale of naming rights could generate between \$5 and \$11 million annually. However, Wrigley Field's status as a protected landmark could frustrate any potential naming rights agreement as the Cubs would have to receive permission from the city before finalizing any such deal. Later, it was announced that Wrigley Field itself could be for sale, with the Illinois State Facilities Authority being the most likely to purchase the stadium at a cost of approximately \$400 million. Furthermore, Cubs chairman Crane Kenney said that he expected the group purchasing the Cubs to be identified in the second half of the 2008 season. It is possible that the club will wait to sell the stadium itself as the purchase of the team and stadium together could fetch upwards of \$1 billion.

Also, several renovations and improvements were completed for the 2008 season. First, the announced Ernie Banks statue was erected outside of Wrigley Field. Second, the Cubs replaced turf in all of the outfield as well as portions of

the infield. Third, a state-of-the-art drainage system was installed, replacing a system that had been in place since 1935. Finally, there have been discussions about committing \$400 million toward renovations to Wrigley Field. These renovations could include concrete repairs, upgraded concessions, added seats, widened concourses, parking, and neighborhood improvements. However, there have been disputes as to how to finance these improvements. Zell has proposed raising sales and amusement taxes while former Illinois governor and chairman of the Illinois Sports Facilities Authority Jim Thompson has stated that there is a plan in place that would not cost the public anything.

**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.

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## Team: Chicago White Sox

**Principal Owner:** Jerry Reinsdorf

**Year Established:** 1900

[Team Website](#)

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

**Current Value (\$/Mil):** \$443 (#14)

**Percent Change From Last Year:** +16%

**Stadium:** U.S. Cellular Field

**Date Built:** 1991

**Facility Cost (millions):** \$167

**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 hotels services the debt.

[Facility Website](#)

**Update:** The White Sox have completed the seventh and eighth phases of renovations to U.S. Cellular Field. Phase Seven was completed for the 2007 season and included both renovations and additions to the stadium. First, green seats replaced blue seats in the lower deck, except for the seats where Paul Konerko's and Scott Podsednik's home runs landed during the 2005 World Series. Second, the Jim Beam Club, a premium seating/restaurant area, was added to the Diamond Suites level. Third, a new press box was added on the first bases side of the Diamond Suites level. Fourth, a new custom t-shirt shop was added inside the stadium. Fifth, a life size statue of former White Sox great Billy Pierce was added in the center field concourse.

Moreover, the club began construction on the White Sox Champions brick plaza. Prior to the 2008 season, the White Sox Legacy Brick Program unveiled its brick plaza outside of the U.S. Cellular Field. The program allowed members of the public to purchase a brick and inscribe a personalized message, and the bricks were then formed into a diamond shaped plaza outside the main entrance to the ballpark. A sculpture celebrating the 2005 World Series Champions stands in the center of this plaza. In addition, plasma televisions were added in the outfield concourse. Finally, the White Sox unveiled a life-size statue of former White Sox great Harold Baines in July 2008.

**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):** \$337 (#23)

**Percent Change From Last Year:** +10%

**Stadium:** Great American Ball Park

**Date Built:** 2003

**Facility Cost (millions):** \$291

**Percentage of Stadium Publicly Financed:** 96%

**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-percent sales tax increase voters approved in 1996.

[Facility Website](#)

**UPDATE:** The Reds made several changes to Great American Ball Park prior to the 2008 season. First, the club placed a Toyota pickup truck on top of an elevator shaft in center field. If a Reds player hits the truck with a home run, a random fan will win the truck. Second, the Reds renovated the Cincinnati Bell Riverboat deck and The Machine Room Grille to improve fans' game day experience. The Reds also opened a 5,000 square foot Game Day pro shop which will contain the HH Gregg Highlight Zone, an area with 13 HD televisions showing every MLB game, and possibly other sports as well. Third, the Reds added two kiosks in the city where fans can purchase tickets. The Reds also introduced two new seating options. The club added an approximately 400 seat all-you-can-eat section and converted a section of seats into the Meijer family section where no alcohol is permitted.

Additionally, the Reds made three environmentally-conscious changes. First, the club purchased carbon credits to offset the estimated fossil fuel emissions associated with the operation of GABP for Opening Day. Second, it entered into an agreement with Rumpke Inc. and PepsiCo to sponsor a recycling program for all paper and plastic waste. Finally, cooking oils used in kitchens and concession stands will be recycled for reuse as bio-diesel fuel.

The Reds are currently in negotiations with the city of Goodyear, Arizona for a deal that would see the Reds move to the Cactus League for Spring Training starting in 2010. This deal would include a 20 year lease with two five-year team options and the Reds would share a new \$108 million facility with the Cleveland Indians with each club having their own portion of the facility. The two sides had until June 30 to finalize a lease agreement.

**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.

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## Team: Cleveland Indians

**Principal Owner:** Larry Dolan

**Year Established:** 1901

[Team Website](#)

**Most Recent Purchase Price (\$/Mil):** \$323 (2000)  
**Current Value (\$/Mil):** \$417 (#15)  
**Percent Change From Last Year:** +14%

**Stadium:** Progressive Field

**Date Built:** 1994

**Facility Cost (millions):** \$175

**Percentage of Stadium Publicly Financed:** 48%

**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 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:** In June 2007, the Indians became the first major league club to install solar panels within its stadium when it installed 42 solar panels in the upper deck of then Jacobs Field. These panels are used to power over 400 televisions within the stadium and also to introduce the concept of solar energy to northeastern Ohio. Accompanying this addition, for the 2008 season, the Indians introduced an environmentally-friendly campaign in which the club will use recyclable paper and cups that decompose within 30 days. The club also installed recyclable containers throughout the stadium, through an agreement with PepsiCo, and will recycle all paper and cardboard products.

**NAMING RIGHTS:** Former owner Richard 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 name of the ballpark remained Jacobs Field throughout the 2007 season. However, the stadium was renamed Progressive Field in 2008. The Ohio-based insurance company entered into a 16 year naming rights deal for approximately \$3.6 million per year. This agreement also made the company the official auto insurer of the ballclub.

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## 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):** \$371 (#21)

**Percent Change From Last Year:** +17%

**Stadium:** Coors Field

**Date Built:** 1995

**Facility Cost (millions):** \$215

**Percentage of Stadium Publicly Financed:** 78%

**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:** In March 2008, the Rockies extended its agreement with Coors Brewing Co., continuing Coors' status as the club's official malt beverage sponsor. As a part of this deal, Coors secured naming rights to the Coors Clubhouse seating section behind home plate and the Coors Field Picnic Area behind centerfield. Also, the club announced that Blue Moon Brewing Company at the Sandlot will be the exclusive on-site brewer at Coors Field. Furthermore, food service provider ARAMARK announced several new initiatives for the ballparks that it serves, including Coors Field. First, it will recycle glass, plastic, and cardboard waste generated from game day preparation. In addition, it will use bio-degradable service ware, cups, and napkins, and will recycle frying oil to be used for bio-diesel fuel.

**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.

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## Team: Detroit Tigers

**Principal Owner:** Michael Ilitch

**Year Established:** 1901

[Team Website](#)

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

**Current Value (\$/Mil):** \$407 (#17)

**Percent Change From Last Year:** +14%

**Stadium:** Comerica Park

**Date Built:** 2000

**Facility Cost (millions):** \$361

**Percentage of Stadium Publicly Financed:** 32%

**Facility Financing:** Public financing paid for 32% (\$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 68%.

[Facility Website](#)

**UPDATE:** For the 2008 season, the Tigers added 778 seats, increasing the capacity of Comerica Park to 41,782.

**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.

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## Team: Florida Marlins

**Principal Owner:** Jeffrey Loria

**Year Established:** 1991

[Team Website](#)

**Most Recent Purchase Price (\$/Mil):** \$158.5 (2002)  
**Current Value (\$/Mil):** \$256 (#30)  
**Percent Change From Last Year:** +5%

**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](#)

**Future Stadium:** New Marlins Ballpark

**Scheduled Opening:** 2011

**Estimated Facility Cost (millions):** \$525

**Percentage of Stadium Publicly Financed:** 69%

**Facility Financing:** The Marlins will contribute \$155 million. The city of Miami will provide \$23 million and Miami-Dade County will add \$347 million.

**UPDATE:** After years of negotiations, the Marlins finally have an approved plan for a new, baseball-only stadium. The new 37,000 seat stadium will be located in Miami on the site of the former Orange Bowl Stadium and is scheduled to open for the 2011 season. It will become the sixth MLB stadium with a retractable roof. The cost of construction is estimated to be \$525 million, with Miami-Dade County contributing \$347, the City of Miami paying \$23 million (\$10 of which will go toward the cost to demolish the Orange Bowl Stadium) toward stadium construction and \$94 for a new parking structure, and the Marlins will contribute \$150 million (\$120 up front). The Marlins have agreed to a 35 year lease with annual rent payments of \$2.3 million. This agreement requires the club's name to become the Miami Marlins.

For the 2008 season, the Marlins added a section of all-you-can-eat for selected games with tickets costing \$45 each.

**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. In January 2005, stadium owner 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. There has been no announced naming rights deal for the Marlins' new stadium.

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## Team: Houston Astros

**Principal Owner:** Drayton McLane Jr.

**Year Established:** 1962

[Team Website](#)

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

**Current Value (\$/Mil):** \$463 (#12)

**Percent Change From Last Year:** +5%

**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:** For the 2008 season, the Astros made several changes to game day operations. The club installed digital menu boards in the premium services concessions stands on the club level. In addition, the Astros introduced \$35 all-you-can-eat seating for every Thursday home game.

Minute Maid Park also uses ARAMARK for food service, so it implemented the same recycling program as Coors Field; the stadium now uses bio-degradable service ware, cups, and napkins. The Astros also launched its own environmentally-conscious Play Green campaign. This campaign's goal was to draw awareness to environmentally friendly efforts in Houston, specifically at Minute Maid Park. Specific efforts in this campaign include using recycled light bulbs in the ballpark, switching manual paper towel dispensers to automatic, enacting a fifth-inning stretch to give people the opportunity to recycle their cans, papers, and plastic, composting grass clippings to use as fertilizer, and using a variety of printed materials made with partial post-consumer recycled materials. Also, Sam Houston State University is providing the grounds crew with biodiesel fuel to be used in three pieces of machinery.

**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.

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## Team: Kansas City Royals

**Principal Owner:** David Glass

**Year Established:** 1969

[Team Website](#)

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

**Current Value (\$/Mil):** \$301 (#27)

**Percent Change From Last Year:** +7%

**Stadium:** Kauffman Stadium

**Date Built:** 1973

**Facility Cost (millions):** \$43

**Percentage of Stadium Publicly Financed:** 100%

**Facility Financing:** The 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:** The first phases of renovations to Kauffman Stadium were completed prior to the 2008 season. These changes include new bullpens that are perpendicular to the field, expanded seating in the Crown Club and Dugout Suites sections, a new auxiliary LED videoboard in the left field all, and a new 150 feet by 85 feet HD videoboard/scoreboard. Work on Kauffman Stadium will continue through the 2008 season, including improvements to the dugout level concourse, and the widening of exterior concourses to connect the entire ballpark. The club installed two web cameras so that fans can track the progress of these renovations. All renovations to the stadium are on schedule to be completed by Opening Day 2009, as originally planned in the agreement that will keep the Royals in Kauffman Stadium until at least 2030.

Also, the Royals announced a Legacy Brick Program in January 2008. In this program, fans can purchase a limited number of personalized bluestone bricks that will be placed in the grand walkway at Kauffman Stadium prior to Opening Day 2009. Proceeds from the Royals Legacy Brick Program support Royals Charities, which benefits children, education, and neighborhoods. Finally, in an attempt to honor former Negro League great Buck O'Neil, who played for the Kansas City Monarchs, the Royals placed a single red seat in the stadium amongst a stadium full of blue seats. The seat is occupied by a different person each game and the occupant selected from community nominees who embody the spirit of Buck O'Neil.

**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, purchased the Royals as an expansion team in 1968 with the commitment of making the Royals a competitive team and was a beloved member of the Kansas City community. It is highly unlikely that the Royals would entertain any thoughts of selling the naming rights under these circumstances.

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## 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):** \$500 (#6)

**Percent Change From Last Year:** +16%

**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:** In May 2008, MLB commissioner Bud Selig announced that Angel Stadium of Anaheim would host the 2010 All-Star Game. The stadium was also the subject of a public relations nightmare when the Orange County Register labeled the stadium a rat trap. The stadium received 118 citations for vermin violations over a two and a half year period. Within two days after the original article was published, the Angels announced that it had changed its cleanup practices to combat this problem.

**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.

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## Team: Los Angeles Dodgers

**Principal Owner:** Frank McCourt

**Year Established:** 1890

[Team Website](#)

**Most Recent Purchase Price (\$/Mil):** \$355 (2004)

**Current Value (\$/Mil):** \$694 (#4)

**Percent Change From Last Year:** +10%

**Stadium:** Dodger Stadium

**Date Built:** 1962

**Facility Cost (millions):** \$18

**Percentage of Stadium Publicly Financed:** 0%

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

[Facility Website](#)

**UPDATE:** In April 2008, the Dodgers announced a \$500 renovation project to Dodger Stadium to be completed by 2012, the stadium's 50th anniversary. As part of these renovations, a new tree-lined entrance will lead to a newly landscaped plaza beyond center field. This plaza will connect to a promenade featuring restaurants, shops, and the Dodger Experience museum. This area will be connected to the Green Necklace, which will convert acres of parking lots into a landscaped outdoor walkway connecting the plaza and promenade to the rest of the ballpark. The Green Necklace will also connect to an outdoor plaza featuring a 360 degrees view of the downtown Los Angeles skyline, Santa Monica Bay, the Santa Monica and San Gabriel Mountains, and the Dodger Stadium diamond. The renovations plans also call for the Dodgers to become more environmentally-conscious as there will be a focus on conserving water and promoting recycling and other environmental initiatives, such as using energy efficient light bulbs wherever possible and installing energy efficient appliances in all kitchen and concession facilities. Furthermore, new bathrooms and concession facilities will be added. Finally, two new parking structures will replace existing surface-only facilities and two below grade structures will be constructed under the new plazas.

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

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Appendix 1b

## Team: Milwaukee Brewers

**Principal Owner:** Mark Attanasio

**Year Established:** 1970

[Team Website](#)

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

**Current Value (\$/Mil):** \$331 (#24)

**Percent Change From Last Year:** +15%

**Stadium:** Miller Park

**Date Built:** 2001

**Facility Cost (millions):** \$414

**Percentage of Stadium Publicly Financed:** 75%

**Facility Financing:** The Brewers contributed \$90 M for the stadium, while the public contributed \$310 M through a five-county, one-tenth of a percent 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:** The Brewers announced several changes to Miller Park for the 2008 season. First, the club revamped its members-only club with a bar and restaurant by adding a new entrance, new bar, new furniture, and new décor. The Brewers also added a new 8,000 square foot area for children with attractions such as a batting cage, pitching cage, a replica Bernie Brewer slide and clubhouse, and an interactive game with replicas of the Famous Racing Sausages. Third, the Brewers added a new 3,100 square foot fan store in the home plate area. The club also entered into an agreement with Toyota to create the Toyota Tundra Territory. This seating area includes three theatre-style rows of eight cushioned, reclining seats, each with cup holders-giving fans all of the comforts of their living room. Each row of seats in this area will have two flat-screen televisions for seat holders to watch replays of all the Brewers action on the field. The cost of this package ranges from \$1,800 to \$2,160 and includes 24 tickets and 24 concessions vouchers worth \$20 each to use for food and drink for that specific game. Finally, the Brewers entered into a multi-million dollar agreement with U.S. Cellular making the company the exclusive wireless provider of the team. Signage will be placed in and around the stadium as well on the LED scoreboards. Fans will be able to view U.S. Cellular's latest products at a kiosk within the stadium.

**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.

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## Team: Minnesota Twins

**Principal Owner:** Carl Pohlad

**Year Established:** 1961

[Team Website](#)

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

**Current Value (\$/Mil):** \$328 (#25)

**Percent Change From Last Year:** +14%

**Stadium:** Hubert H. Humphrey Metrodome

**Date Built:** 1982

**Facility Cost (millions):** \$68

**Percentage of Stadium Publicly Financed:** 93%

**Facility Financing:** Financed through the sale of \$55 M in revenue bonds, a hotel and liquor tax that generated \$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](#)

**Future Stadium:** Twins Stadium

**Scheduled Opening:** 2010

**Estimated Facility Cost (millions):** \$544.4 (includes site acquisition and infrastructure)

**Percentage of Stadium Publicly Financed:** 72%

**Facility Financing:** The Twins will contribute \$152.4 M and the remaining \$392 M will come from a .15 percent sales tax increase in Hennepin County. The Twins will assume responsibility for any cost overruns.

**UPDATE:** Construction on the Twins' new stadium began in 2007 and is on schedule to open for the 2010 season. The new stadium will have 55 luxury suites, 47 of which had been purchased by April 2008. Also, the Twins reached an agreement with SportService to provide food, beverage, and retail merchandise services for the new stadium, as well as manage two pro shop retail outlets located outside the stadium.

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

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## Team: New York Mets

**Principal Owner:** Fred Wilpon

**Year Established:** 1962

[Team Website](#)

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

**Current Value (\$/Mil):** \$824 (#2)

**Percent Change From Last Year:** +12%

**Stadium:** Shea Stadium

**Date Built:** 1964

**Facility Cost (millions):** \$26

**Percentage of Stadium Publicly Financed:** 100%

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

[Facility Website](#)

**Stadium:** Citi Field

**Scheduled Opening:** 2009

**Estimated Facility Cost (millions):** \$600

**Percentage of Stadium Publicly Financed:** 27%

**Facility Financing:** The Mets will contribute \$440-\$550 million. The public will add \$89.7 million in capital funds from the city and \$74.7 million in rent credits from the state.

**UPDATE:** The Mets' new home, Citi Field, is on pace to open at the beginning of the 2009 season. Prior to the 2008 season, the Mets entered into a multi-year marketing deal with Anheuser-Busch, making the brewer the Mets' first Signature Partner at Citi Field. As a part of this deal, in-stadium signage will exclusively promote Budweiser products for the Mets' final season at Shea Stadium and the first season in Citi Field. The Mets also announced that Daktronics will provide approximately 2,000 square feet of integrated scoring and video display technology at Citi Field. The central feature of this setup will be the main scoreboard to be located in centerfield, which will feature three HD video displays.

Furthermore, the Mets unveiled plans for the Citi Field fanwalk, an area that will be located outside of the Jackie Robinson rotunda at Citi Field where bricks engraved with personal messages from fans will be installed. Proceeds from this effort will benefit the Mets Foundation. Shea Stadium will be dismantled following the 2008 season and the site will be used for parking. Finally, the Mets announced that smoking would be banned in all sections inside Shea Stadium, with one designated smoking area located outside of the stadium. Smoking will also be banned at Citi Field.

**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.

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## Team: New York Yankees

**Principal Owner:** George Steinbrenner

**Year Established:** 1903

[Team Website](#)

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

**Current Value (\$/Mil):** \$1,300 (#1)

**Percent Change From Last Year:** +9%

**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](#)

**Stadium:** New Yankee Stadium

**Scheduled Opening:** 2009

**Estimated Facility Cost (millions):** \$1,300

**Percentage of Stadium Publicly Financed:** 17%

**Facility Financing:** The Yankees will contribute approximately \$1.1 billion. The public will contribute \$220 million for parking facilities, parkland, and other work.

**UPDATE:** The Yankees, like the cross-town rival Mets, plan to open its new 53,000 seat ballpark (estimated to cost \$1.2 billion) at the beginning of the 2009 season. To commemorate the final season at the legendary stadium, the 2008 Major League Baseball All-Star Game will be played at Yankee Stadium. In June 2008, the Yankees informally approached officials seeking additional tax-exempt public financing to build the new stadium. However, a Yankees spokesman stated that this request would not affect the completion of the new stadium.

Also, the Yankees entered into a sponsorship agreement with Nike to begin in 2008 and consequently ending the team's 11 year relationship with Adidas. As a part of this deal, Nike will have a store-within-a-store presence in the Yankees' pro shops. Additionally Nike will run local marketing campaigns and grassroots initiatives, and will outfit Yankees players, coaches, and minor leaguers with cleats and other apparel. Also, the new Yankee Stadium will house a 7,000 square foot Hard Rock Café and will contain both Yankee and music memorabilia. The restaurant will not face the field, so the public will have continual access to the café. Finally, following the 2007 season, owner George Steinbrenner turned over operation of the club to his sons, Hank and Hal.

**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):** \$323 (#26)

**Percent Change From Last Year:** +11%

**Stadium:** McAfee Coliseum

**Date Built:** 1966

**Facility Cost (millions):** \$26

**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](#)

**Future Stadium:** Cisco Field

**Scheduled Opening:** 2012

**Estimated Facility Cost (millions):** \$400-\$500 M (excluding land)

**Percentage of Stadium Publicly Financed:** 0%

**UPDATE:** In May 2008, the Athletics announced that their move to Cisco Field has likely been delayed until the 2012 season due to an environmental impact report that has yet to be completed. Also, in May 2008, it was reported that health inspectors cited the Athletics for 493 health code violations at McAfee Coliseum. These violations included food being exposed to overhead leakage, dirt, insects, rodents and chemical contamination as well as minor incidents of empty paper towel racks and soap dispensers. However, an Athletics spokesman announced very soon after this report that the club had resolved all of the issues cited in the report.

**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.

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## Team: Philadelphia Phillies

**Principal Owners:** Bill Giles & David Montgomery

**Year Established:** 1883

[Team Website](#)

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

**Current Value (\$/Mil):** \$481 (#10)

**Percent Change From Last Year:** +5%

**Stadium:** Citizens Bank Park

**Date Built:** 2004

**Facility Cost (millions):** \$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 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](#)

**Update:** In May 2008, the Phillies entered into a naming rights agreement with Mitchell & Ness, a Philadelphia-based apparel company best known for its throwback jerseys, for the Alley Store at Citizens Bank Park. The store will carry Mitchell & Ness' signature line of throwback jerseys and other apparel based on nostalgic Phillies logos, old-time pennants, and banners. Furthermore, ARAMARK also operates at Citizens Bank Park, so the Phillies' stadium saw the same environmentally-friendly changes as Coors Field and Minute Maid Park, meaning the stadium will use bio-degradable service ware, cups, and napkins and is implementing a recycling program. Also, ARAMARK installed touch screen ordering kiosks at one restaurant inside the stadium and doubled the size of another restaurant.

**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.

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## Team: Pittsburgh Pirates

**Principal Owner:** Robert Nutting

**Year Established:** 1887

[Team Website](#)

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

**Current Value (\$/Mil):** \$292 (#28)

**Percent Change From Last Year:** +7%

**Stadium:** PNC Park

**Date Built:** 2001

**Facility Cost (millions):** \$237

**Percentage of Stadium Publicly Financed:** 70%

**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:** Prior to the 2008 season, the Pirates introduced two new ticketing concepts. First, the club created enhanced tickets which allow ticket-holders to add monetary value to their ticket to use at concession stands and merchandise stores. The ticket holder then redeems the monetary value added to the ticket by having his ticket stub's bar code scanned at a concession stand. Second, the Pirates, like several other major league teams, began offering all-you-can-eat seating for every Sunday through Thursday game (excluding opening day). Tickets for these sections range from \$32 to \$40.

The Pirates also announced changes to their organization's facilities. First, the club opened the newly constructed Pirate City facility in Bradenton, Florida, which will be the home of the Pirates' spring training and Rookie League affiliate. Second, in February 2008, the club unveiled plans for the club's Latin American headquarters and training complex in El Toro, Dominican Republic. The Pirates expect this facility to open in the summer of 2009. Finally,

ARAMARK operates food services at PNC Park, so the stadium also saw the implementation of the same environmentally-friendly changes as Citizens Bank Park, Coors Field, and Minute Maid Park such as using bio-degradable service ware, cups, and napkins and implementing a recycling program. ARAMARK and the Pirates also introduced a new sports bar-themed restaurant that will be open to all PNC Park visitors. This restaurant will replace an Outback Steakhouse that had been in place since the stadium opened in 2001 and was available only to specific patrons.

**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.

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## Team: San Diego Padres

**Principal Owner:** John Moores

**Year Established:** 1969

[Team Website](#)

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

**Current Value (\$/Mil):** \$385 (#19)

**Percent Change From Last Year:** +5%

**Stadium:** PETCO Park

**Date Built:** 2004

**Facility Cost (millions):** \$285

**Percentage of Stadium Publicly Financed:** 57%

**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. An additional \$171.8 million was required for land acquisition and infrastructure.

[Facility Website](#)

**UPDATE:** For the 2008 season, the Padres added an all-you-can-eat section on top of the Western Metal Supply Co. building in PETCO Park's left field corner. The section features bleacher seats with an adjoining buffet/eating area.

**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.

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## 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):** \$494 (#8)  
**Percent Change From Last Year:** +8%

**Stadium:** AT&T Park

**Date Built:** 2000

**Facility Cost (millions):** \$325

**Percentage of Stadium Publicly Financed:** 0%

**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:** In May 2008, Peter Magowan announced that he would step down as managing partner of the Giants effective in October 2008. Magowan has been the managing partner of the franchise since his ownership group purchased the club in 1993. He will be replaced by William Neukom, who is a current partner in the Giants ownership group and the president of the American Bar Association. Also, the Giants announced several changes to AT&T Park for the 2008 season. First, it opened the Legends Club and the McCovey Cove Loft. The Legends Club is an all-inclusive, high-end entertainment space that can accommodate up to 120 people in one space or can be divided into two spaces to accommodate two separate groups of up to 60 people. The McCovey Cove Loft is conceived as an urban loft nestled inside the brick archways of the right field wall that can hold up to 40 people. Second, in the View Level of the stadium, the Giants added new food offerings and also installed a glass structure to combat the wind and a drink rail running along the outer wall of the concourse. Third, the Giants partnered with AT&T to allow fans with Wi-Fi enabled devices to watch replays of the game on these devices soon after they occur. Fourth, the club plans to have a system installed by July 2008 that will allow fans to use Wi-Fi to use credit cards to order food and beverages so that the concessions are ready when fans arrive at the window. Finally, the Giants partnered with StubHub, an online marketplace for event tickets, to offer ticket sellers a more comprehensive secondary ticket marketplace.

In the wake of the Mitchell Report and Barry Bonds' perjury indictment, the Giants removed some mentions of Bonds from AT&T Park. The club removed the Road to History mural in center field and Bonds' personal home run counter. Also, the Giants' Dugout Store no longer sells Bonds merchandise. However, the Giants did install a small plaque to commemorate where Bonds' final home run landed.

**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.

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## Team: Seattle Mariners

**Principal Owner:** Nintendo Company Ltd.

**Year Established:** 1977

[Team Website](#)

**Most Recent Purchase Price (\$/Mil):** \$100 (1992)  
**Current Value (\$/Mil):** \$466 (#11)  
**Percent Change From Last Year:** +7%

**Stadium:** Safeco Field

**Date Built:** 1999

**Facility Cost (millions):** \$517

**Percentage of Stadium Publicly Financed:** 66%

**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:** There were several changes made to Safeco Field for the 2008 season. First, fans attending Mariners home games can bring their Nintendo DS gaming systems to Safeco Field and use them to access the stadium's wireless Nintendo Fan Network free of charge. The network allows users to track player stats, watch stadium video, and access other Major League Baseball information. Fans can also use the network to order food and have it delivered to their seat. Second, the outfield wall got new padding and a sewer drain was installed behind the Mariners' dugout. Finally, the Mariners introduced variable ticket pricing for the first time, meaning that fans will pay more for designated premium games.

**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 total of \$40 M. In May 2008, Liberty Mutual acquired Safeco Corp., but there currently are no plans to change Safeco Field's name to reflect the new ownership.

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## Team: St. Louis Cardinals

**Principal Owner:** William DeWitt Jr.

**Year Established:** 1892

[Team Website](#)

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

**Current Value (\$/Mil):** \$484 (#9)

**Percent Change From Last Year:** +5%

**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:** In July 2008, the Cardinals experimented with a peanut-free section within Busch Stadium for one game. This decision allowed fans who are allergic to peanuts to attend games without worrying about exposure to peanuts. The club stated that if this experiment is successful, it will consider adding peanut-free sections at more games.

**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 previous stadium. Terms of the deal were not released.

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## Team: Tampa Bay 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):** \$290 (#29)

**Percent Change From Last Year:** +8%

**Stadium:** Tropicana Field

**Date Built:** 1990

**Facility Cost (millions):** \$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 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 2008 season, Tampa Bay dropped the word devil from its name to become the Tampa Bay Rays. In addition to the name change, the club also unveiled new uniform colors and a new logo. The new uniform colors are navy blue, columbia blue, and gold. The team's new logo features a bright yellow sunburst that is meant to represent the Sunshine State of Florida.

Also, in November 2007, the club announced that it was in negotiations to build a new 34,000 seat open-air stadium with a retractable sail-like canopy on the waterfront in downtown St. Petersburg. The stadium as currently proposed is estimated to cost \$450 million. To finance the stadium, the Rays would contribute \$150 million upfront and would seek \$60 million in sales tax rebates, though the club has said the latter effort has been temporarily put on hold. Also, \$100-million would come from extending a 1% tax on Pinellas County hotel stays for an additional 25 to 30 years, which is currently now being used to pay for Tropicana Field. Another \$75-million would come from extending the city's contribution to Tropicana Field for another 25 to 30 years. Also, \$70-million will come from the developer buying Tropicana Field for new residential and retail projects. Finally, \$55-million would come from guaranteed parking revenue. As part of any agreement, the Rays said it would pay cost overruns if they oversee construction of the stadium.

Finally, the Rays have made a couple of changes to Tropicana Field within the past year. First, in August 2007, the dirt warning track at Tropicana Field was replaced by brown-colored stone filled FieldTurf Duo. Additionally, the Rays began offering \$35 all-you-can-eat seats for groups of 20 or more for select games.

**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.

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## Team: Texas Rangers

**Principal Owner:** Thomas O. Hicks  
**Year Established:** 1960  
[Team Website](#)

**Most Recent Purchase Price (\$/Mil):** \$250 (1998)  
**Current Value (\$/Mil):** \$412 (#16)  
**Percent Change From Last Year:** +13%

**Stadium:** Rangers Ballpark in Arlington  
**Date Built:** 1994

**Facility Cost (millions):** \$191

**Percentage of Stadium Publicly Financed:** 71%

**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-percent local Arlington sales tax that was approved in 1991.

[Facility Website](#)

**UPDATE:** The Rangers introduced two new ticketing initiatives during the 2007 season. First, the Rangers created Tickets@Phone, a system in which fans can use a standard multimedia text message with a unique barcode to gain entrance into the stadium. Second, the club began offering \$29 all-you-can-eat tickets for select games. Finally, in July 2007, the Rangers completed the rebranding of its stadium when it finished removing all mentions of Amerquest from signage throughout the stadium and installed signs reading Rangers Ballpark at Arlington.

**NAMING RIGHTS:** The Rangers' home field received a new name when the team signed a naming rights agreement with California-based Amerquest 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 Amerquest Field in Arlington was being renamed Rangers Ballpark in Arlington following an agreement with Amerquest Mortgage Company to return the naming rights to the team. The Rangers first proposed to Amerquest 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 Amerquest deal.

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## Team: Toronto Blue Jays

**Principal Owner:** Rogers Communications  
**Year Established:** 1976  
[Team Website](#)

**Most Recent Purchase Price (\$/Mil):** \$137 (2000)  
**Current Value (\$/Mil):** \$352 (#22)  
**Percent Change From Last Year:** +2%

**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 2008 season, the Blue Jays entered into a ten year contract with ARAMARK to provide concessions throughout the Rogers Centre. With the addition of the Rogers Centre, ARAMARK now provides services at 15 of the 30 major league ballparks. Also, the Blue Jays, like several other clubs, experimented with \$39 all-you-can-eat seats for a weekend series.

**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.

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## Team: Washington Nationals

**Principal Owner:** Ted Lerner

**Year Established:** 1969

[Team Website](#)

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

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

**Percent Change From Last Year:** +3%

**Stadium:** Nationals Park

**Date Built:** 2008

**Facility Cost (millions):** \$611

**Percentage of Stadium Publicly Financed:** 100%

**Facility Financing:** The city of Washington D.C. agreed to pay up to \$610.8 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 \$11-\$14 million annually), a new tax on businesses with gross receipts of \$3 million or more (estimated \$21-\$24 million annually), and \$5.5 million in annual rent payments over a 30 year lease term from the baseball team's owner. The Nationals are responsible for any cost overruns.

[Facility Website](#)

**UPDATE:** In 2008, the Nationals opened its new nearly 42,000 seat stadium, Nationals Park, with President George W. Bush throwing out the first pitch on opening day. The first regular season game, played against the Atlanta Braves, was the most watched MLB Opening Night in the history of ESPN. The Nationals have announced plans to erect three statues outside the stadium, honoring original Hall of Fame member Walter Johnson of the original Washington Senators, Frank Howard of the expansion Washington Senators, and Josh Gibson of the Negro League Homestead Grays, which, while based near Pittsburgh, Pennsylvania, played many of its games in Washington D.C. Nationals Park also became the first LEED certified stadium in the United States, meaning that it met certain environmental standards. For example, the ballpark uses high efficiency field lighting, has over 100 recycling bins, and has a 6,300 square foot green roof above a concession/toilet area beyond left field that collects rain water and minimizes roof heat gain.

**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.