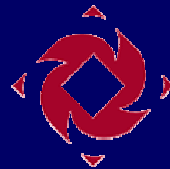


ALSD Facility Revenues Forum
July 1, 2001

“The Shape of Things to Come”

Presented by
Christopher S. Dunlavey, AIA
President



BRAILSFORD & DUNLAVEY

Presentation Outline

- *A Brief History of Sports Facility Finance*
- *The Salary Spiral and Public-Private Pendulum*
- *Recent Trends and Financing Models*
- *The Future of Sports Facility Finance*

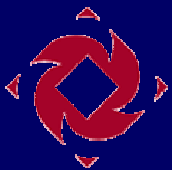


A Brief History of Sports Facility Finance



Brief History

- Early 20th Century
 - Baseball only "big time" game
 - Facilities owned by team owners
 - Facilities reflect character of owner & city



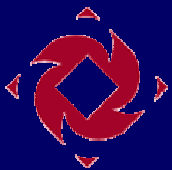
Brief History

- '50s, '60s and '70s
- NFL, NBA, NHL Emerge
- Demographic shifts cause franchise movement
 - MLB Dodgers, Giants to California
- Cities begin to subsidize facilities
- Multi-use anonymous modernist structures



Brief History

- '80s - The Quantum Leap: Oriole Park
 - Stadium recognized as economic development engine
 - Architectural character emerges
 - Single-sport facilities
 - Revenue generation machines
 - Premium seating
 - Retail

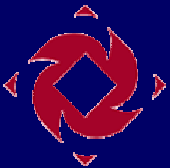


The Salary Spiral and the Public-Private Pendulum



The SS and the PPP

- The Salary Spiral
 - Player salaries vs. revenue streams
 - Public subsidization
 - Opening the door to minor leagues
 - Pressure on facility revenues

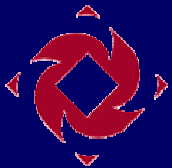


The SS and the PPP

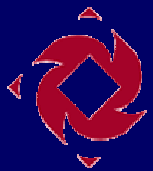
- The Public-Private Pendulum
 - From early 20th Century private
 - To postwar public
 - To '90's Private: The Salary Spiral Recoil
 - MCI Center, Washington DC
 - FedEx Field, Landover MD
 - PacBell Park, San Francisco
 - Staples Center, Los Angeles



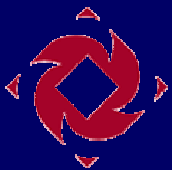
Recent Trends and Financing Models



1996: PSINet Stadium, Baltimore



1996: PSINet Stadium, Baltimore



1999: Paul Brown Stadium, Cincinnati, Ohio



1998 – 2001: Bridgeport, CT

'GATEWAY TO DOWNTOWN'

SURFACE AND PEDESTRIAN IMPROVEMENTS,
LIGHTING AND SIGNAGE

PARKING STRUCTURE

COMPLETED APRIL 2000
4 LEVELS, 950 SPACES

FERRY PARKING STRUCTURE

UNDER DESIGN

PUBLIC PLAZA

LANDSCAPING, LIGHTING, SIGNAGE

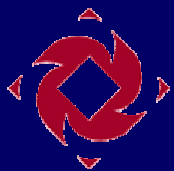
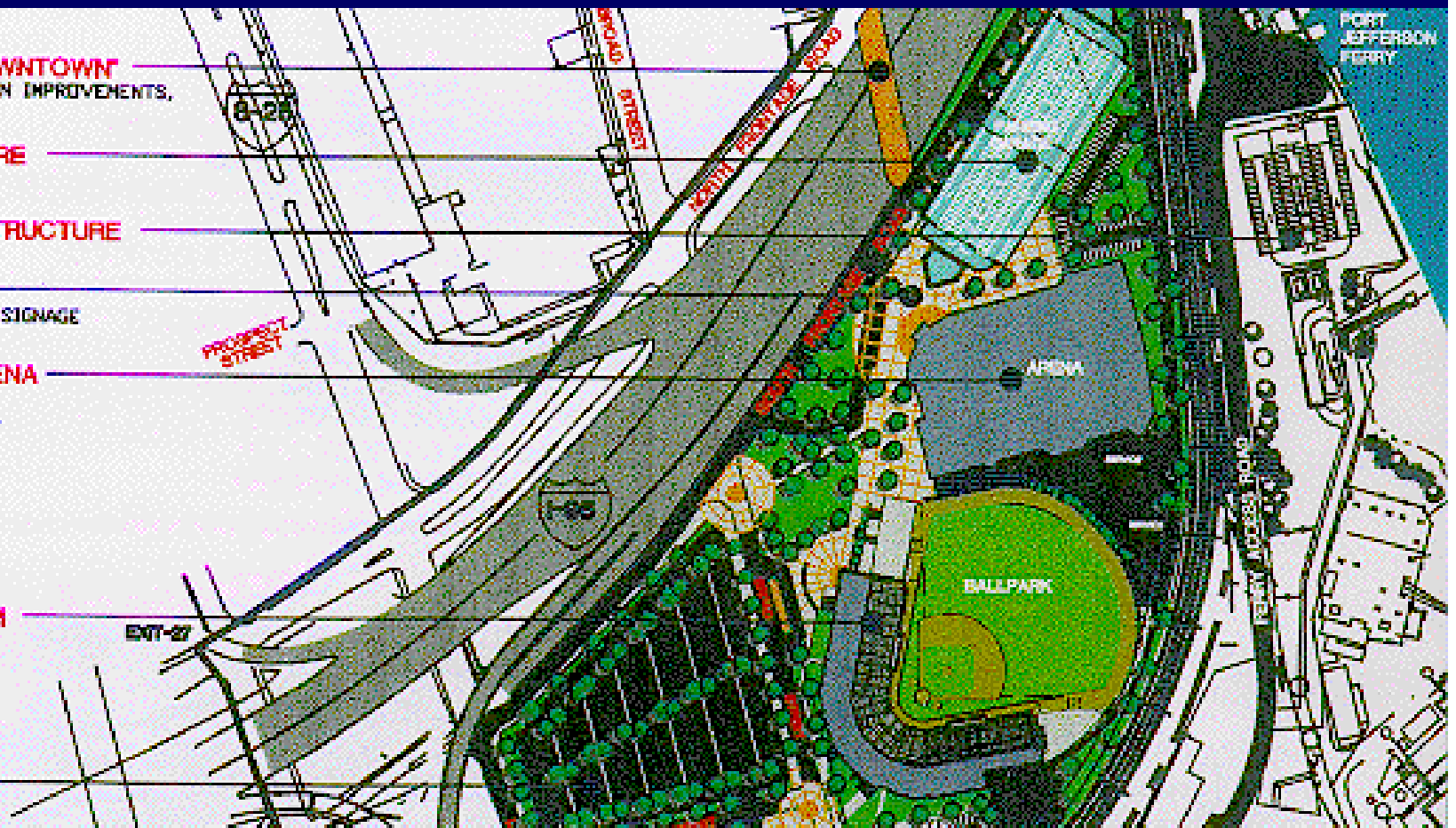
PERFORMANCE ARENA

UNDER CONSTRUCTION
OPENING SEPTEMBER 2001
10,000 SEATS

BASEBALL STADIUM

COMPLETED MAY 21, 1998
5,300 SEATS

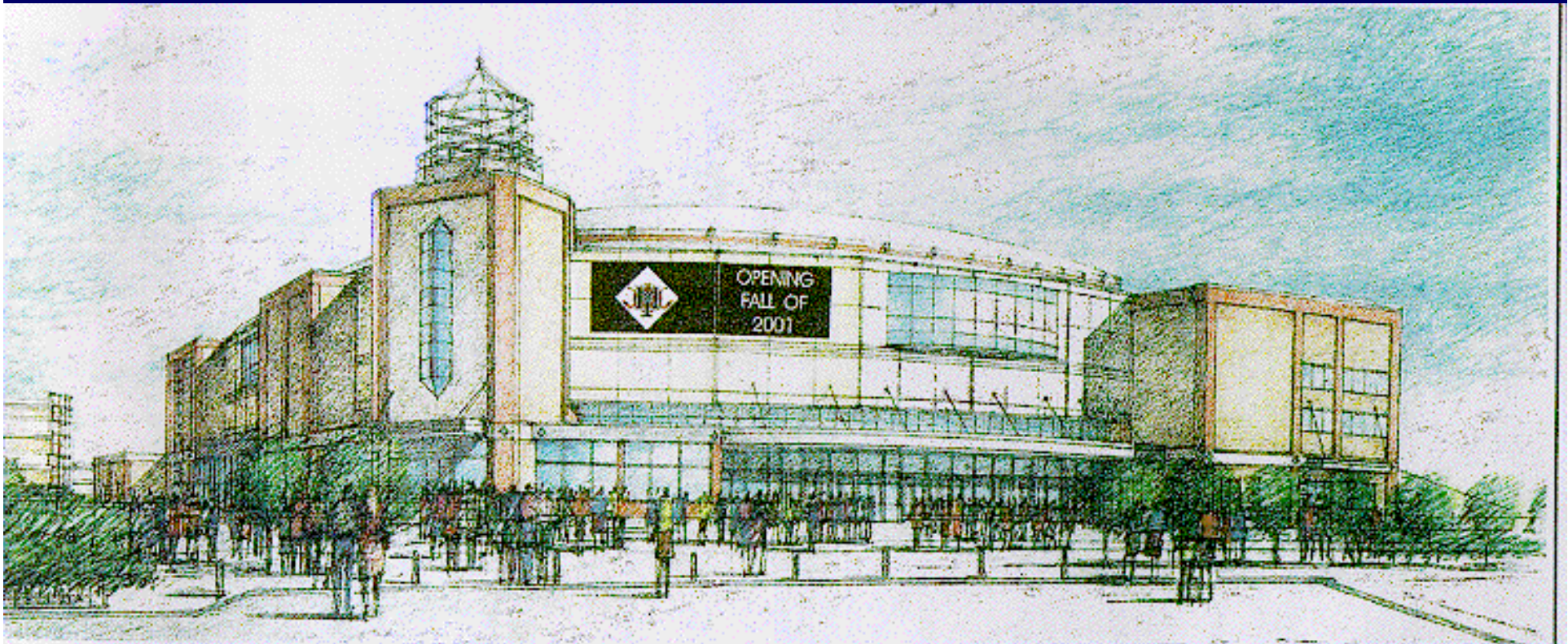
PARKING



1998: Harbor Yard, Bridgeport



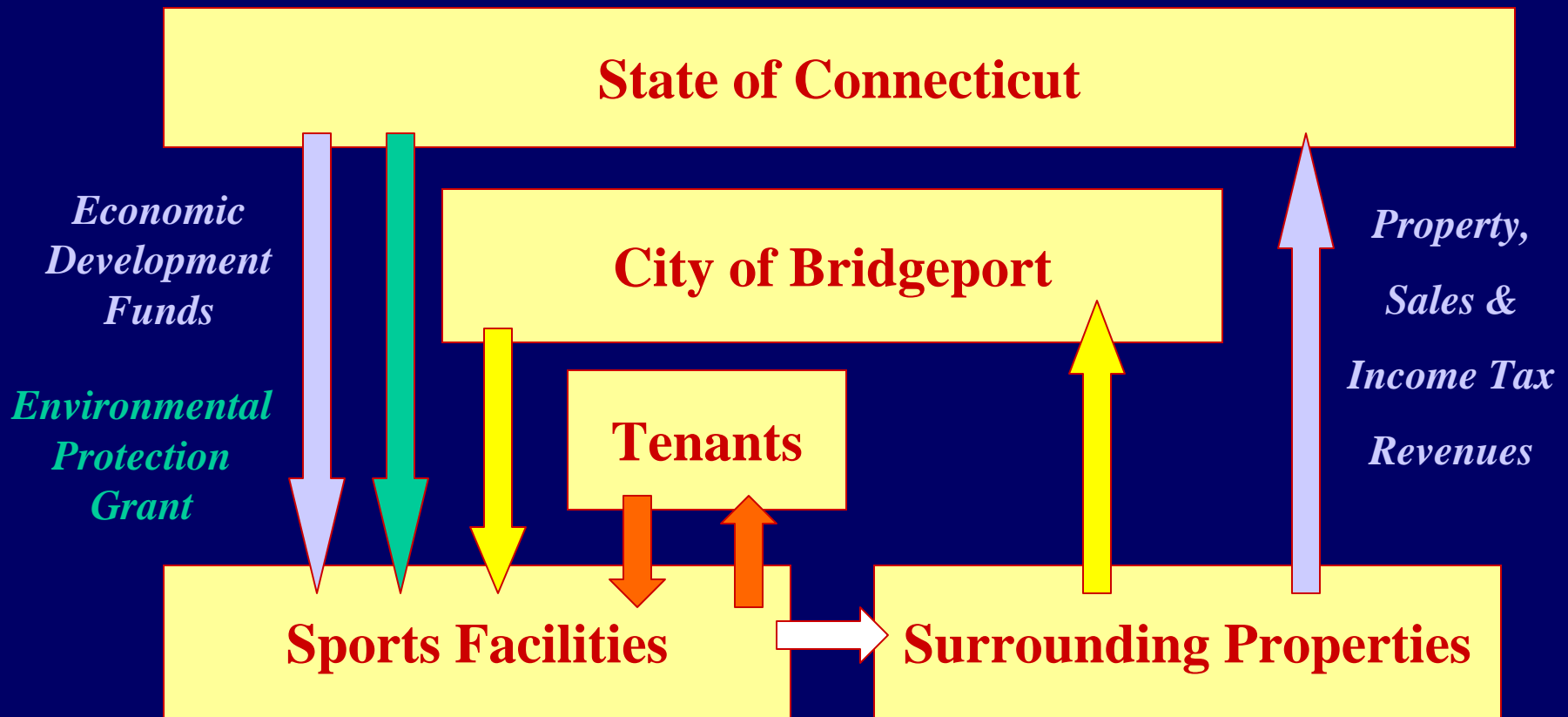
1998: Bridgeport Arena



2001: Bridgeport Arena



The Economic Development Model



1998: 49ers Stadium Concept

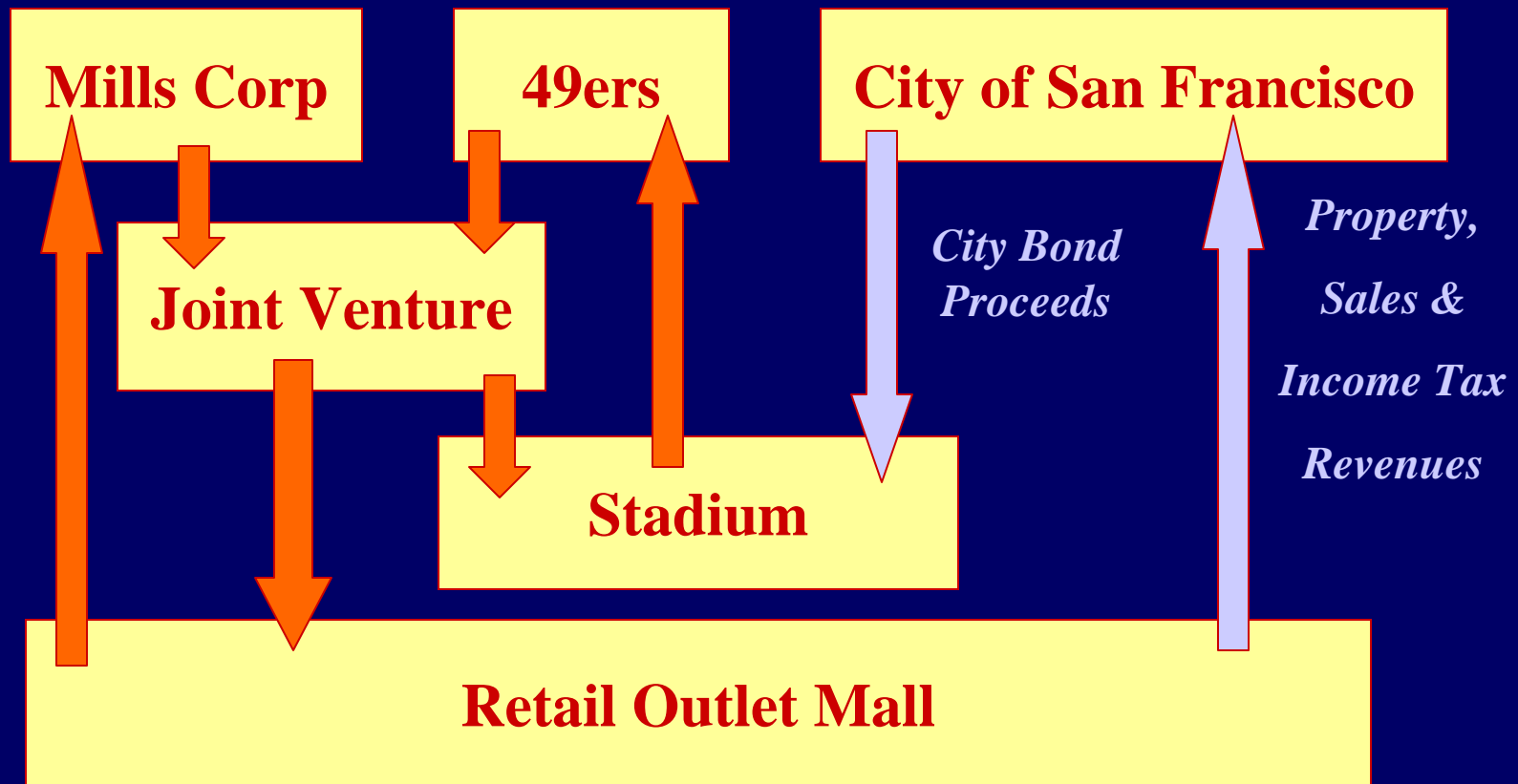


1998: 49ers Stadium Concept

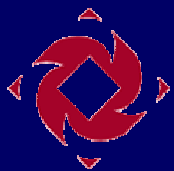


AP Photo / Thor Swift

The Single Asset TIF Model



2001+: St. Louis Cardinals



191k

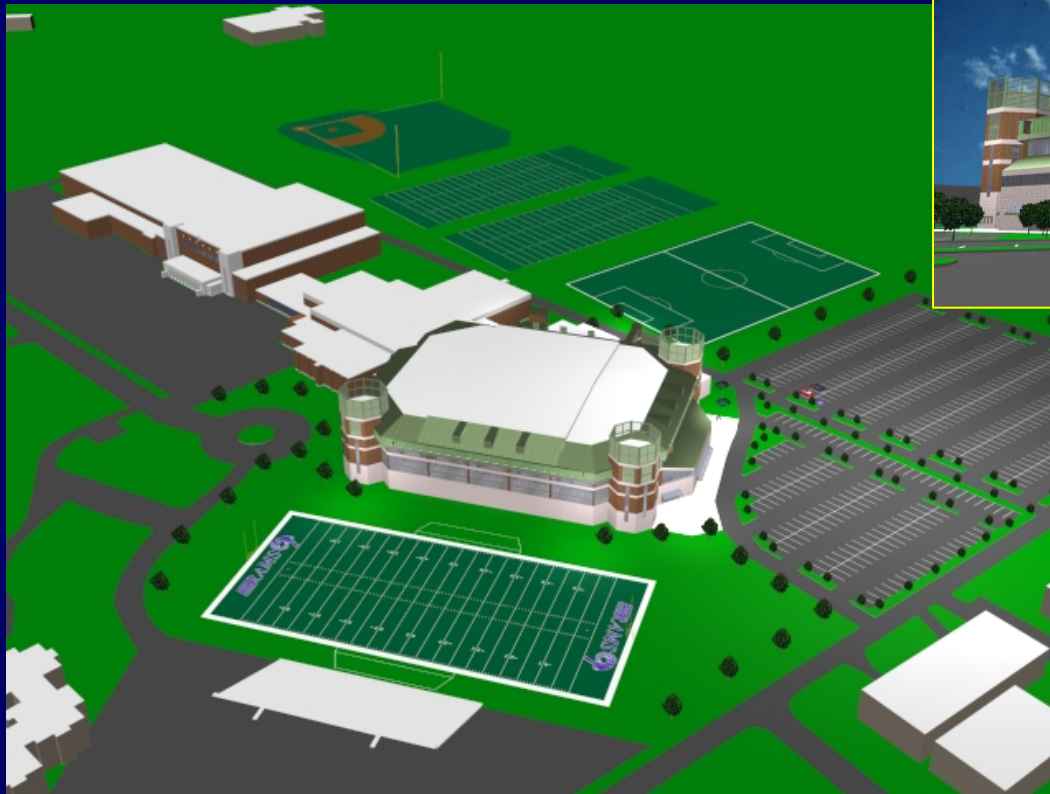
2001+: St. Louis Cardinals



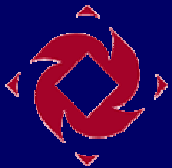
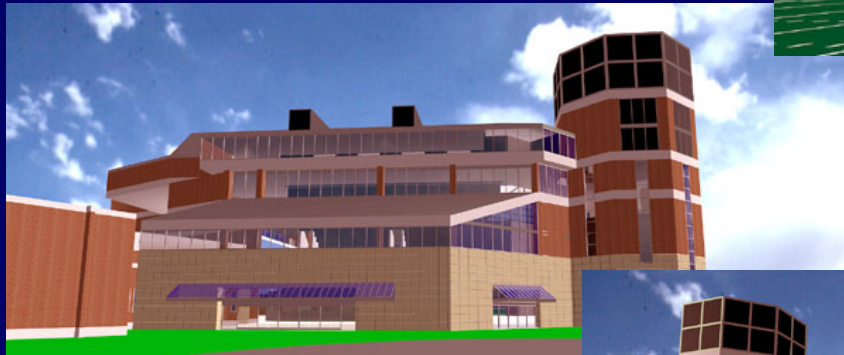
2001+: St. Louis Cardinals



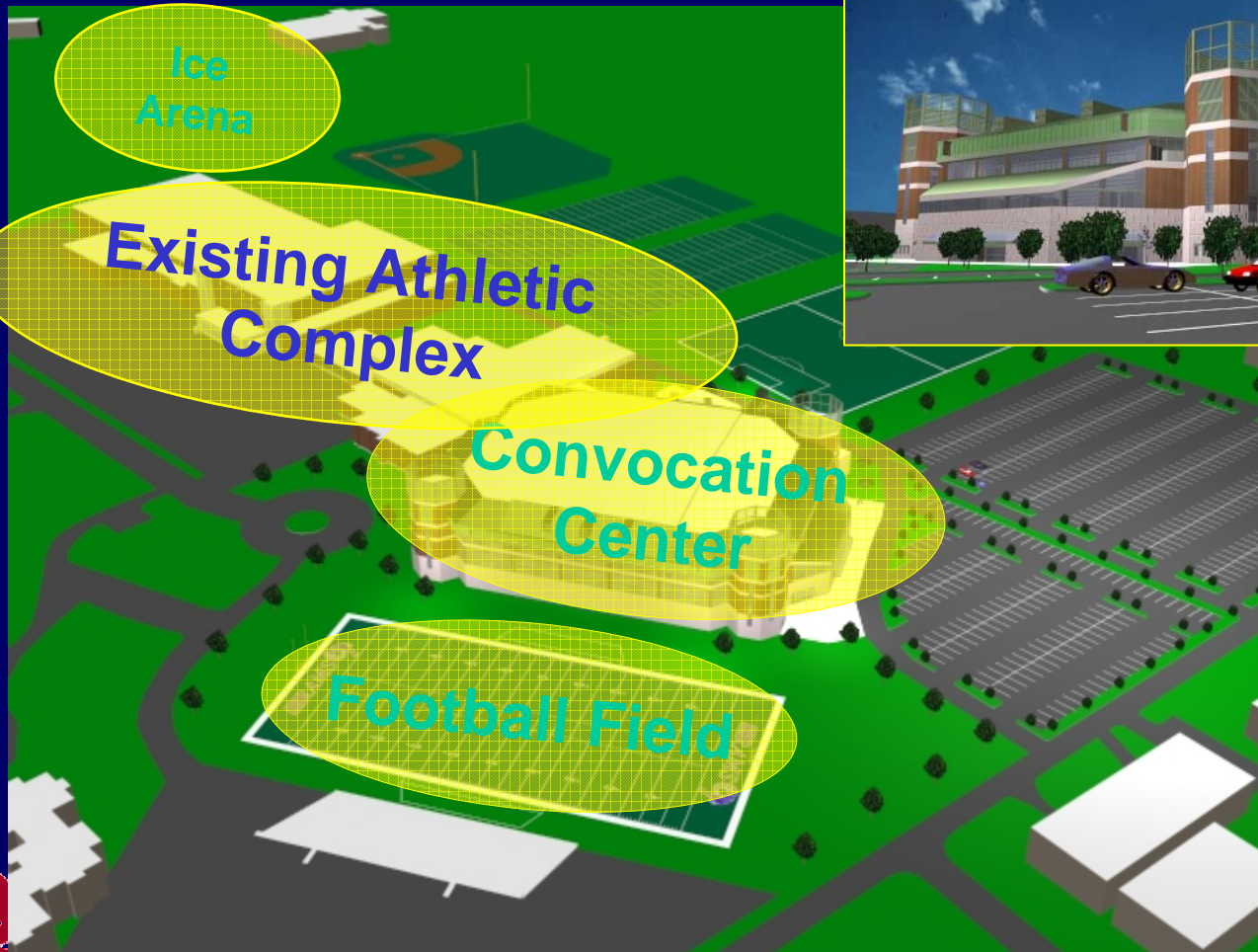
URI Convocation Center



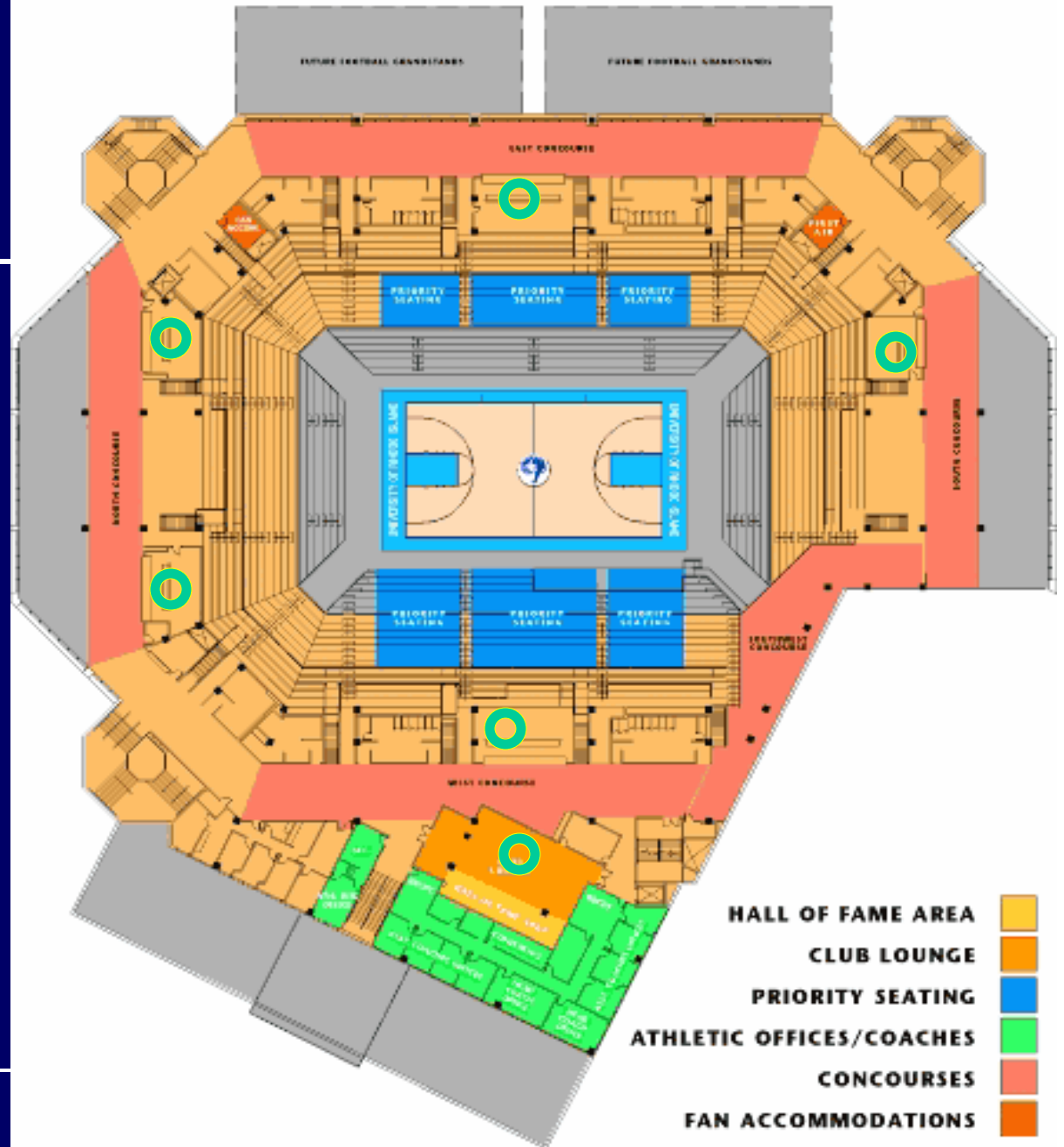
URI Convocation Center



URI Convocation Center



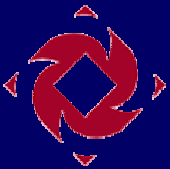
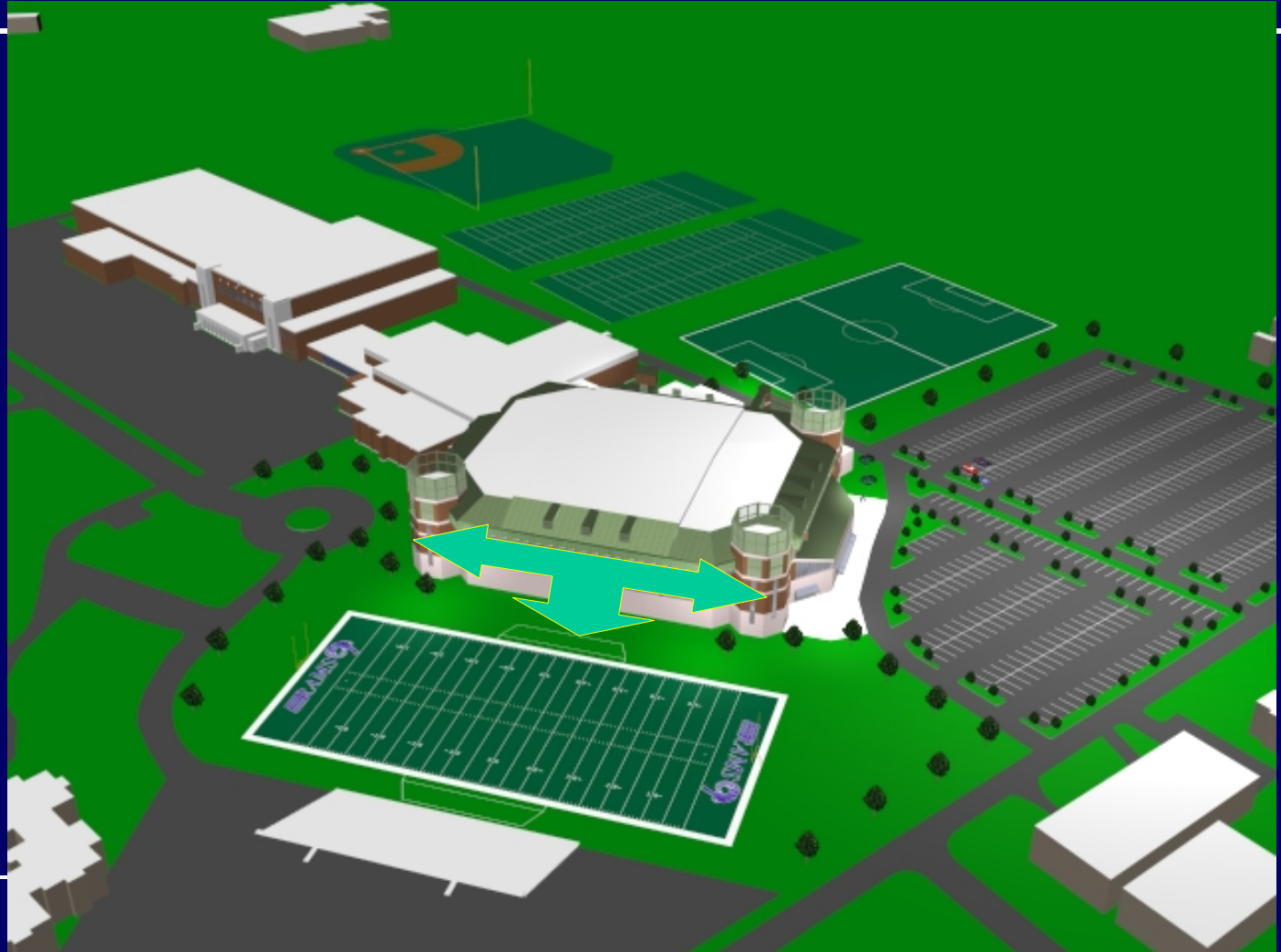
Concourse Level Floor Plan



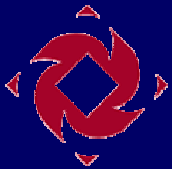
- Club Lounge
- 5 Concession Stands
- 6 Food Service Locations



URI Convocation Center



The Future



The Future

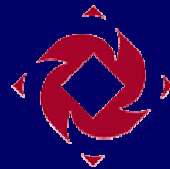
- The Salary spiral collapses
- The Pendulum reaches equilibrium
- Real Estate plays become key
- Single sport, multi-use
- Development focus on minor league and collegiate facilities



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