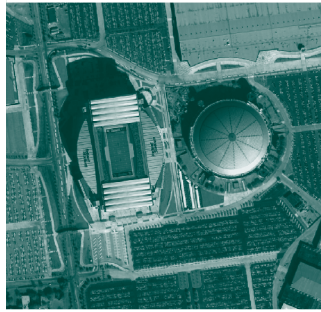




# ECONOMIC INSIGHT FOR SPORTS ENTERTAINMENT



Entertainment+CultureAdvisors

LOS ANGELES · HONG KONG

# COMPANY OVERVIEW



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Entertainment + Culture Advisors (ECA) is an advisory firm focused on economic and market analysis for world-class entertainment destination developments. ECA Principals, formerly with Economics Research Associates (ERA), bring a wealth of knowledge and over 30 years of experience to each project. ECA works with leading international entertainment-anchored destination development professionals and has teamed on projects spanning the globe from the established markets of North America and Europe to the emerging opportunities in Asia and the Middle East.

ECA Principals have a long history in the entertainment industry dating back to the early 1970s. We have completed more than 1,000 entertainment, cultural, and sports projects for private and public companies, financial institutions, governments, and land owners. While ECA provides the necessary rigorous quantitative analysis required for every project, the added value is the insight from years of experience helping clients optimize business models with the right balance of visitation, revenue potential, and capital investment.

With offices in Los Angeles and Hong Kong, ECA offers objective, independent, and experienced perspective for municipalities, developers, operators, and investors in the following areas:

- Feasibility Analysis
- Market Assessment
- Financial Modeling
- Economic Master Planning
- Peripheral Land Development
- Economic Impact Analysis
- Business Planning and Project Implementation Consulting

# COMPANY OVERVIEW



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ECA Principals are known for their association with successfully implemented entertainment projects worldwide. Selected clients include:

## THEME + AMUSEMENT PARKS

- Universal Studios
- The Walt Disney Company
- LEGOLAND

## MUSEUMS + CULTURAL INSTITUTIONS

- California Academy of Sciences
- The J. Paul Getty Center

## SPORTS VENUES + EVENTS

- AEG
- FIFA World Cup
- Green Bay Packers

## URBAN ENTERTAINMENT/RETAIL

- L.A. Live
- Mall of America

## ENTERTAINMENT ATTRACTIONS

- KidZania
- Merlin Entertainments Group

## DESTINATION DEVELOPMENT

- Resorts World (Singapore)
- Desaru Resort (Khazanah Nasional, Malaysia)

## ZOOS + AQUARIUMS

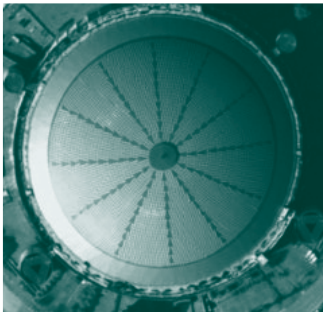
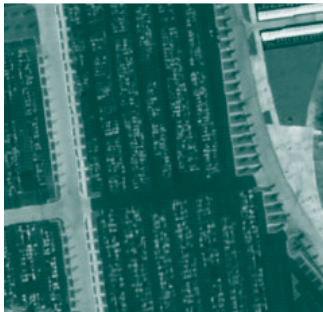
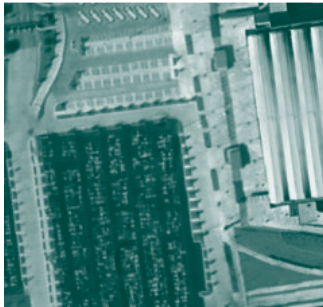
- Georgia Aquarium
- Oceanis

## CASINOS

- Harrah's Entertainment
- Genting International



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# SPORTS PRACTICE

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ECA provides industry leading sports venue development expertise combined with local market input for its clients worldwide. We have established relationships with major sports franchises and entertainment operators, A&E firms, land planners, designers, and marketing consultants who require our analysis of new and existing project opportunities. ECA provides advisory services for:

- Sports-Anchored Mixed Use and Retail, Dining, and Entertainment
- Major League Stadiums and Arenas
- Major Events
- Minor League Venues
- Sports Attractions and Museums

## CAPABILITIES

### FEASIBILITY ANALYSIS

ECA assesses the market demand for each project on a case-by-case basis. We evaluate the economic parameters needed to achieve financial success and help our clients understand the viability of their plan.

- Site Evaluation
- Market Demand
- Visitor Capacity
- Financial Modeling and Analysis
- Funding Options

# SPORTS PRACTICE



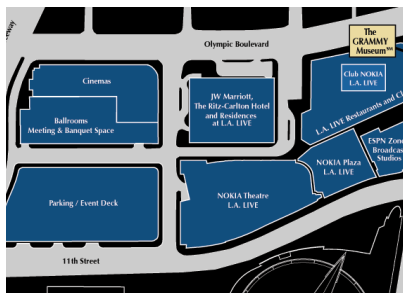
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## PROJECT AND BUSINESS PLANNING

ECA helps guide the planning process. Working with planners, designers, and other development team members, ECA provides an economic framework within which to cultivate the concept and master plan the core project and ancillary development. Our work helps to create a game plan to derive the most revenue from the project and all of its related components including entertainment-retail, hotels, conference and convention facilities, parking, and resort development.

- Concept Development
- Economic Master Planning
- Project Implementation Consulting
- Peripheral Land Development
- Expansion, Renovation and Reinvestment Strategies
- Operator/Investor Identification



## BENEFIT-COST EVALUATION

ECA determines the value of every project both for the developer and the region. We look at each scenario from a quantitative as well as a qualitative perspective – analyzing the economic and fiscal outputs from the development as well as the intangible impacts to the surrounding community.

- Economic Impacts
- Fiscal Impacts
- Community Benefits

## SELECTED SPORTS PROJECTS



ECA's team has extensive experience in all types of sports and entertainment development projects. The following is a selection of recent projects.

### SPORTS-RELATED DEVELOPMENT

- L.A. Live, Los Angeles, California, USA
- Green Bay Packers, Titletown, Lambeau Field, Wisconsin, USA
- New Meadowlands Stadium, East Rutherford, New Jersey, USA
- Ford Field, Detroit, Michigan, USA
- Verizon Center, Washington D.C., USA
- Los Angeles NFL Stadium at Grand Crossing and Surrounding Development, City of Industry, California, USA
- Reliant Park and Astrodome, Houston, Texas, USA
- Cal Expo Arena & Fairgrounds, Sacramento, California, USA
- Land Shark Stadium, Miami, Florida, USA

### STADIUMS

- Home Depot Center, Carson, California, USA
- Camelback Ranch Ballpark (Los Angeles Dodgers/Chicago White Sox), Glendale, Arizona, USA
- JELD-WEN Field (Portland Timbers), Portland, Oregon, USA
- Rio Tinto Stadium (Real Salt Lake), Salt Lake, Utah, USA
- San Jose Earthquakes Major League Soccer (MLS) Stadium, San Jose, California, USA
- Qualcomm Stadium (San Diego Chargers), San Diego, California, USA
- D.C. United MLS Stadium, Washington D.C., USA
- Collinsville MLS Stadium and Mixed-Use Complex, Collinsville, Illinois, USA
- St. Paul Independent League Baseball and MLS Stadiums, St. Paul, Minnesota, USA
- Reno Triple-A Baseball Stadium, Reno, Nevada, USA
- Louisiana Minor League Baseball Stadium, Livingston Parish, Louisiana, USA

# SPORTS PRACTICE



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## SELECTED SPORTS PROJECTS



### MAJOR EVENTS

- Olympics
- FIFA World Cup
- Super Bowl
- NBA All-Star Game

### ARENAS

- Los Angeles Lakers, California, USA
- AT&T Center (formerly SBC Arena), San Antonio, Texas, USA
- Galen Center, Los Angeles, California, USA
- Tim's Toyota Center, Prescott, Arizona, USA
- Denver Coliseum, Denver, Colorado, USA
- City of Yuma Events Center, Yuma, Arizona, USA
- Mansfield Multipurpose Events Center, Mansfield, Texas, USA
- City of Bullhead City Events Center, Bullhead City, Arizona, USA
- Idaho Falls Events Center, Idaho Falls, Idaho, USA



### SPORTS ATTRACTIONS & MUSEUMS

- College Football Hall of Fame, Atlanta, Georgia, USA
- Green Bay Packers NFL Hall of Fame, Green Bay, Wisconsin, USA
- Arnold Palmer Museum, Latrobe, Pennsylvania, USA

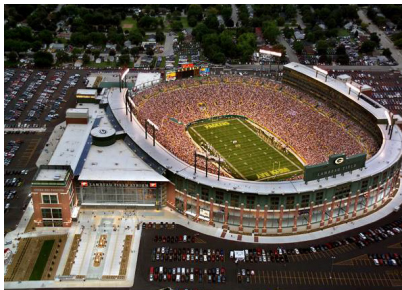


## SELECTED PROJECT PROFILES



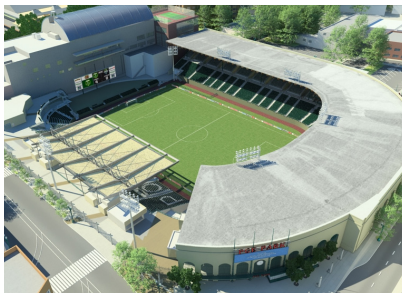
### L.A. LIVE, LOS ANGELES, CALIFORNIA, USA

- Client: LA Arena Company / Anschutz Entertainment Group (AEG)
- ECA Principals aided in the planning of the entertainment district surrounding the 20,000-seat, \$375-million Staples Center that became L.A. Live. The analysis included conceptual planning, market analysis, and development strategy for the entertainment-retail components as well as hotels, office, a health club, parking and residential development. In subsequent reports, the project economic impacts and potential for the Grammy Museum was evaluated. Designed to bring visitors to downtown Los Angeles during off-peak periods, the area links the Staples Center with the central business district via retail, entertainment and housing to create a 24/7 livable community.



### GREEN BAY PACKERS, TITLETOWN, LAMBEAU FIELD, WISCONSIN, USA

- Client: Hammes Company
- ECA Principals produced attendance projections, based on internal market assessments, for the Green Bay Packers Hall of Fame as part of the current Lambeau Field expansion project. We also conducted a financial feasibility analysis for other proposed entertainment and retail elements. These developments include a large retail team store, a theme-restaurant concept, an interactive game area, and rental space for retail and restaurant tenants. The analysis differentiated between game-day and non-game day markets to produce attendance and sales projections for the various entertainment and retail elements of the project.



### JELD-WEN FIELD, PORTLAND, OREGON, USA

- Client: Portland Timbers / Peregrine Sports LLC
- JELD-WEN Field is the home of the Portland Timbers franchise of Major League Soccer (MLS). ECA staff analyzed the economic impacts of the \$31 million conversion of JELD-WEN Field (formerly PGE Park) into a soccer-specific, MLS level stadium for the Portland Timbers (until 2009, the Portland Timbers were a United Soccer League franchise). Portland began play as an MLS franchise at JELD-WEN Field in the 2011 season. ECA staff also analyzed the impact of the Portland Beavers (AAA) baseball team moving to a new ballpark in Lents.
- In a subsequent analysis, ECA staff reviewed the economic impact of a new AAA ballpark for the Portland Beavers in Beaverton, Oregon.

## SELECTED PROJECT PROFILES



### FORD FIELD, DETROIT, MICHIGAN, USA

- Client: Detroit Lions
- ECA Principals conducted a market segmentation analysis for a proposed entertainment-retail center to be developed in conjunction with the team's new downtown stadium. A further assignment conducted a preliminary financial analysis of the subject development and other entertainment and retail concepts proposed for the broader sports-anchored entertainment district. Proposed developments included a 200,000-square-foot entertainment-retail center, a 340,000 square foot mixed-use hotel and office complex, and a 100,000-square-foot interactive entertainment concept all within a close radius of the two professional sports stadiums. Our market segmentation model was used to project attendance and sales based on available markets.



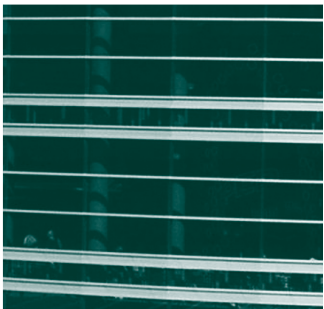
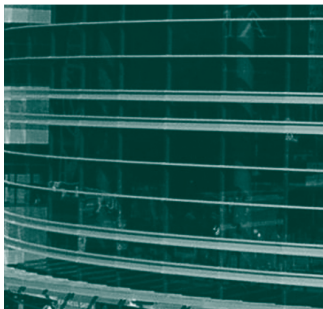
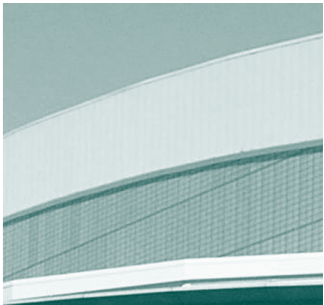
### **BIDDING NATION** UNITED STATES OF AMERICA

### UNITED STATES BID FOR 2018 AND 2022 WORLD CUP

- Client: US World Cup Bid Committee
- As part of the 2018/2022 US bid for the FIFA World Cup, ECA staff analyzed the economic impact of the World Cup on its host cities. The study identified examples of predefined market types based on potential US host cities. Atlanta was used as the prototype for a market that could host the International Broadcast Center (IBC), Washington D.C. served as an example of a host for the Opening or Closing Match, and Phoenix served as an example of a mid-sized market. The study estimated the economic impact for each of the cities in terms of output, earnings, employment and also fiscal impacts during tournament preparation and operation.



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# PROFILES



## RAYMOND E. BRAUN

Raymond Braun is a founding Principal of Entertainment + Culture Advisors (ECA), specializing in entertainment development projects, recreation and tourism economics, and attraction development potential. Prior to forming ECA, Mr. Braun was the head of the Entertainment Practice at Economics Research Associates (ERA) and Economics at AECOM.

Clients in the entertainment industry include major operating companies such as the Walt Disney Company, Anschutz Entertainment Group, SeaWorld, Universal Studios, and Merlin Entertainments. Mr. Braun has helped plan major cultural attractions including the J.P. Getty Center in Los Angeles, the Rose Center at the American Museum of Natural History in New York, the California Academy of Sciences in San Francisco, and the Henry Ford in Dearborn. Projects in sports-related development include L.A. Live, Lambeau Field development (Titletown), New Meadowlands Stadium, and Ford Field.

Internationally, Mr. Braun has in depth experience in Europe, Japan, Korea, China, Singapore, Hong Kong, India, Australia, Canada and Mexico. Major projects have included market planning and attendance analysis for the recently opened Universal Studios Singapore; consulting with Merlin regarding LEGO theme park development opportunities; economic planning for recreation and commercial development in Beijing; movie studio and related theme park in Australia, Warner Bros. Movie World; global location research for KidZania; theme park in Southern Malaysia for Khazanah Nasional; and resort projects throughout Mexico.



## EDWARD P. SHAW

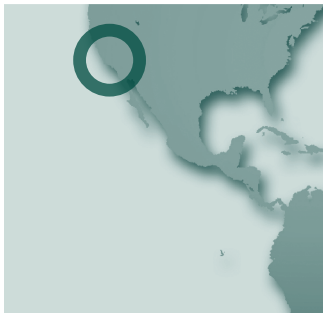
Edward Shaw is an Associate Principal with Entertainment + Culture Advisors (ECA) and manages economic and business planning analyses for public and private clients in the sports and entertainment development industry.

Mr. Shaw advises on land use options and overall project feasibility while delivering customized market demand, program, financial and economic impact assessments. His clients have included entertainment and attraction companies, major and minor league professional sports franchises, resort developers, stadium and venue developers, and municipalities throughout North America, South America, Europe and Asia.

Prior to ECA, Mr. Shaw was a Senior Associate with AECOM where he was a leading member of the Sports + Venues economics practice. Mr. Shaw joined AECOM as part of its acquisition of Economics Research Associates (ERA) where he was a member of the Entertainment and Recreation Practice Group. Project work with AECOM and ERA included assessments of major destination attractions, theme parks, stadiums, arenas, multi-sport venues, golf courses, resorts, waterparks, entertainment anchored retail, and museums. Mr. Shaw holds a B.A. in Economics and Political Science from Yale University and an M.S. in Finance and Development from NYU's Tisch Center for Tourism, Hospitality and Sports Management.



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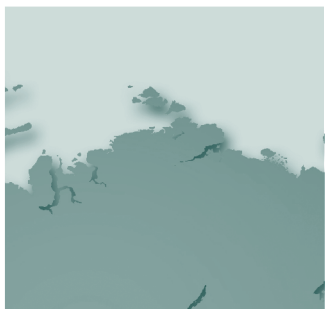


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