

Seattle Coliseum

A World-Class Arena for All



RESPONSE TO REQUEST FOR PROPOSAL FOR

THE REDEVELOPMENT OF KEYARENA AT SEATTLE CENTER



AEG and Hudson Pacific Properties wish to thank the City of Seattle for the opportunity to give the music, entertainment and sports fans of Seattle more reason to cheer.





AEG FACILITIES.

The places where history happens and memories are made.



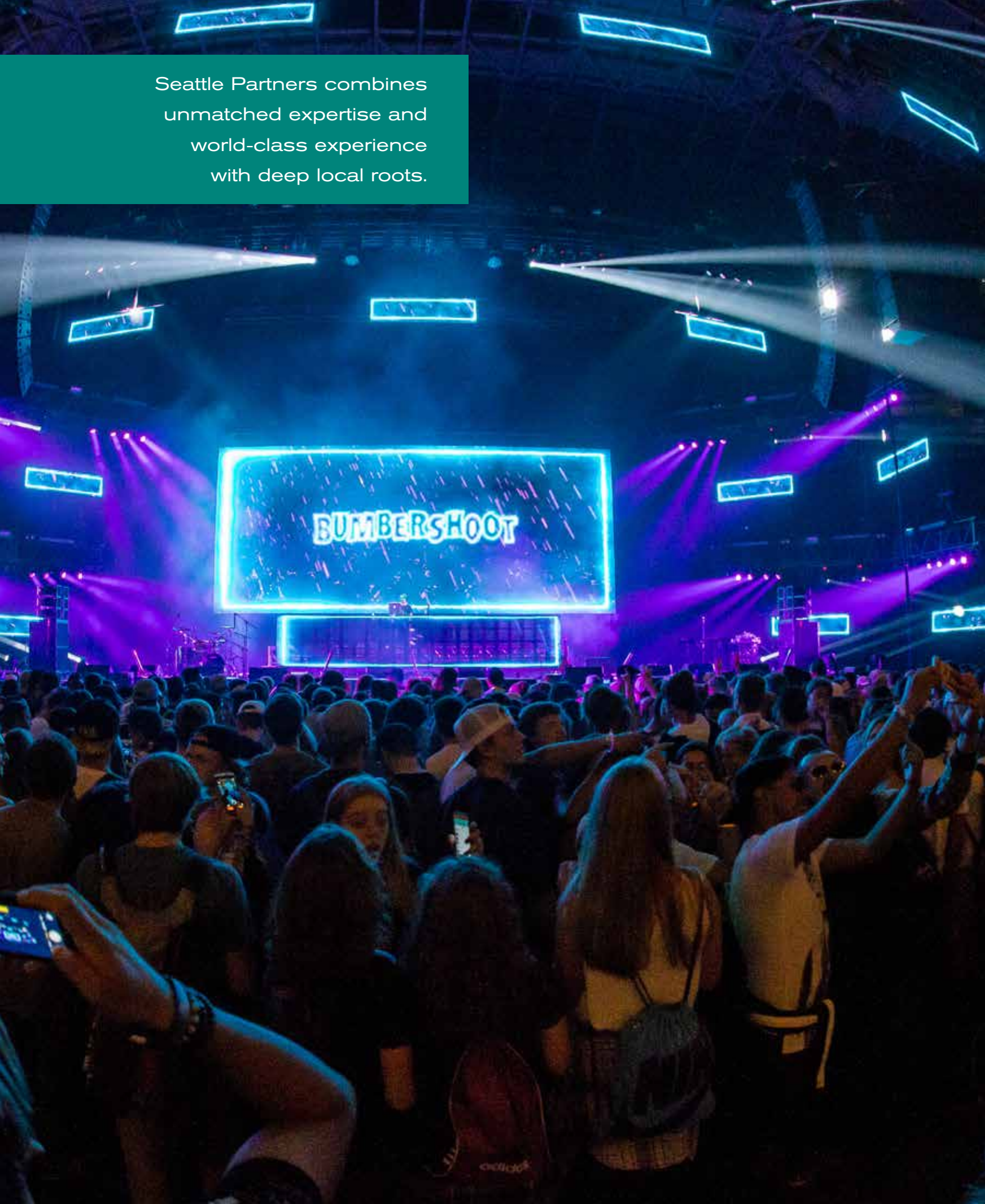
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Seattle Partners combines
unmatched expertise and
world-class experience
with deep local roots.



April 12, 2017

The Honorable Edward B. Murray
Mayor of Seattle
600 4th Avenue, Floor 7
PO Box 94749
Seattle, WA 98104

Dear Mayor Murray,

On behalf of Anschutz Entertainment Group, Inc. (AEG), a Colorado corporation, and Hudson Pacific Properties, Inc. (Hudson Pacific), a Maryland real estate investment trust, we are pleased to present to the City of Seattle our response to your “Request for Proposals (RFP) for the Redevelopment of KeyArena at Seattle Center.”

AEG and Hudson Pacific share a vision and commitment to redevelop KeyArena at Seattle Center to create a world-class civic arena. Our two companies are coming together as Seattle Partners to provide unmatched expertise and industry-leading experience with deep local roots. Paying homage to the historical legacy of the Coliseum, Seattle Center and the 1962 World’s Fair, Seattle Partners will revitalize a treasured community asset. We will ensure KeyArena is transformed into the Seattle Coliseum, a truly world-class facility, accessible to all, and built for the future.

Seattle Partners is uniquely qualified to attain the highest levels of success for the City of Seattle and all stakeholders of the Seattle Coliseum. We will create a cutting-edge civic arena that attracts music, entertainment, sports and corporate events; provide for design and operations that integrate with and enhance connections to Uptown and adjoining neighborhoods, while aligning with the Urban Design Framework; provide for all aspects of the renovation at no financial risk to the City; provide a continuous, successful and sustainable operation that is estimated to provide over \$144 million in surplus revenue to the City over the initial term; create a transportation plan that mitigates impacts of the Seattle Coliseum; ensure that all aspects of the Seattle Coliseum are equitable for workers and consistent with the City’s Race and Social Justice Initiative; contribute positively to the vibrancy of Seattle Center; and build strong community partnerships to ensure that the Seattle Coliseum is accessible to all.

With over 120 elite venues throughout the world, paired with a Seattle base of talent and operations, our expertise and unparalleled corporate resources will be put to work to immediately benefit the Seattle Coliseum and the City of Seattle at all levels. Bob Newman is the primary contact person authorized to represent Seattle Partners in negotiations with the City with respect to the RFP and any subsequent contracts.

Seattle Partners looks forward to the opportunity to partner with the City of Seattle, bringing our passion for Seattle and unmatched international experience to deliver a world-class experience for the region.

Sincerely,

Anschutz Entertainment Group, Inc.

Hudson Pacific Properties

By: _____

By: _____

Bob Newman

President, AEG Facilities

Anschutz Entertainment Group, Inc.

Victor J. Coleman

Chief Executive Officer, President & Chairman

Hudson Pacific Properties

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Seattle Partners has the experience,
the team, and the relationships
to make the Seattle Coliseum
a world-class, iconic venue for all.

Executive Summary

Seattle is a world-class city. It deserves a world-class arena that is accessible to all. Redeveloping KeyArena, which our team proudly renames Seattle Coliseum, is Seattle's best opportunity to attract the world's greatest entertainers and events—and secure NBA and NHL franchises.

Our ownership team, Seattle Partners, will be stewards of an inclusive vision for a new civic asset that honors Seattle's history while looking to the future, much like the World's Fair did in 1962.

The Seattle Coliseum will be a celebrated icon of the city's vitality, culture and values, while setting a new standard for best-in-class entertainment and sports facilities throughout the world. And there's only one team that can fully deliver on this promise.

OUR VISION

Seattle Partners—a collaboration between AEG, the world's leading owner, developer and operator of sports and entertainment venues, and Hudson Pacific Properties, a premier, publicly traded real estate investment, development and operating company specializing in design-forward, next-generation spaces—is committed to providing Seattle a state-of-the-art venue that is integrated into the neighborhood, responsive to the needs of all Seattleites, and further enhances the vibrancy of Seattle Center.

The revitalized arena will be a first-stop venue for the world's top-performing acts and corporate events and may also complement the Washington State Convention and Trade Center for large events. It will be a fitting home to the world champion Seattle Storm and the Seattle University basketball teams.

The Seattle Coliseum will be built to accommodate future NBA and NHL teams, though Seattle Partners' proposal does not rely on the acquisition of a team before moving forward with the redeveloped facility. The arena will put Seattle in the best possible position to attract professional basketball and hockey back to the Emerald City, and Seattle Partners is the most connected, qualified and credible entity to bring the NBA and NHL to the Seattle Coliseum. In fact, the most recent NHL expansion team is located at an AEG-built facility.

This is the arena Seattle deserves. Seattle Partners would be honored to deliver it to this great city.

OUR APPROACH

Our design celebrates the storied history of the Seattle Coliseum and Seattle Center as bedrocks of the city's civic and cultural identity. This is why we propose to renovate the Coliseum, rather than build a new facility on the same location. By adapting and reusing an existing civic asset, the revitalized Seattle Coliseum will be a cutting-edge homage to Seattle's historical legacy for less than half the cost of a brand new arena.

Our design will retain the classic roofline of the building to honor the groundbreaking modernist design of architect Paul Thiry and the legacy of the 1962 World's Fair. The new Seattle Coliseum expands Thiry's vision to create a forward-looking facility that also complies with current NBA and NHL standards, those of the world's top artists and performers, as well as corporate event planners.

We believe the strongest partnerships make the strongest proposals. That is why we have engaged with community groups, non-profit leaders and tenants on the Seattle Center campus to ensure their voices are heard and perspectives included in our proposal. Our projects reflect the very best of the communities we serve, and are strengthened by including diverse stakeholders in every step of the visioning, execution and coordination process.

Benefits to the City of Seattle

- ✓ No risk to City
- ✓ No new tax assessments
- ✓ Est. \$144M in surplus revenues to the City
- ✓ Projected \$3B in tax revenues
- ✓ City retains ownership

We have met with leaders from the Uptown, Belltown, South Lake Union, Queen Anne and Downtown neighborhoods to think creatively about the ways a revitalized Seattle Coliseum will bring new energy to the surrounding neighborhoods as well as the entire Puget Sound region.

We are committed to the Urban Design Framework and Uptown's vision for an Arts & Culture District around the development site. We will also invest in bringing the Lake2Bay Corridor to life by embracing a pedestrian and bicycle friendly environment to encourage non-automobile access to the site.

As with all urban entertainment and sports venues, mitigating transportation challenges and designing traffic solutions are top priorities for Seattle Partners. We will invest \$5 million to accelerate existing transportation strategies around the arena and create a shared mobility hub adjacent to the arena. The Seattle Coliseum will be fully connected into Seattle's transportation infrastructure, and the arrival of Light Rail will integrate seamlessly into the facility.

We also have long-standing, close partnerships with unions and labor groups. We are committed to employing a diverse supply chain and will look to include women-owned, minority-owned, and—as the only company in our industry to do so—LGBTQ-owned businesses in our procurement process.

OUR TEAM

Both AEG and Hudson Pacific Properties have strong ties to Seattle. Each company currently operates in Seattle and has strong records of success in our community.

AEG has been in Seattle for over a decade, successfully managing events at KeyArena and overseeing Bumbershoot, the Marymoor Park concert series and the Showbox theaters. We have outstanding relationships with Seattle Center and extensive experience creating memories Seattleites never forget.

To date Hudson Pacific Properties has invested approximately \$750 million in Seattle and currently owns and operates 1.5 million square feet of real estate in the market. The Company's local office is run by a group of professionals with deep ties to the community, many of whom were born, raised, educated and are now raising their own families in Seattle.

We know from our experience that Seattle Center is the right venue for a world-class arena and are poised to bring that vision to life with our community partners. At AEG, that experience includes operations at over 120 venues on five continents, ownership of 16 professional sports franchises—including ownership of the NHL Los Angeles Kings and partial ownership of the NBA Los Angeles Lakers—and unmatched industry expertise in creating experiences that make people cheer.

Seattle Partners is proud to work with leading companies that share our vision for an arena in the park and embody the very best of Seattle's values. Our extended team of local experts includes Gensler, Sellen Construction, Nyhus Communications and transportation consultants Nelson\Nygaard, plus national partners AECOM-Hunt and Rosetti.

Together, we will create an enduring civic asset that serves the Seattle community and sets a new standard for urban sports and entertainment venues.

The New Seattle Coliseum

- ✓ NBA ready
- ✓ NHL ready
- ✓ Embraces iconic design
- ✓ Shovel ready
- ✓ Improved acoustics
- ✓ Latest technologies
- ✓ Transportation enhancements
- ✓ Operational efficiencies

OUR PARTNERS

Our shared vision for the Seattle Coliseum is informed by our close collaboration with community leaders, nonprofit organizations, arts and cultural institutions and current tenants on the Seattle Center campus.

Seattle Partners is a proud member and program supporter of the Greater Seattle Business Association, and we are working closely with Plymouth Housing Group to develop an integrated program to help address homelessness and affordable housing concerns. We are also partnering with KEXP and the Vera Project to advance their vision for the Northwest Rooms Courtyard and find exciting opportunities for cross promotion and shared programming with the arena. The Seattle Storm are critical partners in our success and we are committed to the team as an anchor tenant of the new Seattle Coliseum.

FINANCIAL MODEL

To bring a viable, cutting-edge and sustainable arena to Seattle Center, Seattle Partners will not seek new taxes or existing public capital from the City of Seattle. We will request to partner with the City to align our goals, and Seattle Partners will guarantee all financing, public and private, through revenues that would not exist but for the renovations proposed for the Seattle Coliseum.

This proposal entails no risk for the City of Seattle and it is not contingent on an NHL or NBA team coming to the Seattle Coliseum. In fact, an independent financial analysis projects that, over the term of the lease, the arena will generate more than \$144 million in surplus revenue, which will go directly to the City of Seattle.

Seattle Partners is honored to submit this proposal—a proposal that will fully realize Seattle's vision for the Seattle Coliseum and write the next chapter of Seattle history. We want to be the team that attracts NBA and NHL to Seattle through our world-class, state-of-the-art facility and deep industry and community relationships. This will be Seattle's arena, built for the people of this great city.



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& THE E STREET BAND • DESTINY'S CHILD • THE KILLERS • DAVID GRAY • FOOD FIGHTERS • THE ROLLING
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MCGRAW & FAITH HILL • BILL GAITHER & FRIENDS "HOMECOMING" • THE CHEETAH GIRLS • PAUL SIMON
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“This is one of the most ambitious stadium and real estate development projects ever undertaken and we chose AEG based on their extensive experience investing in and developing their own venues and the deep knowledge they have accumulated.”

JIM PALLOTTA
PRESIDENT, AS ROMA

“AEG has drawn on its vast experience working with NHL tenants and venues to drive incremental value creation opportunities for all building stakeholders.”

ARI SEGAL
CHIEF OPERATING OFFICER, ARIZONA COYOTES

“We began our partnership with AEG in 2011 after determining them as the best candidate to support our vision for Barclays Center and its involvement with the surrounding community in Brooklyn, New York.”

BRETT YORMARK
CHIEF EXECUTIVE OFFICER
BROOKLYN SPORTS & ENTERTAINMENT



April 12, 2017

The Honorable Ed Murray
Mayor of Seattle
600 4th Ave, 7th Floor
PO Box 94749
Seattle, WA 98124

Dear Mayor Murray,

On behalf of the Los Angeles Lakers, I am writing you in support of AEG Facilities as your partner in redeveloping the Seattle Coliseum into a true, modern state of the art sport and entertainment venue.

When AEG developed the plans for our current home, STAPLES Center in Downtown Los Angeles, we were convinced they were creating a game changing environment for the Lakers and the entire NBA family. From our very first game, our experience with AEG has been nothing short of outstanding. Not only are their facilities world-class, so are the amenities and customer experience. In fact, the NBA's decision to return the NBA All-Star game to Los Angeles next year, is in large part due to their confidence in AEG to deliver an unparalleled experience to players and fans alike.

The NBA also uses STAPLES Center as a prime example of a venue with the highest standards in the areas of arena operations, sustainability, hospitality, security and customer service. It is also the only arena in the NBA that hosts two teams in addition to a NHL team.

Everyone at the Los Angeles Lakers is elated with our partnership with AEG. We believe their organization is a true asset to our franchise and championship tradition and know you will be thrilled with them as partner in your city.

Sincerely,

A handwritten signature in black ink, reading "Jeanie Buss".

Jeanie Buss
Owner/Governor

THE LOS ANGELES LAKERS, INC.



TIMBERWOLVES AND LYNX

March 30, 2017

The Honorable Ed Murray
Mayor of Seattle
600 4th Avenue, 7th Floor
P.O. Box 94749
Seattle, WA 98124

Dear Mayor Murray:

I represent the Minnesota Timberwolves of the NBA and the Minnesota Lynx of the WNBA. Both teams operate and play their games at Target Center in Minneapolis, Minnesota. Target Center is owned by the City of Minneapolis and is managed for the City by AEG Facilities. Our NBA/WNBA teams are the anchor tenants.

I am writing to you to confirm and endorse AEG's capabilities in the management of your new building. AEG Facilities is responsive to all of our team's needs, efficiently operates the Target Center and cooperates with us in scheduling games and team events. Despite being in a very competitive market with two major league arenas and numerous other venues, AEG Facilities has continually booked enough non-game events to keep Target Center well ahead of the nearby NHL arena in event attendance on an annual basis.

AEG Facilities is currently investing significant capital as part of our planned extensive renovation, due to be completed in October 2017. They have partnered with us to maximize the investment we are all making, to ensure an incredible experience for all our guests.

I can confidently give my endorsement of AEG Facilities to operate the Seattle Coliseum.

Please let me know if I can help in any other way or answering any questions you may have.

Best Regards,



Chris Wright
President
Minnesota Timberwolves & Lynx

CW:mmb



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April 3rd, 2017

The Honorable Ed Murray
Mayor of Seattle
600 4th Ave, 7th Floor
PO Box 94749
Seattle, WA 98124

Dear Mayor Murray,

On behalf of New Milwaukee arena and the NBA's Milwaukee Bucks, please accept this letter as a formal enthusiastic recommendation to the City of Seattle to partner with AEG in the renovation of Key Arena.

We began our partnership with AEG in 2012 after determining them as the best candidate to support our vision for our 30 acre Sports & Entertainment Mix-Use District and its involvement with the surrounding community in Milwaukee. We could not be more pleased with our selection and the support AEG has provided our entire organization.

AEG was an instrumental part of the successful planning and operation of the Milwaukee Arena District. Additionally, AEG has close relationships with every league and entertainment venue, which is important to our arena and organization. Having many arenas in their portfolio that have both NHL and NBA tenants, they bring a level of experience and expertise that ensure our facility is ready to become the sports and entertainment destination in the country.

AEG provided design input that was drawn from their unparalleled experience in developing arenas across the world. Their staff are now preparing to provide our guests the highest levels of service and attention; AEG understands how to maintain the vision and historical importance of this iconic arena.

We have the utmost confidence in AEG and I know you will find their NBA, NHL and global entertainment and arena experience second to none!

Sincerely,

Peter Feigin
President
Milwaukee Bucks



One AT&T Center San Antonio, Texas 78219

March 29, 2017

The Honorable Ed Murray
Mayor of Seattle
600 4th Ave, 7th Floor
PO Box 94749
Seattle, WA 98124


Dear Mayor Murray,

On behalf of Spurs Sports and Entertainment, I would like to highly recommend AEG as a partner with the City of Seattle in the renovation of Key Arena. The NBA San Antonio Spurs as well as our entire family of sports teams and facility management have had a long lasting partnership with AEG and most recently found them to be once again a very valuable resource in planning and executing the renovation of our home, the AT&T Center.

AEG shares the same goals, objectives and values and have been an important piece of our business success. It is apparent that their current and past ownership of NHL, NBA, WNBA, MLS and other professional sport franchises, in addition to their live event promotion division provides AEG a very unique perspective in designing, building and servicing major sport and entertainment facilities.

On behalf of everyone here at Spurs Sports and Entertainment, we encourage you to give strong consideration to AEG and be assured you will find they exceed all goals and expectations.

Sincerely,



Rick Pych
President & CEO
San Antonio Spurs



www.spurs.com

Kasey Keller

Former Professional Soccer Player/ Broadcast Analyst Seattle Sounders FC and ESPN

5006 E Mercer Way

Mercer Island, WA 98040

Letter of Recommendation for AEG Facilities Re: KeyArena RFP

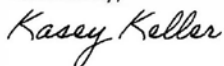
I've had a relationship with AEG for 9 years

With the close relationship between Sports and Music, I've had the privilege of numerous interactions with individuals at AEG and the organization as a whole. While I was still playing and in my post-playing career, I have teamed up with AEG marketing to help bring the various Seattle based entertainment groups together. On another personal level, my teenage son had the privilege of interning during last year's Bumbershoot. It gave him a solid understanding that many different aspects of the community have to work together to enable an event like that to be successful.

Their level of professionalism and longevity in the Seattle market is widely regarded. I have had the unique experience as a professional athlete in the northwest to understand that success comes with the cooperation of the community. Bumbershoot is an iconic Seattle music festival that AEG has been able to invigorate and revive for the brink. It took a lot of commitment to secure Bumbershoot for now and the future. The community ties are strong with the vendors, the venues and the concert goers, and were not built overnight. It makes sense to remain in partnership with a company that has a passion for the unique community of Seattle and its intricacies. It takes years to develop the relationships and understanding that AEG has with the community, and it would be a shame to not continue with a partnership that is so cemented in the foundation of the city.

It makes perfect sense for the City of Seattle to work in partnership with AEG for the redevelopment and operations of KeyArena and the Seattle Coliseum, as they are a known and proven entity in the Seattle market and community.

Sincerely,

A handwritten signature in cursive script that reads "Kasey Keller".

Kasey Keller

PITTSBURGH PENGUINS

1001 Fifth Avenue · Pittsburgh, PA 15219 · 412.642.1300
pittsburghpenguins.com



April 3, 2017

The Honorable Ed Murray
Mayor of Seattle
600 4th Ave, 7th Floor
PO Box 94749
Seattle, WA 98124

Dear Mayor Murray,

Please accept this letter of recommendation on behalf of the Pittsburgh Penguins regarding the renovations and partnership between the City of Seattle and AEG.

We began partnership with AEG Facilities in 2013 after an extensive RFP process with several arena operating partners. We could not be more pleased with our selection and the job that they have done for us. AEG has been incredibly responsive to our requests and shares the same philosophy and vision for the arena and our organization. They support our mission of energy, drive and innovation that continues to improve the Penguins organization. In addition to our mission, AEG has been supportive of establishing our team with the Sports Commission as well as raise our profile with the city of Pittsburgh. AEG has actively worked with Visit Pittsburgh to improve our relationship and position the arena and team in the best light.

We are very grateful to have their support as it has increased partnerships, event revenue and new business initiative. If you would like any further information regarding AEG, please do not hesitate to call me.

We proudly endorse AEG to be a partner with the Seattle Coliseum.

Sincerely,

Travis E. Williams



STANLEY CUP® CHAMPIONS



March 29, 2017

The Honorable Ed Murray
Mayor of Seattle
600 4th Ave, 7th Floor
PO Box 94749
Seattle, WA 98124

Dear Mayor Murray,

On behalf of the Arizona Coyotes, I am pleased to write in support of AEG and its potential partnership with the Seattle Coliseum.

As a current tenant of Gila River Arena in Glendale, Arizona, we understand the importance and potential impact of a positive working relationship between a management partner and an arena. The City of Glendale went through an in-depth RFP response process in 2015 for Gila River Arena and we are thrilled that they selected AEG. The transition to AEG was very smooth and professional. Further, AEG has drawn on its vast experience working with NHL tenants and venues to drive incremental value creation opportunities for all building stakeholders. AEG has been helpful and constructive in collaborating with us to collectively navigate the complicated NHL scheduling process in conjunction with Gila River Arena's overall event calendar. With this assistance, and through this collaboration, AEG has increased event bookings which has led to increased revenues to the Coyotes via premium sales and ticket sales, and increased impressions and foot traffic which benefit future sponsorship sales as well. AEG has also helped reimagine our VIP seating opportunities and improved the overall amenities for the Coyotes players, fans and staff by initiating venue enhancements in our team locker rooms, employee offices, and premium seating areas.

AEG puts a strong focus on developing a synergy between our venue and the Westgate Entertainment District ("Westgate"), the surrounding arts and culture district. Westgate includes shops, restaurants, and an outlet mall, with which AEG works closely to increase foot traffic, market events at the arena, develop partnerships, and increase overall revenue streams and ticket sales for Coyotes games and events.

The Coyotes are pleased with our partnership with AEG, and look forward to continuing to work with AEG and its senior management and Gila River Arena staff to create a first class venue and out of home entertainment experience. If you have any further questions, please feel free to reach out to me directly, either on my cell phone (551-486-3150) or by email (ari.segal@arizonacoyotes.com). I wholeheartedly believe AEG will be a terrific partner to the Seattle Coliseum.

Sincerely,

Ari Segal
Chief Operating Officer
Arizona Coyotes

ARIZONA COYOTES HOCKEY CLUB
9400 WEST MARYLAND AVENUE • GLENDALE, AZ 85305
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LAKINGS.COM

April 12, 2017

The Honorable Ed Murray
Mayor of Seattle
600 4th Ave, 7th Floor
PO Box 94749
Seattle, WA 98124

Dear Mayor Murray,

The Los Angeles Kings are proud of its relationship with AEG and we fully support their possible opportunity to partner with the City of Seattle on the redevelopment and operation of the Seattle Coliseum. We began our partnership with AEG in 1995 and we truly appreciate the relationship we have formed and their support on all of our initiatives, goals and objectives

Having played at NHL arenas around the world, we truly appreciate an AEG operated venue because they always make us feel like we're at home. The sincere, professional and innovative approach of our owner, Phil Anschutz, has a contagious effect on the rest of AEG which is evident in all venues and entities of the company. Most importantly, we are grateful for the amazing arena we call home in the heart of Downtown Los Angeles. STAPLES Center has been an amazing home to the LA Kings since 1999 and we are grateful to have a state of the art facility with wonderful staff and fans.

AEG is very supportive of our global and local initiatives. We recently celebrated LA Kings Pride Night at STAPLES Center in support of the LGBTQ community and "You Can Play," an organization which focuses on equality for all athletes regardless of sexual orientation and/or gender identity. Through AEG's assistance, the LA Kings will be expanding our global footprint by playing two preseason games in China next season at LeSports Center, an AEG venue in Beijing. We also recently announced LA Kings Green, an AEG/LA Kings sustainability initiative to raise awareness of environmental issues through fan engagement and arena operations. We are proud to partner with AEG on these initiatives and glad we share the same vision and goals for our fans, the NHL and our community.

We feel very grateful for our partnership with AEG and STAPLES Center and are positive the City of Seattle and the Seattle Coliseum will be supported the same.

On behalf of the LA Kings, we fully endorse AEG at the Seattle Coliseum.

Sincerely,



**OILERS ENTERTAINMENT GROUP**

300, 10214-104 AVENUE NW, EDMONTON, AB, T5J 0H6
Main. 780.414.GOAL (4625)

March 31, 2017

The Honorable Ed Murray
Mayor of Seattle
600 4th Ave, 7th Floor
PO Box 94749
Seattle, WA 98124

Dear Mayor Murray,

Re: AEG Facilities for the Seattle Centre Coliseum RFP

On behalf of the Oilers Entertainment Group, Rogers Place and the Edmonton Oilers Hockey Club, we would like to convey our letter of recommendation of AEG for the Seattle Centre Coliseum Request For Proposal (RFP).

AEG was an excellent resource and trusted advisor in the work towards the opening of Rogers Place last September. In our three-year relationship with AEG, we have found their knowledge and counsel beneficial in assisting the Oilers Entertainment Group in the composition of a world-class arena. AEG Facilities demonstrated their commitment in working with us and sharing their resources to assist in the opening.

We are confident in the abilities of AEG and would recommend their service and engagement in the Seattle Centre Coliseum RFP.

If you have any additional questions, please feel free to contact me.

Sincerely,

Darryl J. Boessenkool
Executive Vice President,
Corporate Strategy and Business Development

/sb



ESL/Turtle Entertainment America, Inc.
1212 Chestnut Street
Burbank, CA 91506
phone (818) 861-7315

April 12, 2017

The Honorable Ed Murray
Mayor of Seattle
600 4th Ave, 7th Floor
PO Box 94749
Seattle, WA 98124

Dear Mayor Murray,


I am writing on behalf of ESL/Turtle Entertainment, Inc., the world's largest esports company, in support of AEG's partnership with the City of Seattle for the redevelopment and management of Seattle Coliseum.

With the rise of eSports and competitive gaming, AEG has been at the forefront as a venue host and a very supportive and innovative partner across the board. We recently entered a multiyear strategic partnership venture with AEG to develop large-scale esports events globally, leveraging AEG's footprint of world-class venues. Esports is rapidly growing and AEG has absolutely been at the forefront and shares our vision to expand the sport while creating the best live events for eSports fans around the world.

AEG is always incredibly cooperative and professional while developing unique ways to create, promote and host our events. We know that we have the right partner with AEG as we work together to continue the meteoric growth of esports.

Please consider this letter as a strong endorsement of AEG. I am confident that through their spirit of innovation and strong sense of community, they will be the best possible partner for the City of Seattle.

Sincerely,


Steven Roberts
Executive Chairman

San Diego Gulls Hockey Club
7676 Hazard Center Drive, Suite 1075
San Diego, CA 92108



P 619.359.4700
F 619.359.4701
E info@sandiegogulls.com

April 6, 2017

The Honorable Ed Murray
Mayor of Seattle
600 4th Ave., 7th Floor
PO Box 94749
Seattle, WA 98124

Dear Mayor Murray,

On behalf of the San Diego Gulls, I am proud to endorse AEG on their partnership with the City of Seattle on the redevelopment and operation of the Seattle Coliseum.

The San Diego Gulls are proud to be a partner with AEG and to be a tenant at an AEG venue, the Valley View Casino Center. As a part of the American Hockey League, the Gulls joined with seven other AHL franchises to form the AHL Pacific Division in the 2015-2016 season. This westward expansion of the AHL was largely supported by AEG and we are pleased with the partnership we have formed with them and the Valley View Casino Center.

We are pleased with the professional and accommodating staff at Valley View Casino Center and our partners at AEG. The expansion of the AHL to the West Coast has been beneficial to sport of hockey and the NHL. We know AEG would be a great partner to the City of Seattle and we endorse them for the Seattle Coliseum.

Sincerely,

Matt Savant
President of Business Operations
San Diego Gulls Hockey Club



National Collegiate Hockey Conference

April 12, 2017

The Honorable Ed Murray
Mayor of Seattle
600 4th Ave, 7th Floor
PO Box 94749
Seattle, WA 98124

Dear Mayor Murray,

I hope this letter finds you doing well. My name is Josh Fenton and I work as the Commissioner of the National Collegiate Hockey Conference (NCHC). I am writing to offer support on behalf of the NCHC for AEG to service as the operator of the Seattle Coliseum.

The college hockey Division I conference landscape has changed over the past years. As part of this change, our conference formed in 2011. One of the early, key decisions our membership had to make was where the conference championship tournament would be located. After a thorough RFP process, it was evident through the responses that our championship should be held at Target Center.

The Target Center General Manager, Steve Mattson and the entire team provided a response to our request that was centered on a partnership. They clearly understood our vision to create an event that not only focused on hockey games at Target Center but more so our desire to engage the larger Minneapolis metropolitan area and community.

Our decision to select Target Center as the venue has been reaffirmed, as we have now hosted our post-season championship with AEG as our partner for the past four years. The collaborative efforts between our team, Target Center staff and the City of Minneapolis have shown our Board that a partnership model can work. In addition, another clear example of the AEG commitment to a community is their investment in the \$140 million public/private renovation that will be completed this fall and positively impact all events.

Should you have questions about our Target Center/AEG partnership, please don't hesitate to contact me directly. I am confident that you will find AEG to be an optimal choice to partner with in operating your venue in Seattle.

Sincerely,

Josh Fenton

1631 Mesa Avenue, Suite C • Colorado Springs, Colorado 80906
main line: 719.203.6818 • fax 719.645.8206 • NCHCHockey.com



April 12, 2017

The Honorable Ed Murray
Mayor of Seattle
600 4th Ave, 7th Floor
PO Box 94749
Seattle, WA 98124

Dear Mayor Murray,

I would like to submit this letter as written support of AEG partnering with the City of Seattle. It is our understanding AEG is bidding to redevelop and operate the Seattle Coliseum, and we believe they are the ideal candidate for this role.

U.S. Soccer has had the pleasure to work with AEG directly on a day-to-day basis at our National Training Center located at The StubHub Center in Carson, Calif., since 2003, as well as on scores of major international soccer games that we stage around the country year-round.

Through that time, AEG has been a great partner, with a proven track record of delivering facilities, fields and events at an elite level.

I am extremely confident that the work of AEG would be an ideal fit for the management needs of your venue in Seattle.

I am available to discuss the qualifications of AEG at any time should you have any specific questions.

Kind Regards,

A handwritten signature in black ink, appearing to read 'Dan Flynn', enclosed in a rectangular box.

Dan Flynn
CEO/Secretary General
US Soccer



April 12, 2017

The Honorable Ed Murray
Mayor of Seattle
600 4th Ave, 7th Floor
PO Box 94749
Seattle, WA 98124

Dear Mayor Murray,


On behalf of Italian Serie A Football club AS Roma and our Stadio della Roma development, we are writing in support of AEG being selected to partner with the city of Seattle to redevelop and manage the Seattle Coliseum.

We have worked closely with AEG as we begin the process of developing and constructing a new stadium for AS Roma in Rome, Italy. This is one of the most ambitious stadium and real estate development projects ever undertaken and we chose AEG based on their extensive experience investing in and developing their own venues and the deep knowledge they have accumulated. We have been impressed with AEG's professionalism, business acumen and unwavering commitment to excellence in everything that they do. They have an extensive reputation for operating first class venues and have demonstrated on many occasions that they are experts in the opening of new or redeveloped arenas and stadia around the world.

AEG is a first-rate company with a proven track record of achievement and innovation and AS Roma is pleased with the mutually beneficial partnership. Their reputation as an organization is well respected nationally, internationally and held in the highest regard across a variety of business sectors.

We are proud to write this letter of endorsement in support of AEG being selected to partner with the Seattle Coliseum.

Sincerely,



Jim Pallotta
President

ROMA
Cares



A.S. ROMA S.P.A. PIAZZALE DINO VIOLA, 1 - 00128 ROMA | TELEFONO +39-06-50.191.1 | FAX +39-06-50.617.36 | ASROMA.COM

COD. FISCALE 03294210582 | P. IVA 01180281006 | CAPITALE SOCIALE EURO 59.635.483,20, I.V. | R.E.A. 303093 - TRIB. ROMA N°862/67

SOCIETÀ SOGGETTA AD ATTIVITÀ DI DIREZIONE E COORDINAMENTO DA PARTE DI AS ROMA SPVLLC - (U.S.A.)



April 12, 2017

The Honorable Ed Murray
Mayor of Seattle
600 4th Ave., 7th Floor
PO Box 94749
Seattle, WA 98124

Dear Mayor Murray:

On behalf of the Minnesota Twins Baseball Club, I'd like to take this opportunity to reach out regarding the public process aimed at determining a Partner for the Seattle Coliseum. As a Major League Baseball team, we fully understand the critical nature of this decision for your community.

Based on observations across the marketplace, as well as direct working relationships with company leadership, the Minnesota Twins feel the best choice for this important responsibility is the Anschutz Entertainment Group (AEG). We feel AEG is uniquely qualified for this opportunity based on overall depth of facility management and company resources combined with a vision for the future of the sports and entertainment spectrum. We believe AEG's relationships as venue and team colleagues, as well as their prominence in the music/entertainment industry, is indicative of their quality and performance. Simply put, AEG is the right choice for this role.

Going forward we wish you the best of luck with the facility project and process to select a stadium manager. Please feel free to contact my office should you have any questions pertaining to our recommendation which is detailed above.

Sincerely,

Dave St. Peter
President & CEO

TARGET FIELD™

1 Twins Way • Minneapolis, MN 55403

Executive Office: 612.659.3400 • Ticket Office: 612.33.TWINS • www.twinsbaseball.com



World Champions



American League Champions



Division Champions



March 29, 2017

The Honorable Ed Murray

Mayor of Seattle

600 4th Ave., 7th Floor

P.O. Box 94749

Seattle, WA 98124

Dear Mayor Murray,

My name is David Rinetti and I am the Vice President of Stadium Operations for the Oakland A's at the Oakland-Alameda County Coliseum. I have been with the Oakland A's for the past 36 years and have worked with AEG since 2012.

As Vice President of Stadium Operations, I have daily interaction with AEG in order to successfully manage our event operation for our baseball games. AEG is our landlord for the facility and we work together in many different areas including infrastructure, new technologies, security, event staffing and general maintenance of the facility. Their management staff is professional, proactive and responds positively to the needs of our organization.

AEG has been a great partner to the Oakland A's and has been a main component in providing the premium sports and entertainment facility for the fans in the Bay Area. I write to confirm and endorse AEG's capabilities in the management of the Seattle Coliseum.

Sincerely,

A handwritten signature in blue ink, appearing to read "David Rinetti", written over a light blue horizontal line.

David Rinetti

OAKLAND ATHLETICS

7000 Coliseum Way • Oakland, CA 94621

Administration 510-638-4900 • Ticket Office 510-638-4627 • Season Ticket and Group Services Office 510-568-5600
www.athletics.com



USTA Player Development Incorporated
10000 USTA Boulevard
Orlando, FL 32827

April 12, 2017

The Honorable Ed Murray
Mayor of Seattle
600 4th Ave, 7th Floor
PO Box 94749
Seattle, WA 98124

Dear Mayor Murray,

Please accept this letter of support on behalf of the United States Tennis Association (USTA) for AEG to partner with the City of Seattle and the Seattle Coliseum. We believe they are the ideal candidate for this partnership.

The USTA is the national governing body for tennis and works to promote and develop the sport throughout the United States. We are a non-profit organization with the mission to grow the sport of tennis. This mission is strongly supported through our USTA Player Development program which is located in our West Coast home and AEG venue, the StubHub Center.

We are lucky to have a positive partnership with the StubHub Center and AEG as the venue is equipped with the best assets which assists our players with reaching their maximum potential in the sport. The StubHub Center is well-kept, clean and is a great training atmosphere. Additionally, the venue staff is accommodating and professional which makes the partnership even more enjoyable.

I am confident that AEG will be a great partner to the city of Seattle.

Sincerely,

A handwritten signature in cursive script that reads "Casey Clagett".

Casey Clagett
Manager, Training Center Programs



April 7, 2017

The Honorable Ed Murray
Mayor of Seattle
600 4th Ave, 7th Floor
PO Box 94749
Seattle, WA 98124

Dear Mayor Murray,

AEG Presents is proud to support AEG's proposal to partner with the City of Seattle on the redevelopment and operations of the Seattle Coliseum. We work very closely with AEG venues on a daily basis in making sure that we maximize all event opportunities in our network of facilities.

AEG Presents has had great success at KeyArena with acts such as Adele, Paul McCartney, Justin Bieber, Carrie Underwood, Ellie Goulding, The Who, Selena Gomez and many more. AEG Presents is proud of its relationship in Seattle with our regional office, AEG Presents Pacific North West, The Showbox, Showbox SoDo, Marymoor Park and our partnership with One Reel, Seattle and Bumbershoot. We have always enjoyed working in your wonderful city and look forward to a continued successful relationship.

We have seen first-hand that AEG venues always put a priority on first class operations and guest service for our fans attending the show and for the artist playing the venue. It is our pleasure to recommend that AEG is an invaluable partner to the City of Seattle and will continue this relationship at the Seattle Coliseum.

Sincerely,

A handwritten signature in blue ink, appearing to read "Jay Marciano". The signature is fluid and stylized, with a long horizontal stroke extending to the right.

Jay Marciano
Chairman and Chief Executive Officer
AEG Presents



April 12, 2017

The Honorable Ed Murray
Mayor of Seattle
600 4th Ave, 7th Floor
PO Box 94749
Seattle, WA 98124

Dear Mr. Murray:

As the lead promoter for premier musical acts such as Taylor Swift, Ed Sheeran, George Strait, Kenny Chesney, Blake Shelton, Shawn Mendes and Eric Church, I am proud to support AEG's proposal to operate the Seattle Coliseum in Seattle, Washington.

AEG's dedication to world class operations and exceptional guest service for our fans is the primary consideration when booking my acts.

Recently we were thrilled to bring back Taylor Swift for two sold out shows. We would be ecstatic if our partners at AEG were to operate your world-class arena.

On behalf of MTG I fully endorse AEG.

Louis Messina
CEO, Messina Touring Group



155 E. WILSON STREET
SUITE 100
MADISON, WI 53703

PHONE 608/284-5460
FAX 608/284-5479

April 6, 2017

The Honorable Ed Murray
Mayor of Seattle
600 4th Ave., 7th Floor
PO Box 94749
Seattle, WA 98124

Dear Mayor Murray,

I am writing this letter to endorse and support AEG and their potential partnership with the City of Seattle.

My company, Frank Productions, is a second generation full-service concert promotion company based in Madison, Wisconsin. As one of the largest independent concert promoters in the country, we are experienced in every facet of live events; including production, logistics, ticketing, marketing, sponsorships, food and beverage operations and merchandising. Annually, we promote hundreds of concerts and live entertainment events in stadiums, arenas, amphitheaters, performing arts centers and clubs across the country.

Frank Productions has developed a strong partnership with KeyArena and AEG. We completely trust in the AEG staff and know first-hand that AEG's operation of the Seattle Coliseum will be professional, honest and without pretense.

I have zero hesitation in recommending AEG as the operating partner of the Seattle Coliseum and we look forward to the opportunity to promote major music events in your arena.

Sincerely,

A handwritten signature in black ink, appearing to read "Larry Frank", is written over a faint, light-colored circular stamp or watermark.

Larry Frank



ARTIST GROUP INTERNATIONAL

April 12, 2017

The Honorable Ed Murray
Mayor of Seattle
600 4th Ave, 7th Floor
PO Box 94749
Seattle, WA 98124

Dear Mr. Murray:

Artist Group International is proud of its relationship with AEG Facilities, and we fully support their possible opportunity to operate Key Arena in Seattle, Washington.

We work with AEG Facilities' worldwide venues on a regular basis and enjoy having our roster of musical acts, including Metallica; Billy Joel; Rush; Motley Crue; Linkin Park; and Rod Stewart, perform at their first-class venues.

Key Arena will be supported well by AEG Facilities, and Artist Group International values the partnership we have developed with them. On behalf of Artist Group International, we fully endorse AEG Facilities at Seattle Coliseum in Seattle, Washington.

Sincerely,

A handwritten signature in blue ink, appearing to read "Adam Kornfeld", is written over a horizontal line.

Adam Kornfeld
President of Touring, North America
Artist Group International



April 5, 2017

The Honorable Ed Murray
Mayor of Seattle
600 4th Ave, 7th Floor
PO Box 94749
Seattle, WA 98124

Dear Mayor Murray,

On behalf of Paradigm Talent and Literary Agency, we fully support and endorse AEG and their opportunity to partner with the City of Seattle and the Seattle Coliseum.

Paradigm Talent and Literary Agency has always maintained a strong relationship with AEG venues and we enjoy the first class service and experience that our acts receive when playing their venues.

AEG venues are leading the way and they would be a fantastic partner for the Seattle Coliseum.

Sincerely,

A handwritten signature in black ink, appearing to read "L. Webman", written over the printed name "Larry Webman".

Larry Webman

April 7, 2017

The Honorable Ed Murray
Mayor of Seattle
600 4th Ave, 7th Floor
PO Box 94749
Seattle, WA 98124

Dear Mayor Murray:

On behalf of Universal Attraction Agency, we fully endorse AEG Facilities to partner with the City of Seattle on the redevelopment and operation of the Seattle Coliseum.

Universal Attractions Agency has developed and maintained a strong relationship with AEG and their family of venues. We enjoy working with the venues with our diverse range of shows. In particular, we have worked closely with many AEG operated venues on our iconic "I Love the 90s" Tour which showcases top names from the 90s such as Vanilla Ice, Salt N Pepa, Coolio, Color Me Badd, and more. This tour has routed through North American AEG venues in Cincinnati, Los Angeles, Louisville and Minneapolis and we have always enjoyed working with these venues.

The Seattle Coliseum will be supported by this network of venues and we will look forward to working with in Seattle with our upcoming shows and tours.

On behalf of Universal Attractions Agency, I endorse AEG to partner with the Seattle Coliseum.

Sincerely,



Adam Zagor
Partner – UAA | Universal Attractions Agency
15 West 36th Street, 8th Floor
New York, NY 10018



April 12, 2017

The Honorable Ed Murray
Mayor of Seattle
600 4th Ave, 7th Floor
PO Box 94749
Seattle, WA 98124

Dear Mr. Murray,

On behalf of Creative Artists Agency, we are proud to endorse AEG Facilities with the possibility to manage and operate the Key Arena in Seattle, WA.

AEG has been providing us with exceptional service and professionalism. They have ensured that we at Creative Artist Agency, and the artist we represent are completely satisfied.

We offer our full support to AEG Facilities and hope that they are given the opportunity to operate Key Arena.

Sincerely,

A handwritten signature in blue ink, appearing to read 'Jenna Park Adler', is written over the typed name and title.

Jenna Park Adler
Music Touring Agent
CREATIVE ARTISTS AGENCY

CreativeArtistsAgency

2000 Avenue of the Stars
Los Angeles, CA 90067
424.288.2000 / Fax 424.288.2900



March, 30th, 2017

The Honorable Ed Murray
Mayor of Seattle
600 4th Ave, 7th Floor
PO Box 94749
Seattle, WA 98124

Dear Mayor Murray,

Professional Bull Riders (PBR) is celebrating its' 24th Anniversary this year. Since 1992, the PBR has grown in membership of more than 1,200 bull riders competing in more than 300 bull riding events per year, including the elite Built Ford Tough Series, the BlueDEF Qualifying Tour, the Touring Pro Division and the PBR international circuits in Australia, Brazil, Canada and Mexico.

For many years PBR and AEG have enjoyed a close working relationship. AEG exhibits the professionalism and commitment to providing a first-class guest experience for our fans that PBR looks for when routing tours. We give preference to AEG operated venues whenever and wherever possible.

AEG and their staff continually deliver superior service to their clients and it is because of this that I can highly recommend them to be your partner for the redevelopment and operations of the Seattle Coliseum.

Sincerely,

Sean Gleason
Chief Executive Officer
Professional Bull Riders



March, 30th, 2017

The Honorable Ed Murray
Mayor of Seattle
600 4th Ave, 7th Floor
PO Box 94749
Seattle, WA 98124

Dear Mayor Murray,

Over the past years, the Harlem Globetrotters have played more than 26,000 exhibition games in 122 countries and territories on six continents. Proud inductees of the Naismith Memorial Basketball Hall of Fame, the Harlem Globetrotters have entertained hundreds of millions of fans-among them popes, queens, kings and presidents over more than eight thrilling decades. We have enjoyed many of these successes in AEG operated venues.

The Harlem Globetrotters have always had a very close and strong relationship with AEG and continue to foster a close global relationship backed by years of success. We fully support any venue AEG is involved in and have confidence in their ability to optimize their assets to create a successful platform for any live entertainment event.

We have always had a great experience working with AEG and KeyArena when bringing our show to Seattle. The Harlem Globetrotters have had a long-standing relationship with the arena and look forward to the developments of this iconic arena. Having said this, I would strongly recommend AEG for the operations and redevelopment of the Seattle Coliseum.

Sincerely,

A handwritten signature in black ink that reads 'W. R. Barrett'.

William R. Barrett
SVP Domestic Tour Scheduling & Contracts
Harlem Globetrotters International, Inc.



March 31, 2017

The Honorable Ed Murray
Mayor of Seattle
600 4th Ave, 7th Floor
PO Box 94749
Seattle, WA 98124

Dear Mayor Murray,

All over the world, "Stars on Ice" continues to prove itself as the world's premier ice show by offering the best in championship skating. Stars on Ice prides itself on bringing a unique skating, musical and visual experience to each and every venue around the world.

Since the beginning of "Stars on Ice," we have traveled around the world to nearly every arena imaginable. We have experienced all types of arenas and can assure you that some of the best arenas we visit are operated in partnership with AEG. The mission and philosophy of AEG to provide the best customer service and top notch entertainment is obvious in the way they operate their venues. We always enjoy visiting their family of facilities and always make sure to choose AEG venues when we are deciding our show routing. We know our cast will be taken care of, the show will run smoothly and the venue staff will be helpful and professional. On a physically demanding tour like Stars on Ice, these factors are all very important.

We fully support AEG in the redevelopment and operations of the Seattle Coliseum. We know they will be a terrific partner to the city of Seattle.

Sincerely,

A handwritten signature in blue ink, which appears to read 'Byron Allen', is positioned above the printed name.

Byron Allen
Senior Vice President
Producer, "Stars on Ice"

CIRQUE DU SOLEIL.



March, 30th, 2017

The Honorable Ed Murray
Mayor of Seattle
600 4th Ave, 7th Floor
PO Box 94749
Seattle, WA 98124

Dear Mr. Murray,

I am pleased to provide this letter in support of AEG's partnership with the City of Seattle and the Seattle Coliseum.

Cirque du Soleil entertains audiences around the globe with its dramatic mix of circus arts and street entertainment. Our shows are presented in a variety of venues, including our Grand Chapiteau tents, purpose-built theaters in Las Vegas, Orlando and Mexico, and major supporting arenas around the globe. It is primarily through the presentation of our touring arena productions that we have experienced the outstanding and consistent services provided by AEG Facilities.

Our arena tours have been presented across the AEG family of venues throughout the world. In each instance, AEG has proven themselves as a true partner, providing our sales and production teams with excellent service and support in every aspect, including booking, marketing, box-office, and production.

As the global reach of Cirque du Soleil continues to grow, we look forward to presenting our productions at venues that carry the AEG banner.

We are pleased that you will consider AEG for the future operation of the Seattle Coliseum.

Sincerely,

David Pitman
Director - Tour Planning; Arena Shows

8400, 2^e Avenue, Montréal (Québec) H1Z 4M6 Canada

Téléphone : 514 722-2324 - Télécopieur / Fax : 514 722-3692

cirquedusoleil.com



March 30, 2017

The Honorable Ed Murray
Mayor of Seattle
600 4th Ave, 7th Floor
PO Box 94749
Seattle, WA 98124

Dear Mayor Murray,

Feld Entertainment, Inc. has the privilege of working with AEG Worldwide and enjoys a close working relationship that extends to support the programming of the Seattle Coliseum. As with our past production, Nuclear Cowboyz, our support of AEG booking Initiatives in AEG affiliated venues continues to be of interest to us here at Feld Entertainment. The large extent of Feld Entertainment productions, and the close relationship with AEG Facilities, has the potential to bring many new opportunities to Seattle through the foreseen future.

Feld Entertainment, Inc. is the world's leading producer of live family entertainment experiences that lift the human spirit and create indelible memories, with 30 million people in attendance at its shows each year. Feld Entertainment's productions have appeared in more than 70 countries on six continents and include Ringling Bros and Barnum & Bailey, Feld Motor Sports, Disney On Ice, Disney Live, Marvel Universe Live, and Sesame Street Live.

We have always enjoyed bringing our shows to KeyArena in the past and have loved working with their friendly, professional staff. We have great confidence AEG will be a tremendous partner with the redevelopment and operations of the future Seattle Coliseum and will maintain this historic landmark. AEG will optimize their assets on behalf of the city of Seattle and will be a great partner as they have been to us.

Please feel free to contact me directly with any questions.

Sincerely,



Mark R. Duryea
VP North America Tours
Feld Entertainment, Inc.



WWE
1241 East Main Street
Stamford, CT 06902
April 12, 2017

The Honorable Ed Murray
Mayor of Seattle
600 4th Ave, 7th Floor
PO Box 94749
Seattle, WA 98124

Dear Mayor Murray,

WWE, as many of you already know, is an Integrated Media and Entertainment Company that, among other things, creates live television programming 52 weeks a year and performs more than 300 live events annually around the world. It would not be a stretch to say that we see the insides of more arenas around the world in the course of a year than most people see in a lifetime.

As you can imagine therefore, we work with AEG as a global leader in the field of Facility Operations very regularly. I can honestly say from the Acer Arena in Sydney, to the O2 Arena in London, to the STAPLES Center in Los Angeles and all points in between, AEG and their staff approach events with a can-do attitude to make their venues as user friendly and as pleasant an experience as possible for both the Artist and the Fan alike. This is a philosophy AEG have ingrained into their corporate culture and it shows.

We have an excellent relationship with AEG and we always look forward to working in facilities they operate. If you would like to discuss further, please don't hesitate to call me at (203) 352-1063.

Regards,

A handwritten signature in black ink, appearing to read 'Andrew Forstadt'.

Andrew Forstadt
Senior Director, Global Live Event Booking
WWE Inc.



4660 CHURCHILL STREET
SHOREVIEW, MN 55126
651.766.2800
VSTARENTERTAINMENT.COM

March, 30th, 2017

The Honorable Ed Murray
Mayor of Seattle
600 4th Ave, 7th Floor
PO Box 94749
Seattle, WA 98124

Dear Mr. Murray,

This letter is to voice our support for AEG to partner with the City of Seattle and the Seattle Coliseum. AEG and VStar Entertainment have presented and co-promoted many successful family events throughout the United States in AEG managed venues, including Sesame Street Live, Paw Patrol Live, Barney Live, Curious George Live, My Little Pony and more over the years.

VStar Entertainment has toured live stage family productions for the past 37 years in over 180 U.S. cities annually. Over three decades of successful productions and solid business prove that – without fail – engagements that are the most fruitful are those done in partnership with venue professionals who know what they're doing – from booking, ticketing and operations, to marketing and promotions. AEG certainly delivers on all these aspects.

We highly recommend AEG as your operations partner at the Seattle Coliseum.

Sincerely,

Kevin B. Kulas
SVP Marketing and Booking
VStar Entertainment
Phone: (612) 852-2329
Email: kevink@vstarentertainment.com

RAY CHARLES • THE EXCITERS • THE BEACH BOYS • LOUIS ARMSTRONG • THE KINKS • THE SEATTLE
SUPERSONICS • THE WAILERS • THE MONKEES • THE WHO • THE JIMI HENDRIX EXPERIENCE • RAY CHARLES
• THE DOORS • THE ROLLING STONES • CROSBY, STILLS, NASH & YOUNG, • CREEDENCE CLEARWATER
REVIVAL • JETHRO TULL • LED ZEPPLIN • SANTANA • STEELY DAN • B.B. KING • AEROSMITH • 1974 NBA ALL-
STAR GAME • THE ALLMAN BROTHERS • WHL SEATTLE TOTEMS • WHL SEATTLE THUNDERBIRDS • KC AND
THE SUNSHINE BAND • SUPERTRAMP • BEE GEES • GRATEFUL DEAD • BUFFALO SPRINGFIELD • 1978 NBA
FINALS • STYX • STEVE MILLER BAND • THE KINKS • REO SPEEDWAGON • 1979 NBA FINALS • CHUCK BERRY
• AC/DC • FOREIGNER • VAN HALEN • THE ANIMALS • ROBERT PLANT • SCORPIONS • ZZ TOP • THE CARS •
JOHN COUGAR MELLENCAMP • HUEY LEWIS & THE NEWS • TOM PETTY AND THE HEARTBREAKERS • BLACK
SABBATH • MARILYN MANSON • ALANIS MORISSETTE • BILLY JOEL • ANDREA BOCELLI • N'SYNC • ROD
STEWART • ELTON JOHN • CHER • 1987 NBA ALL-STAR FEST • NEIL DIAMOND • R.E.M. • THE IRISH TENORS
• THE MOODY BLUES • THE SEATTLE STORM • SEATTLE UNIVERSITY REDHAWKS MEN'S BASKETBALL • THE
BEATLES • ELVIS PRESLEY BETTE MIDLER • AMY GRANT • WOMEN'S BASKETBALL PAC-12 CONFERENCE
TOURNAMENT • TLC • KORN • DMX • CREED • RED HOT CHILI PEPPERS • TONY BENNETT • BARENAKED
LADIES • CHRISTINA AGUILERA • PEARL JAM • TINA TURNER • MATCHBOX TWENTY • CHAMPIONS ON ICE
• WWE • 98 DEGREES • BEN HARPER • JANET JACKSON • 3 DOORS DOWN • MICHAEL FLATLEY • SADE
• ERIC CLAPTON • STEVIE NICKS • JAMES TAYLOR • RINGLING BROS. AND BARNUM & BAILEY CIRCUS •
EARTH, WIND & FIRE • BOB DYLAN • RAT CITY ROLLERGIRLS • THE GUESS WHO • GEORGE STRAIT • ALICIA
KEYS • WEEZER • KIRK FRANKLIN • DC TALK • INCUBUS • USHER • NICKLEBACK • WOMEN'S FLAT TRACK
DERBY ASSOCIATION • USHER • MARY J BLIGE • MARC ANTHONY • CHER • TOOL • BOB DYLAN • NO DOUBT
• NELLY • TORI AMOS • CHER • PETER GABRIEL • DAVID GRAY • MISSY ELLIOTT • BON JOVI • TIM MCGRAW
• YANNI • DIXIE CHICKS • DEF LEPPARD • SIMON & GARFUNKEL • GOOD CHARLOTTE • DAVE MATTHEWS
BAND • NEWSBOYS • SARAH BRIGHTMAN • BRITNEY SPEARS • CISL SEATTLE SEADOGS • METALLICA •
KELLY CLARKSON • CLAY AIKEN • DAVID BOWIE • NCAA WASHINGTON HUSKIES • YES • KID ROCK • SHANIA
TWAIN • SARAH MCLACHLAN • ERIC CLAPTON • ALAN JACKSON • INCUBUS • U2 • BRUCE SPRINGSTEEN
& THE E STREET BAND • DESTINY'S CHILD • THE KILLERS • DAVID GRAY • FOOD FIGHTERS • THE ROLLING
STONES • PAUL MCCARTNEY • DEPECHE MODE • GWEN STEFANI • ANDRÉ RIEU • COLDPLAY • QUEEN • TIM
MCGRAW & FAITH HILL • BILL GAITHER & FRIENDS "HOMECOMING" • THE CHEETAH GIRLS • PAUL SIMON
• THE WHO • DEATH CAB FOR CUTIE • BOB SEGER & THE SILVER BULLET BAND • JAMIE FOXX • SNOW
PATROL • THE POLICE • NICOLE C. MULLEN • JOSH GROBAN • MUSE • KEITH URBAN • OZZY OSBOURNE •
MILEY CYRUS • MICHAEL MOORE • DANE COOK • TOUR OF GYMNASTICS CHAMPIONS • 107.7 THE END DECK
THE HALL BALL • BLUE SCHOLARS • KANYE WEST • THOMAS AND FRIENDS LIVE! • GEORGE MICHAEL •
NINE INCH NAILS • LIL WAYNE • DISNEY LIVE! • BEYONCÉ • TAYLOR SWIFT • MANDISA • WALKING WITH
DINOSAURS • JAMIE FOXX • "STAR WARS: IN CONCERT" • JAY Z • KISS • ELTON JOHN & BILLY JOEL • JOHN
MAYER • MICHAEL BUBLÉ • THE AVETT BROTHERS • EAGLES • ARCADE FIRE • ALICE IN CHAINS • GORILLAZ
• JOEL OSTEEN • THE BLACK KEYS • MADONNA • CARRIE UNDERWOOD • JIMMY BUFFETT • RED HOT CHILI
PEPPERS • RIHANNA • BRUNO MARS • EAGLES • PINK • SELENA GOMEZ • MICHAEL BUBLÉ • MACKLEMORE
& RYAN LEWIS • JUSTIN TIMBERLAKE • USHER • SEATTLE STORM • PHISH • LIONEL RICHIE • TOBYMAC
• TRANS-SIBERIAN ORCHESTRA • BASTILLE • IMAGINE DRAGONS • DECK THE HALL BALL • OPRAH'S
THE LIFE YOU WANT WEEKEND • JAMES TAYLOR • JESUS CHRIST SUPERSTAR ARENA SPECTACULAR •
WWE • GONZAGA'S BATTLE IN SEATTLE • CHER • 2015 PAC-12 WOMEN'S BASKETBALL TOURNAMENT
• LADY GAGA • ELTON JOHN • THE HARLEM GLOBETROTTERS • STEVIE WONDER • 2015 NCAA MEN'S
BASKETBALL TOURNAMENT • PBR • CHRIS TOMLIN • ARIANA GRANDE • ERIC CHURCH • NEIL DIAMOND •
BARRY MANILOW • BETTE MIDLER • SHANIA TWAIN • THE INTERNATIONAL DOTA 2 CHAMPIONSHIP • RUSH
• 5 SECONDS OF SUMMER • KELLY CLARKSON • KEVIN HART • ALT-J • FLORENCE AND THE MACHINE •
SEATTLE UNIVERSITY REDHAWKS • 107.7 THE END PRESENTS DECK THE HALL BALL 2015 • JUSTIN BIEBER
• MUSE • WASHINGTON FEDERAL BATTLE IN SEATTLE: GONZAGA VS TENNESSEE • ADELE • AMY SCHUMER
• WWE MONDAY NIGHT RAW • HARLEM GLOBETROTTERS • MARVEL UNIVERSE LIVE! • 2016 WOMEN'S PAC
12 TOURNAMENT • THE COMEDY GET DOWN • PAUL MCCARTNEY • THE WHO • ANDREA BOCELLI • STING
AND PETER GABRIEL • THE INTERNATIONAL DOTA 2 CHAMPIONSHIP • KELLOGG'S TOUR OF GYMNASTICS
CHAMPIONS • BLINK-182 • SIA • KANYE WEST • 107.7 THE END PRESENT DECK THE HALL BALL 2016 • SAM
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• CHRIS STAPLETON • RAY CHARLES • THE EXCITERS • THE BEACH BOYS • LOUIS ARMSTRONG • THE KINKS

“While AEG has a broad scope, sports are very important to their company; they have strong relationships with governing leagues and understand the positive impact sporting events have on a city. In 2017, just through amateur sports in Kansas City, we will create approximately \$51.1 million in economic impact tied to sporting events we will host with AEG/Sprint Center.”

KATHY NELSON, PRESIDENT/CEO
KANSAS CITY SPORTS COMMISSION & FOUNDATION

“AEG’s national strength has allowed the Target Center to benefit in financial terms that were unavailable before the partnership with AEG.”

LISA GOODMAN, CITY COUNCIL, WARD 7

“100+ annual concerts, community events and sporting events create a stronger sense of community around the area and help unite the City of Bakersfield by providing quality sports and entertainment.”

ALAN TANDY, CITY MANAGER, CITY OF BAKERSFIELD



Office of the Mayor

Mayor Sylvester "Sly" James, Jr.

29th Floor, City Hall
414 East 12th Street
Kansas City, Missouri 64106

(816) 513-3500
Fax: (816) 513-3518

April 12, 2017

The Honorable Ed Murray
Mayor of Seattle
600 4th Ave, 7th Floor
PO Box 94749
Seattle, WA 98124

Dear Mayor Murray,

As Mayor of Kansas City, Missouri, it is rewarding to work with dynamic leaders including Phil Anschutz, Brenda Tinnen and the entire executive team of Anschutz Entertainment Group (AEG). In 2004, Kansas City forged a unique public/private partnership to build a state-of-the-art arena, Sprint Center, to anchor \$4.5 billion in downtown redevelopment. The city invested \$222 million to construct Sprint Center, and AEG invested \$54 million in consideration for a 35-year management agreement of the facility.

The Arts & Culture District of Kansas City, known as The Power and Light District, benefits greatly from having Sprint Center as a partner. By utilizing the AEG Event Connect platform, Sprint Center succeeds in staying busy with diverse concerts such as Eric Church, The Lumineers and Drake, premiere sporting events such as the 2017 NCAA Men's Basketball tournament and family events such as Cirque Du Soleil and Sesame Street Live. These assorted events increase foot traffic in our district which has created a sense of community for our city where people of all interests can find something they will enjoy.

Under the leadership of AEG, Sprint Center has exceeded all attendance and financial projections each year of operation. I am pleased with the diversity of booking and programming which has cultivated new live entertainment fans from throughout the region with over 6.1 million guests attending more than 600 events.

Not only a home for live entertainment, AEG/Sprint Center has provided in excess of \$8 million in revenue to the City of Kansas City through a revenue sharing provision in the arena management agreement. AEG is invested both financially and emotionally in the well-being of our city and region, and I do not hesitate to recommend them for the Seattle Coliseum.

Sincerely,

Sylvester "Sly" James, Jr.
Mayor of Kansas City, Missouri

Los Angeles | SPORTS & ENTERTAINMENT COMMISSION

March 30, 2017

The Honorable Ed Murray
Mayor of Seattle
600 4th Ave., 7th Floor
PO Box 94749
Seattle, WA 98124

Bob Graziano
Chairman

Kathryn Schloessman
President

Dear Mayor Murray,

Please accept this letter of recommendation for AEG to engage in partnership with the redevelopment and operations of the Seattle Coliseum.

The Los Angeles Sports & Entertainment Commission partners with the City of Los Angeles to bring top sporting and entertainment events to our city and we are proud of our strong partnership with STAPLES Center, L.A. Live and AEG. Over the years, we have had the pleasure of working closely with STAPLES Center on a variety of high profile events and appreciate their team's efficiency, professional work ethic and positivity. When we bring a major sporting or entertainment event to town, we always know L.A. Live, STAPLES Center and AEG will exceed our expectations.

STAPLES Center and L.A. Live have been an amazing host to many key events over the years including the GRAMMY Awards for 17 of the last 18 years which we are excited to announce will be returning to STAPLES Center in 2019 on a multi-year deal. AEG and STAPLES Center also held an integral role in bringing the NHL All-Star Weekend to the arena in January 2017 which was very successful. Coming next year, we are excited to partner with STAPLES Center as they will be hosting the NBA All-Star Weekend 2018 next February. We are always thrilled to host these prestigious events at L.A. live as their Arts & Culture District provides a home to visitors and locals for a variety of events, food options, lodging and more.

All of these events have a significant economic impact on the local economy and the entire city of Los Angeles. Additionally, these events spotlight Los Angeles as an amazing destination to enjoy diverse and high quality entertainment in a unique location.

We are proud to have a great partnership with AEG and fully endorse them to partner with your iconic arena in Seattle.

Sincerely,



Kathryn S. Schloessman
President
(213) 236-2381

333 South Hope Street, 18th Floor • Los Angeles, CA 90071 • 213-236-2361 • www.lasec.net
Official Marketing Partners of the Los Angeles Sports & Entertainment Commission





WE BRING IT.
SportKC.org

March 30, 2017

The Honorable Ed Murray
Mayor of Seattle
600 4th Ave., 7th Floor
PO Box 94749
Seattle, WA 98124

Dear Mayor Murray,

I am pleased to write this letter of endorsement for the partnership between AEG and the City of Seattle.

The mission of the Kansas City Sports Commission & Foundation is to drive Kansas City's overall sports strategy, to enrich the quality of life, create economic impact and raise visibility for our region. We are able to do this, and do it well, thanks to our partnership with AEG/Sprint Center and General Manager Brenda Tinnen.

We share the same vision and objectives as AEG to create inclusive events while helping our community understand the economic, social and civic benefits of sports. While AEG has a broad scope, sports are very important to their company; they have strong relationships with governing leagues and understand the positive impact sporting events have on a city. In 2017, just through amateur sports in Kansas City, we will create approximately \$51.1 million in economic impact tied to sporting events we will host with AEG/Sprint Center.

Through our partnership with AEG and Sprint Center, we are pleased to have a wonderful facility with a great staff where we can host large scale sporting events. Sprint Center is also uniquely positioned across the street from the Power and Light District which is a city hub for restaurants, entertainment and art. The District provides flexibility for great events that everyone can enjoy.

This year, AEG and the Kansas City Sports Commission will host numerous sporting events such as the U.S. Figure Skating Championships, Big 12 Men's Basketball Championship and the NCAA Division 1 Women's Volleyball Championship. Most recently we hosted the NCAA Men's Basketball Midwest Regional games on March 23rd and 25th at Sprint Center. It was an incredibly successful event. Brenda and her staff at Sprint Center was accommodating and professional. Fans, student-athletes, and our community enjoyed the experience and the national spotlight thanks to these sporting events. As always, we look forward to many future events hosted at Sprint Center.

The Kansas City Sports Commission & Foundation is proud to be a partner with AEG and are positive they would also be a terrific partner to the City of Seattle and the Seattle Coliseum.

Sincerely,

A handwritten signature in black ink that reads "Kathy Nelson". The signature is fluid and cursive.

Kathy Nelson
President/CEO
Kansas City Sports Commission & Foundation



Minneapolis
City by Nature

April 3, 2017

The Honorable Ed Murray
Mayor of Seattle
600 4th Ave, 7th Floor
PO Box 94749
Seattle, WA 98124

Dear Mayor Murray,

Please accept this letter of endorsement regarding the renovations and operating partnership between the City of Seattle and AEG. Sports Minneapolis, Powered by Meet Minneapolis, is pleased to support AEG through this process.

The mission of Sports Minneapolis is to recruit, enhance and produce sporting events in the Minneapolis area for the benefit of our community. Sports Minneapolis partners with event rights holders to assist them with venue selection, event services, volunteer identification, marketing and promotional support, and on-site recognition opportunities in order to assure a successful event. Through all the events we have pursued and secured for the City of Minneapolis, we have always been pleased with AEG and Target Center. Their team has been a large part of our ability to secure major sporting events for our city, which helps drive economic impact for our community. Their team is professional and accommodating, the venue is well-maintained, and our events are always successful.

Target Center is undergoing extensive renovations and will reopen in October. We are very excited for this opportunity to have a refreshed and renewed arena. As a home to the Minnesota Lynx (WNBA) and the Minnesota Timberwolves (NBA), these improvements will significantly enhance the fan experience. As the city's sports commission, we look forward to promoting the improved Target Center, which will spotlight Minneapolis as a top sports and entertainment destination in the country.

As a city partner to AEG and Target Center, we are proud of our relationship. We feel confident to ensure the City of Seattle that they would also have a positive and successful partnership with AEG operating the Seattle Coliseum.

Sincerely,

A handwritten signature in black ink, appearing to read "Melvin Tennant".

Melvin Tennant, CAE
Executive Director Sports Minneapolis and
President and CEO Meet Minneapolis

Meet Minneapolis
Convention & Visitors Association

250 Marquette Avenue South | Suite 1300 | Minneapolis, MN 55401

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Oakland-Alameda
County Coliseum
Authority

March 31, 2017

The Honorable Ed Murray
Mayor of Seattle
600 4th Ave, 7th Floor
PO Box 94749
Seattle, WA 98124

Dear Mayor Murray,

The Oakland -Alameda County Coliseum Authority is proud of our partnership with AEG Facilities. Since taking over management of Oakland Alameda County Coliseum and Oracle Arena AEG has proven to be a fantastic business partner as well as an impactful community partner.

AEG understands our concerns, goals and objectives because they too are owners of Sports Entertainment Real Estate assets. Whether it's event programing, operations, maintenance & repairs or improvements, AEG Facilities has added significant value to our business.

On behalf of the Oakland-Alameda County Coliseum Authority, we fully endorse AEG Facilities in Seattle Washington.

Sincerely,

A handwritten signature in black ink that reads "Scott McKibben" with a stylized "R.S." or similar mark below the name.

Scott McKibben
Executive Director
Oakland-Alameda County Coliseum Authority



louisville arena authority

WWW.ARENAAUTHORITY.COM

April 3, 2017

The Honorable Ed Murray
Mayor of Seattle
600 4th Ave, 7th Floor
PO Box 94749
Seattle, WA 98124

Dear Mayor Murray:

On behalf of the KFC Yum! Center and the Louisville Arena Authority, please accept this letter of recommendation for AEG to operate the Seattle Coliseum. Given our overwhelmingly positive experience with AEG managing and booking the KFC Yum! Center since its opening in 2010, we awarded AEG full operational rights of our arena in 2012 and have recently extended our partnership through 2027.

AEG shares the same goals and philosophies as our organization and we are looking forward to them complimenting us in the development of new event revenues, increased bookings and business initiatives.

It is with pleasure that I recommend AEG to partner with the city of Seattle. If the selection committee would like to speak with anyone at the Louisville Arena Authority, please do not hesitate to contact us at your convenience.

Sincerely,

William Summers V
Vice Chairman
Louisville Arena Authority

ONE ARENA PLAZA
LOUISVILLE, KY 40202
(502) 690-9000 PHONE
(502) 690-9010 FAX





Council Member Lisa Goodman, Seventh Ward
 350 S. Fifth St. - Room 307: Minneapolis, MN 55415
 TEL 612.673.2207

www.minneapolismn.gov

March 28, 2017

The Honorable Ed Murray
 Mayor of Seattle
 600 4th Ave, 7th Floor
 PO Box 94749
 Seattle, WA 98124

Dear Mayor Murray,

The City of Minneapolis entered into agreement with AEG Facilities in 2007 to manage the City-owned Target Center sports and entertainment venue. Throughout the ten year relationship, AEG has been responsive, resourceful and a partner to the City even under challenging circumstances. AEG is a strong organization that benefits from local knowledge through their on-site operators along with worldwide expertise gained from having an entertainment presence throughout the world.

Most recently, AEG has shown it is a partner in the true sense of the word. As part of our agreement, AEG committed private funds towards capital improvements at the arena that will add revenue growth to the arena and provide a better experience to our guests. Target Center is currently in the process of \$140 Million of renovations which have been supported by AEG. The renovations include a new state of the art scoreboard, technology upgrades including Wi-Fi, renovated suite and club spaces, dramatically updated exterior, new loading dock, new locker rooms, food and beverage improvements and more. With large-scale renovations in the future, Seattle Coliseum will benefit by having AEG's support.

During the past ten years, AEG has shown their expertise in many other ways. Two major outcomes are an increase in event activity and consistent budgetary control. Since 2007, the Target Center has been among the busiest arenas in the world with more activity than local competitors that have certain competitive advantages. Through difficult financial times in the event industry they have been able to maintain a balanced budget without negative impact to the City even when the major tenant of the building has provided revenue declines. This resourcefulness in finding new revenue streams has played out in new agreements both on a national and local basis. AEG's national strength has allowed the Target Center to benefit in financial terms that were unavailable before the partnership with AEG. In addition, AEG allows the local management group to tailor revenue generation of its needs without the hindrance of large corporate mandates. Several foundational contracts have been renewed under AEG's watch and all new contracts have better financial and operational terms than their predecessors.

The City of Minneapolis is pleased with the partnership that we have with AEG in its management of the Target Center. We look forward to many more years of partnership and success for our facility and City.

Sincerely,

A handwritten signature in cursive script, appearing to read "Lisa".

Lisa Goodman
 City Council, Ward 7

OFFICE OF THE MAYOR
ALBERT ROBLES



April 12, 2017

The Honorable Ed Murray
Mayor of Seattle
600 4th Ave, 7th Floor
PO Box 94749
Seattle, WA 98124

Dear Mayor Murray,

I am writing to express my strong support for AEG in their proposal to partner with the City of Seattle on the redevelopment and operations of the Seattle Coliseum.

AEG has been a great partner with the City of Carson, and we are very appreciative of their positive contribution to our City. AEG's StubHub Center is located in Carson, which is about ten miles south of Downtown Los Angeles, and the StubHub Center has been home to the Los Angeles Galaxy MLS team since 2003 and has hosted the MLS Cup four times. And now we are looking forward to the 2017 NFL season as the StubHub Center will be home to the recently relocated Los Angeles Chargers.

In addition to soccer and football, the StubHub Center is also home to many other diverse events throughout the year: Some highlights include the Vans Warped Tour, numerous Professional Championship Boxing events, the ESPN's Summer X Games, the Reebok Crossfit Games and the KIIS FM Wango Tango concert event, among many other concerts. AEG and the StubHub Center work diligently to secure a nice variety of events that fit everyone's preferences in our diverse community.

AEG and the StubHub Center have exceeded our expectations, and has always been a true partner to our City in every sense of the word. They engage with our community on a regular basis and are always responsible and responsive community stakeholders. And while you may receive many proposals from various companies, I can assure you that you will be hard-pressed to find a better partner for Seattle and your venue. Without any hesitation or reservations, I strongly endorse them and their proposal. If you have any questions or concerns please contact me.

Sincerely,

Albert Robles
Mayor
City of Carson



April 12, 2017

The Honorable Ed Murray
Mayor of Seattle
600 4th Ave, 7th Floor
PO Box 94749
Seattle, WA 98124

Dear Mr. Murray,

AEG Facilities has been an integral part of the City of Bakersfield and to Rabobank Arena, Theater and Convention Center as well as the Spectrum Amphitheater. Since 2013, AEG has not only been a strong management partner but also a strong partner to the city itself.

The partnership with AEG and the city of Bakersfield has provided members of our community a home for inclusive and diverse sporting and entertainment events. Over the past four years, AEG has re-energized the event calendar with large scale concerts, including The Eagles, Enrique Iglesias, Kevin Hart, Fleetwood Mac, Carrie Underwood, Blake Shelton and in the near future Elton John, Lady Antebellum, Boston and Tim McGraw/Faith Hill. AEG was instrumental in bringing the American Hockey League to Bakersfield, with the Bakersfield Condors now being the top development team for the Edmonton Oilers. These 100+ annual concerts, community events and sporting events each help create a stronger sense of community around the arena and help unite the city of Bakersfield by providing quality sports and entertainment.

AEG and its management team are valued members of the community. They are active in the Chamber of Commerce and the Convention & Visitors Bureau and other local charity organizations. When available, AEG donates tickets to area charity organizations to assist in their fund raising efforts. The AEG management team is very generous with their time. Annually AEG hosts local high school groups with its Job Shadowing Program. In addition, AEG hosts youth groups such as the Boys & Girls Club for behind-the-scenes tours.

For these reasons, I am pleased to support AEG Facilities in its bid to operate the Seattle Coliseum. Please feel free to contact my office if the selection committee would like to speak with someone regarding the value of our relationship with AEG.

Sincerely,


Alan Tandy
City Manager

City of Bakersfield • City Manager's Office • 1600 Truxtun Avenue
Bakersfield • California • 93301
(661) 326-3751 • Fax (661) 324-1850



31 March 2017

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Dennis J. Huang

ADVISORY COUNCIL

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U.S. Small Business Administration
Union Bank
The Walt Disney Company
Wells Fargo

The Honorable Ed Murray
Mayor of Seattle
600 4th Ave, 7th Floor
PO Box 94749
Seattle, WA 98124

Dear Mayor Murray:

Please accept this letter of support of AEG Facilities to be selected to operate the Seattle Coliseum. The Asian Business Association has well over 10 years of fruitful relationship working closely with AEG on many projects and programs that have provided enormous benefits to the City of Los Angeles, our member businesses, and the citizens of Los Angeles.

We have always been impressed with their professionalism, business acumen, and commitment to excellence in everything they do. We also support AEG's diversity and inclusion programs which aim to raise the bar for diversity best practices in the sports and entertainment industry. Additionally, AEG has always been generous in giving back to our community and has provided unwavering support for our organization, programs and services that are dedicated to making our home a world class City.

AEG has become rooted in the Los Angeles community and has established themselves as an irreplaceable asset to the downtown area. They are a first class organization with a proven track record of excellence in our City, bringing a creative and thoughtful approach to doing business. It is because of these reasons, coupled with the fact that they are heavily invested in our City, which we have done business in for many years, which has prompted me to write this letter of endorsement for AEG. I feel strongly that AEG will bring these successes to the City of Seattle.

Please feel free to contact me directly with any questions or for further information at (213) 628-1222.

Sincerely,

Dennis Huang
Executive Director

Asian Business Association is the premiere non-profit organization that serves the needs of Asian Pacific Islander business owners and professionals. ABA has been proactively assisting these businesses gain access to economic opportunities and advancement since 1976. ABA has an active membership base of over 700, and offers programs to help these businesses grow.



**Greater Los Angeles
African American
Chamber of Commerce
501(C) 6**

March 31, 2017

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Ron Walden

The Honorable Ed Murray
Mayor of Seattle
600 4th Ave, 7th Floor
PO Box 94749
Seattle, WA 98124

Greetings Honorable Ed Murray:

Please accept this letter of support of AEG Facilities to be selected to manage and operate the Seattle Coliseum. The Greater Los Angeles Chamber of Commerce (GLAAACC) has had a long and fruitful relationship working closely with AEG on many projects and programs that have provided enormous benefits to the City of Los Angeles, our business members and citizens of Los Angeles. We have always been impressed with their professionalism, business acumen, and commitment to excellence in everything they do. Additionally, AEG has always been generous in giving back to our community and has provided unwavering support for our organization, programs and services that are dedicated to making the City of Los Angeles truly a world class city.

AEG has become rooted in the Los Angeles community and has established themselves as an irreplaceable asset to the downtown area. They are a first-class organization with a proven track record of excellence in Our City, bringing a creative and personal approach to doing business. It is this coupled with the fact they are a local firm heavily invested in Our city which we have partnered with for many years, that prompts me to write this letter of endorsement for AEG.

Please feel free to contact me directly with any questions or for further information at (310) 515-6715, if you need any assistance.

Sincerely,

Gene Hale
Chairman



April 3, 2017

The Honorable Ed Murray
Mayor of Seattle
600 4th Ave, 7th Floor
PO Box 94749
Seattle, WA 98124

Dear Mayor Murray,

On behalf of the Los Angeles Latino Chamber of Commerce's (LALCC) Board of Directors, we are writing to confirm and endorse AEG Facilities' capabilities in the management of the Seattle Coliseum, KeyArena. The LALCC and AEG have worked closely together in providing programs and projects created to benefit the citizens of Los Angeles, as well as its business members.

Our mission has always been to support the growth and economic development of the Latino community in the greater Los Angeles area. We've been able to accomplish this through creating initiatives that produce procurement programs for Latino-owned businesses, access to capital, resources for expansion, as well as through advocating on policy issues affecting Latino entrepreneurs and businesses. In collaborating with our efforts on several occasions, AEG has proved to be a loyal and great asset to our goals. For three years now, AEG has helped us with such aims as increasing workforce diversity, providing technical business assistance to our members and inspiring our business community to achieve greater success while exemplifying a leadership model to emulate. These efforts by AEG have demonstrated their loyalty and unwavering commitment to our cause, and in recognition of that, we fully support the selection of AEG to administer operations of the Seattle Coliseum.

I hope you take into consideration, not only our recommendation of AEG Facilities, but of their proven track record within Los Angeles. They are a first class organization who bring forth a creative and personal approach to everything they do, and we are confident that their management of the Seattle Coliseum will be no different and just as prosperous.

Sincerely,

Gilbert R. Vasquez
Chairman of the Board

Moises Cisneros
Executive Director

634 SOUTH SPRING STREET, SUITE 600
LOS ANGELES, CALIFORNIA 90014
www.lalcc.org

PH : (213) 347-0008
FAX : (213) 347-0009

April 3rd, 2017

The Honorable Ed Murray
Mayor of Seattle
600 4th Ave, 7th Floor
PO Box 94749
Seattle, WA 98124



Dear Sir:

Please accept this letter of reference in support of AEG's bid to operate, maintain, and market the Seattle Coliseum/Key Arena located in Seattle, Washington.

I am writing on behalf of the Green Sports Alliance, a non-profit organization leveraging the cultural and market influence of sports to promote healthy, sustainable communities where we live and play. We do so by inspiring sports leagues, teams, colleges, venues, their partners, and millions of fans to embrace energy and water efficiency; renewable energy; sustainable food; responsible procurement; socially responsible practices; and other environmentally preferable actions. AEG is a founding partner of the Alliance and manages almost 100 of the sports venues and organizations that are members.

We already work closely with the tenants (Seattle Storm) and City of Seattle to help facilitate sustainable management amongst the team and venue. Without reservation, we believe a partner like AEG—that is committed to sustainable facility management will be great, value-aligned partners for this marquee venue.

AEG's commitment to environmental innovation is clear, and they have shown leadership in the industry by implementing greening initiatives across their broad portfolio of managed properties. AEG tracks several environmental data points from its global portfolio of venues and reports its progress towards its environmental goals in its biannual environmental sustainability reports. AEG also actively pursues environmental sustainability projects like water and energy conservation, and waste reduction efforts. They have developed and integrated better practices in venue management, and their willingness to share their experience and insights is helping to move the entire industry forward. We support these initiatives and appreciate that we have a partner that shares our values.

AEG has also driven the push for sustainability and community development with their teams. In collaboration with AEG 1EARTH, the Los Angeles Kings recently unveiled their plan to minimize environmental impact of games and practices, support local environmental projects, and create opportunities for fans and partners to build healthier communities across Los Angeles. More information can be found at: <https://www.nhl.com/kings/community/kings-care/green>

I am proud to write this letter of endorsement in support of AEG and thank you for your attention on this matter.

Sincerely,

A handwritten signature in black ink, appearing to read "Justin Zeulner".

Justin Zeulner
Executive Director
Green Sports Alliance



March 30, 2017

The Honorable Ed Murray
Mayor of Seattle
600 4th Ave, 7th Floor
PO Box 94749
Seattle, WA 98124

Dear Honorable Mayor Ed Murray:

I am writing at the request of AEG regarding the company's bid to manage, operate, maintain, and market the Seattle Coliseum. I was asked to report to you about my experiences collaborating with AEG during the past decade at numerous venues around the world, including environmental work at some of the world's most high-profile arenas and events.

I have no financial relationship with AEG, nor have I ever served as an AEG employee or been paid by AEG.

By way of brief personal introduction, and with all due respect to you and appropriate humility, in December 2015 Sports Business Journal listed me as one of the "50 Most Influential People in Sports Business," and *Worth* magazine listed me as one of "The 60 Most Powerful People In Sports" in March 2016. According to Green Sports Blog: "It is no exaggeration to say that Dr. HersHKowitz is the most consequential environmentalist in the history of North American sports." I created the environmental programs at and serve as a principle environmental advisor to MLB, the NBA, the NHL, MLS, the USTA, and NASCAR. I have also served as an environmental advisor to scores of professional sports and entertainment teams and venues, global corporations such as DuPont, Pepsi, Coca-Cola, and Disney, as well as the International Olympic Committee, UEFA, the Academy Awards, and the GRAMMYs.

My work greening sports and entertainment facilities and events has brought me into frequent collaboration with AEG and many other stadium, arena and theater operators. I have worked with AEG on the greening of the GRAMMYs, the NBA All-Star Game, the Major League Soccer Cup Championship, and at numerous AEG facilities including STAPLES Center in Los Angeles, the Rose Garden Arena in Portland, Oregon, the Barclays Center in Brooklyn, and the O2 Arena in London. Consequently, I believe I know well how AEG operates.

Based on my longstanding and wide-ranging work in the world of sports and entertainment greening, I can offer you the following observations about AEG:

1. Given the number of venues it operates, the intelligence of its ecological goals, and the transparency of its sustainability report, AEG leads the world of sports venue operators when it comes to sustainability.

2. Among all facility operators that I have worked with, AEG communicates and implements the strongest and most progressive commitment to environmental stewardship.
3. In NRDC's Game Changer authoritative report documenting the leading sports facilities in terms of environmental performance, eight of the facilities profiled for their outstanding work are operated by AEG, more than any other single facility operator (see http://greensportsalliance.org/resources/P_NRDC_Game_Changer.pdf).
4. AEG has the most widely implemented sustainability program among all of the facility operators I have ever dealt with.
5. AEG has the most well developed, progressive and widely implemented environmental data gathering program among all of facility operators that I have ever dealt with.
6. AEG takes community outreach very seriously and has excellent relations in the diverse communities in which it operates.
7. AEG's commitment to environmental stewardship is authentic, deep and is strongly supported by the firm's Chairman and CEO.

What distinguishes AEG as a multi-venue operator is its willingness to publicly commit to specific, scientifically meaningful long-term goals focused on carbon reduction, water conservation, and waste reduction. Moreover, AEG is the only multi-venue operator to issue a sustainability report.

In 2016 AEG publicly committed to reducing carbon emissions from all of its venues by 3.2% annually. This is precisely the "3% Solution" in decarbonization advocated by scientists at WWF and the CDP. If all companies followed AEG's lead, the private sector would realize cost savings of up \$190 billion and achieve the carbon reduction goals needed to address threats from global warming. In 2016 AEG also publicly committed to reducing water use at its venues by more than 2% annually, and to divert 70% of its wastes by 2020.

I am sorry to say that AEG's public commitment to these important goals puts it in a league of its own. We need all venue operators to follow its lead and make similar commitments.

I hope that you find the above information useful, Feel free to request any additional information you might need.

Sincerely,



Allen Hershkowitz, Ph.D.
Founding Director, Sports and Sustainability International

(Senior Scientist, Natural Resources Defense Council, 1987-2015, and Co-Founder and President, Green Sports Alliance, 2011- 2016)

RAY CHARLES • THE EXCITERS • THE BEACH BOYS • LOUIS ARMSTRONG • THE KINKS • THE SEATTLE
SUPERSONICS • THE WAILERS • THE MONKEES • THE WHO • THE JIMI HENDRIX EXPERIENCE • RAY CHARLES
• THE DOORS • THE ROLLING STONES • CROSBY, STILLS, NASH & YOUNG, • CREEDENCE CLEARWATER
REVIVAL • JETHRO TULL • LED ZEPPLIN • SANTANA • STEELY DAN • B.B. KING • AEROSMITH • 1974 NBA ALL-
STAR GAME • THE ALLMAN BROTHERS • WHL SEATTLE TOTEMS • WHL SEATTLE THUNDERBIRDS • KC AND
THE SUNSHINE BAND • SUPERTRAMP • BEE GEES • GRATEFUL DEAD • BUFFALO SPRINGFIELD • 1978 NBA
FINALS • STYX • STEVE MILLER BAND • THE KINKS • REO SPEEDWAGON • 1979 NBA FINALS • CHUCK BERRY
• AC/DC • FOREIGNER • VAN HALEN • THE ANIMALS • ROBERT PLANT • SCORPIONS • ZZ TOP • THE CARS •
JOHN COUGAR MELLENCAMP • HUEY LEWIS & THE NEWS • TOM PETTY AND THE HEARTBREAKERS • BLACK
SABBATH • MARILYN MANSON • ALANIS MORISSETTE • BILLY JOEL • ANDREA BOCELLI • N'SYNC • ROD
STEWART • ELTON JOHN • CHER • 1987 NBA ALL-STAR FEST • NEIL DIAMOND • R.E.M. • THE IRISH TENORS
• THE MOODY BLUES • THE SEATTLE STORM • SEATTLE UNIVERSITY REDHAWKS MEN'S BASKETBALL • THE
BEATLES • ELVIS PRESLEY BETTE MIDLER • AMY GRANT • WOMEN'S BASKETBALL PAC-12 CONFERENCE
TOURNAMENT • TLC • KORN • DMX • CREED • RED HOT CHILI PEPPERS • TONY BENNETT • BARENAKED
LADIES • CHRISTINA AGUILERA • PEARL JAM • TINA TURNER • MATCHBOX TWENTY • CHAMPIONS ON ICE
• WWE • 98 DEGREES • BEN HARPER • JANET JACKSON • 3 DOORS DOWN • MICHAEL FLATLEY • SADE
• ERIC CLAPTON • STEVIE NICKS • JAMES TAYLOR • RINGLING BROS. AND BARNUM & BAILEY CIRCUS •
EARTH, WIND & FIRE • BOB DYLAN • RAT CITY ROLLERGIRLS • THE GUESS WHO • GEORGE STRAIT • ALICIA
KEYS • WEEZER • KIRK FRANKLIN • DC TALK • INCUBUS • USHER • NICKLEBACK • WOMEN'S FLAT TRACK
DERBY ASSOCIATION • USHER • MARY J BLIGE • MARC ANTHONY • CHER • TOOL • BOB DYLAN • NO DOUBT
• NELLY • TORI AMOS • CHER • PETER GABRIEL • DAVID GRAY • MISSY ELLIOTT • BON JOVI • TIM MCGRAW
• YANNI • DIXIE CHICKS • DEF LEPPARD • SIMON & GARFUNKEL • GOOD CHARLOTTE • DAVE MATTHEWS
BAND • NEWSBOYS • SARAH BRIGHTMAN • BRITNEY SPEARS • CISL SEATTLE SEADOGS • METALLICA •
KELLY CLARKSON • CLAY AIKEN • DAVID BOWIE • NCAA WASHINGTON HUSKIES • YES • KID ROCK • SHANIA
TWAIN • SARAH MCLACHLAN • ERIC CLAPTON • ALAN JACKSON • INCUBUS • U2 • BRUCE SPRINGSTEEN
& THE E STREET BAND • DESTINY'S CHILD • THE KILLERS • DAVID GRAY • FOOD FIGHTERS • THE ROLLING
STONES • PAUL MCCARTNEY • DEPECHE MODE • GWEN STEFANI • ANDRÉ RIEU • COLDPLAY • QUEEN • TIM
MCGRAW & FAITH HILL • BILL GAITHER & FRIENDS "HOMECOMING" • THE CHEETAH GIRLS • PAUL SIMON
• THE WHO • DEATH CAB FOR CUTIE • BOB SEGER & THE SILVER BULLET BAND • JAMIE FOXX • SNOW
PATROL • THE POLICE • NICOLE C. MULLEN • JOSH GROBAN • MUSE • KEITH URBAN • OZZY OSBOURNE •
MILEY CYRUS • MICHAEL MOORE • DANE COOK • TOUR OF GYMNASTICS CHAMPIONS • 107.7 THE END DECK
THE HALL BALL • BLUE SCHOLARS • KANYE WEST • THOMAS AND FRIENDS LIVE! • GEORGE MICHAEL •
NINE INCH NAILS • LIL WAYNE • DISNEY LIVE! • BEYONCÉ • TAYLOR SWIFT • MANDISA • WALKING WITH
DINOSAURS • JAMIE FOXX • "STAR WARS: IN CONCERT" • JAY Z • KISS • ELTON JOHN & BILLY JOEL • JOHN
MAYER • MICHAEL BUBLÉ • THE AVETT BROTHERS • EAGLES • ARCADE FIRE • ALICE IN CHAINS • GORILLAZ
• JOEL OSTEEN • THE BLACK KEYS • MADONNA • CARRIE UNDERWOOD • JIMMY BUFFETT • RED HOT CHILI
PEPPERS • RIHANNA • BRUNO MARS • EAGLES • PINK • SELENA GOMEZ • MICHAEL BUBLÉ • MACKLEMORE
& RYAN LEWIS • JUSTIN TIMBERLAKE • USHER • SEATTLE STORM • PHISH • LIONEL RICHIE • TOBYMAC
• TRANS-SIBERIAN ORCHESTRA • BASTILLE • IMAGINE DRAGONS • DECK THE HALL BALL • OPRAH'S
THE LIFE YOU WANT WEEKEND • JAMES TAYLOR • JESUS CHRIST SUPERSTAR ARENA SPECTACULAR •
WWE • GONZAGA'S BATTLE IN SEATTLE • CHER • 2015 PAC-12 WOMEN'S BASKETBALL TOURNAMENT
• LADY GAGA • ELTON JOHN • THE HARLEM GLOBETROTTERS • STEVIE WONDER • 2015 NCAA MEN'S
BASKETBALL TOURNAMENT • PBR • CHRIS TOMLIN • ARIANA GRANDE • ERIC CHURCH • NEIL DIAMOND •
BARRY MANILOW • BETTE MIDLER • SHANIA TWAIN • THE INTERNATIONAL DOTA 2 CHAMPIONSHIP • RUSH
• 5 SECONDS OF SUMMER • KELLY CLARKSON • KEVIN HART • ALT-J • FLORENCE AND THE MACHINE •
SEATTLE UNIVERSITY REDHAWKS • 107.7 THE END PRESENTS DECK THE HALL BALL 2015 • JUSTIN BIEBER
• MUSE • WASHINGTON FEDERAL BATTLE IN SEATTLE: GONZAGA VS TENNESSEE • ADELE • AMY SCHUMER
• WWE MONDAY NIGHT RAW • HARLEM GLOBETROTTERS • MARVEL UNIVERSE LIVE! • 2016 WOMEN'S PAC
12 TOURNAMENT • THE COMEDY GET DOWN • PAUL MCCARTNEY • THE WHO • ANDREA BOCELLI • STING
AND PETER GABRIEL • THE INTERNATIONAL DOTA 2 CHAMPIONSHIP • KELLOGG'S TOUR OF GYMNASTICS
CHAMPIONS • BLINK-182 • SIA • KANYE WEST • 107.7 THE END PRESENT DECK THE HALL BALL 2016 • SAM
SMITH • MAROON 5 • STEVIE NICKS • ARIANA GRANDE • 2017 PAC-12 WOMEN'S BASKETBALL TOURNAMENT
• CHRIS STAPLETON • RAY CHARLES • THE EXCITERS • THE BEACH BOYS • LOUIS ARMSTRONG • THE KINKS

“AEG has contributed to organizations working to address homelessness in many of its cities across the globe, and I am pleased to say that a partnership between Plymouth Housing and AEG is now underway.”

PAUL LAMBOS, PLYMOUTH HOUSING GROUP

“AEG as a new member has demonstrated a commitment to GSBA’s mission to expand economic opportunity for diverse communities and advocate for small businesses. AEG’s commitment to the LGBTQ community is demonstrated by its support of our Leadership Academy of LGBT and allied students and our diversity and inclusion programs.”

- LOUISE CHERNIN, PRESIDENT & CEO
GREATER SEATTLE BUSINESS ASSOCIATION

- DREW NESS, BOARD CHAIR
GREATER SEATTLE BUSINESS ASSOCIATION

“We support AEG’s diversity and inclusion programs which aim to raise the bar for diversity best practices in the sports and entertainment industry.”

DENNIS HUANG, EXECUTIVE DIRECTOR,
LOS ANGELES ASIAN BUSINESS ASSOCIATION



April 12, 2017

The Honorable Edward B. Murray
 Mayor, City of Seattle
 600 4th Avenue, Floor 7
 PO Box 94749
 Seattle, WA 98104

Dear Mayor Murray,

The GSBA was pleased that AEG reached out to explore ways in which to engage and provide support to the LGBT business community and the GSBA Scholarship Fund. Through numerous conversations with me and our Board Chair, Drew Ness, GSBA learned of the many ways in which AEG was engaged in supporting equality and inclusion for their staff as well as in the communities in which they do business.

AEG as a new member has demonstrated a commitment to GSBA's mission to expand economic opportunity for diverse communities and advocate for small businesses. AEG's commitment to the LGBTQ community is demonstrated by its support of our Leadership Academy for LGBT and allied students and our diversity and inclusion programs. In reading AEG's annual Diversity and Inclusion report, there was clear evidence that AEG is proud of its diverse employee base at every level of its company. This commitment to diversity extends to their supplier diversity initiative and their understanding that "It's imperative to create a supply chain that provides all potential suppliers an equal opportunity to bid on future projects". Shortly after our meeting with AEG, they took the initiative to include LGBTQ-certified businesses in their procurement opportunities in the Key Arena bid, which will broaden opportunities for the LGBT small business community. This commitment to equality was most clearly evident when AEG stepped up to take a public stand against discrimination by signing on and joining the coalition of other leading businesses in the state to endorse the Washington Won't Discriminate campaign.

Key Arena is an existing civic asset as is, but redeveloping the facility into a world-class arena is a tremendous opportunity to invigorate an area that is already a hub for art, entertainment and sports. The arena will also benefit many local small businesses, including GSBA members. We are pleased to know that AEG is taking a thoughtful, considered approach to the potential impact the redevelopment will have on existing tenants, including the Seattle Storm, VERA Project, and KEXP.

We look forward to working collaboratively with AEG to promote equality and diversity – and local small businesses – as this project moves forward.

Sincerely,


 Louise Chernin
 President & CEO


 Drew Ness
 Board Chair



communicate. advocate. innovate.

April 12, 2017

The Honorable Edward B. Murray
Mayor of Seattle
600 4th Avenue, Floor 7
PO Box 94749
Seattle, WA 98104

Dear Mayor Murray,

Seattle needs bold leadership and vision now more than ever. While our city continues to shine as a bright spot in the global economy and a gateway market for Asia, we face many complex and important challenges that must be addressed as a community -- from homelessness and affordable housing to transportation and social justice.

In that context, the redevelopment of KeyArena, a civic asset, can be a catalyst for positive change throughout the region, including the bold, collaborative and inclusive vision for the broader Seattle Center campus.

There's a convergence of important trends that makes the redevelopment of KeyArena both relevant and urgent. Downtown is rapidly moving north, surrounding Seattle Center with dense neighborhoods full of residents, workers and visitors. South Lake Union has become "the hottest neighborhood on the West Coast," according to *The Seattle Times*.

Despite what we've been told for years, KeyArena is the perfect location for a world-class entertainment and sports venue. Trends in sports arenas favor smaller, more intimate spaces with great energy, just like KeyArena. And robust and creative transportation solutions, such as expanded bus service, increased monorail capacity and two future Sound Transit stations, will help mitigate the increased activity around Seattle Center.

AEG, our client, is the best partner for Seattle. As the world's largest owner, operator and developer of professional sports and entertainment arenas, AEG has a record of success, working collaboratively with communities to build and operate the right facilities for the right locations.

I enthusiastically support AEG in its bid to redevelop KeyArena into the world-class venue our city deserves. Let's reclaim our "Seattle Coliseum" for all.



communicate. advocate. innovate.

Over the past several months, AEG's leadership has engaged thoughtfully with leaders from Seattle's business, nonprofit and civic communities to ensure AEG's vision for the Seattle Coliseum is the right one for our city. Bob Newman, president of AEG Facilities, has connected personally with stakeholders in the surrounding neighborhood and resident organizations on the Seattle Center campus to better understand their priorities and concerns. For example, AEG is working closely with the Seattle Storm to incorporate its vision for Seattle Coliseum.

AEG has approached this project with an authentic commitment to incorporating diverse perspectives in its plans and ensuring the arena is accessible for all Seattleites. Inclusion is a core value for AEG. Its support of the Washington Won't Discriminate campaign, strong partnership with the Greater Seattle Business Alliance and membership in the National Gay & Lesbian Chamber of Commerce demonstrate its commitment to LGBTQ equality.

AEG has nearly a decade of experience in Seattle successfully managing events at KeyArena and breathing new life into Bumbershoot. AEG is the best partner for the City of Seattle. The company embodies Seattle's values, is committed to our community and, just like the World's Fair of 1962, honors our history while looking to the future.

Thank you for your consideration.

Sincerely,

A handwritten signature in blue ink that reads "Roger Nyhus". The signature is fluid and cursive, with the first and last names clearly legible.

Roger Nyhus
President & CEO



Urban League of
Metropolitan Seattle

*Empowering Communities.
Changing Lives.*

105 –14th Avenue Suite 200, Seattle, Washington • 206.461.3792 • Fax 206.461. 8425

April 12, 2017

The Honorable Edward B. Murray
Mayor, City of Seattle
600 4th Avenue, Floor 7
PO Box 94749
Seattle, WA 98104

Dear Mayor Murray,

I am writing to enthusiastically support AEG's bid to redevelop KeyArena into a world-class facility that is accessible to all.

AEG's commitment to providing entry-level career openings for disadvantaged individuals seeking job opportunities aligns with our values as an organization. At the Urban League, we operate a workforce training program to connect the communities of color with family-wage jobs. We see a redeveloped arena as an extraordinary opportunity for the groups with whom we partner.

We firmly believe this proposal to revitalize KeyArena will help Seattle Center realize its full potential as an urban amenity for all—particularly those without adequate greenspace or access to the arts. AEG's efforts to enliven the center as a destination for sports, art, culture and entertainment is a critical public benefit, and one that we wholeheartedly support.

As a music fan, sports fan and frequent visitor to Seattle Center, I am convinced this is right venue for an arena of the future. The plan will breathe new life into an existing, historic structure – and that's the most sustainable path forward.

Bringing back professional basketball to Seattle is a worthy endeavor, but it should not happen at the expense of freight mobility and family-wage jobs. Preserving industrial lands promotes diverse growth and insulates our city's economy from being tied too closely to the booms and busts of a single sector.

In the time AEG has been in Seattle, they have done the hard work necessary to gather diverse opinions and insights from community stakeholders like the Urban League. We view AEG as the best fit for this critically important endeavor.

Sincerely,

Pamela Banks
President & CEO
Urban League of Metropolitan Seattle



April 12, 2017

The Honorable Edward B. Murray
Mayor, City of Seattle
600 4th Avenue, Floor 7
PO Box 94749
Seattle, WA 98104

Dear Mayor Murray,

At Plymouth Housing Group, our mission is to eliminate homelessness and address its causes by preserving, developing and operating safe, quality, supportive housing.

Together, we have worked to address some of the root causes of homelessness, and I am grateful for your leadership in tackling this challenging issue head-on.

This work is difficult, and Plymouth could not do it without our amazing foundation and corporate partners. Truly, our collaborations mean we can bring many more men and women inside, tonight. It was apparent to me from our first meetings with AEG that as a company they are committed to improving the communities in which they own or operate world-class entertainment and sports arenas.

Specifically, AEG has contributed to organizations working to address homelessness in many of its cities across the globe, and I am pleased to say that a partnership between Plymouth Housing and AEG is now underway. Furthermore, AEG's commitment to youth and those in need, including the YMCA and the Boys & Girls Club, is incredibly important to instill hope and help light the way to a positive future for young people.

Additionally, I am proud that AEG supports the Lake2Bay vision, an initiative in which I have been personally involved. They have committed to the vision of a Thomas Street transformed into an accessible, pedestrian-friendly, inviting space that will serve as the primary access point for visitors to KeyArena. I am delighted that AEG shares our community's commitment to a rejuvenated connection that will link South Lake Union and Uptown.

Because I trust AEG and its local partner Nyhus Communications, I am endorsing AEG in its bid to redevelop KeyArena. AEG will be a good partner for the City of Seattle and this treasured civic asset. Plus, AEG is already part of the fabric of Seattle, having operated here for a decade.

I hope you will consider my support of AEG in its KeyArena bid in the selection process.

Sincerely,

A handwritten signature in black ink, appearing to read "Paul Lambros".

Paul Lambros
Plymouth Housing Group

2113 Third Avenue | Seattle, WA 98121

web: www.plymouthhousing.org
phone: 206-374-9409
fax: 206-374-0602

Lyn Tangen
Seattle, WA
lyntangen@me.com



April 12, 2017

The Honorable Edward B. Murray
Mayor, City of Seattle

Dear Mayor Murray,

As you consider your choices for a partner to steward our shared vision for a world-class arena at Seattle Center, I write to endorse AEG's experience, competence and capability as the best fit for Seattle. AEG has been working with Seattle Center and contributing to our region for nearly a decade.

As the former director of corporate communications for Vulcan Inc., I was involved in the development and transformation of South Lake Union. As far back as 2006, with the formation of the Mercer Corridor Stakeholder Committee, we knew that planning for events and the flow of people and goods around Seattle Center including KeyArena was critical to a successful Mercer Street. That integrated planning continues to this day, and I am confident that AEG will work closely and collaboratively with the neighborhoods surrounding KeyArena.

Seattle Center's potential to be the heart of our city, complete with vibrant, inclusive arts and cultural institutions, has not been realized. I applaud your bold vision for Seattle Center with a redeveloped KeyArena serving as a catalyst. As South Lake Union continues to expand as a hub for life sciences and technology – and now thousands of new residents – those cultural and entertainment assets are more critical than ever.

AEG has been engaged in the Seattle community for many years, long before the opportunity to renovate KeyArena came along. I appreciate AEG's substantial and extensive outreach to community, business and civic leaders throughout this process. Having spent time with AEG Facilities President Bob Newman, I can say from both a professional perspective and a personal one that AEG's commitment is authentic and strong. I have every expectation that AEG will continue to be an active, generous and fair partner to the City of Seattle.

I hope you find this information helpful as you navigate the selection process.

Sincerely,

Lyn Tangen
Community Volunteer and Downtown Resident





PACIFIC NORTHWEST BALLET

301 Mercer ST, Seattle, WA 98109

P 206.441.9411 F 206.441.2440

PNB.ORG

Peter Boal, Artistic Director

April 3, 2017

The Honorable Ed Murray
Mayor of Seattle
600 4th Ave, 7th Floor
PO Box 94 749
Seattle, WA 98124

Dear Mayor Murray,

I write to you today in support of AEG and their bid to manage the Seattle Coliseum.

Pacific Northwest Ballet is proud of our strong Seattle Center campus partnership with AEG. We have successfully worked together for many years on joint promotions and ticket partnerships, and also have the opportunity to see the great work they do at the Key Arena bringing acts to Seattle Center. AEG and PNB share a personal relationship we consider vital to our shared goal of bringing patrons to Seattle Center. They have the marketing muscle to move lots of tickets quickly and are always open to thoughtful collaboration with their community peers. Though AEG is a worldwide company, their work in Seattle feels very local.

AEG as a company is committed to excellence in everything that they do, and that commitment shines in their work here at Seattle Center.

It's my pleasure to recommend AEG to manage the Seattle Coliseum.

Sincerely,

Ellen Walker
Executive Director
Pacific Northwest Ballet



1535 11th Ave, 3rd Floor • Seattle, WA 98122
PHONE (206) 323-7101 FAX (206) 325-4865
www.thestranger.com

The Honorable Ed Murray

I'm writing today about AEG's partnership with the City of Seattle and the redevelopment of the Key Arena.

Since 2006 Index Newspapers, has worked with AEG/ Showbox Presents/ Bumbershoot in a variety of capacities. They've been an active supporter of local independent media, we've partnered with them on events like Candidate Survivor, and other election events with the intent to activate diverse communities in the election process.

Showbox, AEG have also produced many fundraising events for the arts and local music scene in Seattle and have been very active supporters of the Vera project among others.

For years, we've worked with AEG on Bumbershoot ticketing and production of their program guide.

In general, they're professional, responsive and hire terrific people and have been a great friend to the local arts scene.

Sincerely

Tim Keck
President of Index Newspapers.



SEATTLE/KING COUNTY CLINIC
A Community of Compassionate Care

March 31, 2017

The Honorable Ed Murray
Mayor of Seattle
600 4th Ave, 7th Floor
PO Box 94749
Seattle, WA 98124

Dear Mayor Murray:

I am pleased to write a letter of support for AEG and their KeyArena proposal. For the past three years, AEG has been a willing and active partner on the Seattle/King County Clinic, a volunteer-driven, free health clinic that has provided \$10 million in dental, vision, medical and behavioral health care to 12,000 patients from underserved and vulnerable populations. In addition to providing financial support, AEG worked with us to install the medical portion of the Clinic on the suite level of KeyArena which they traditionally manage and maintain. They contacted private suite holders to gain authorization for the Clinic to use the suites for medical services, as well as cleaned and reset all of the suites at the end of each Clinic day. Without organizations like AEG who are invested in the community and who recognize the importance of balancing commercial ventures with public benefit, it would be impossible to provide this service to people in need.

Sincerely,

Gretchen Taylor
Volunteer & Patient Services Coordinator
Seattle/King County Clinic



3/27/2017

Re: Letter of Recommendation for AEG Partnership with City of Seattle for Seattle Coliseum/
KeyArena

Hello, I am jme Thomas, Executive Director of Motley Zoo Animal Rescue (www.motleyzoo.org). We are a local, foster based, 501c3 nonprofit corporation that rescues and rehomes animals in need.

As the "rock and roll" rescue, we have some unique programs and strategies, including back stage meet and greets with artists who are playing in town. We name the animals after the musicians and then bring them to their namesake artists for some cuddles before their performances.

This has been an amazing opportunity which certainly helps the animals find homes faster, but also makes for contented artists (that are in instantly better moods after holding our furry friends). Every artist comments on the experience and says something to the extent that "Seattle clearly has the best backstage experience"!

Through this program we have come to work with AEG frequently, especially at the Seattle Coliseum/Key Arena. They have generously worked with us for more than four years to offer more exposure for our mission, welcoming us at many events.

This partnership has been a game changer for our efforts- and we know the same can be said for our effect on the shows we attend. Not only do our meetings brighten the artists' night, but also the AEG and Key Arena staff...there's nothing like puppies and kittens for a morale booster! In all, when we work with AEG, smiles abound- and animals get adopted...even by the artists themselves! Thanks to AEG, some of our animals are literally living in the lap of luxury with their rock star parents.

We are writing to affirm our recommendation of AEG's partnership with the City of Seattle for the redevelopment and operations at the Seattle Coliseum/ KeyArena. We believe that AEG will continue to do a great job of bringing great talent and events to our city. We hope that you consider our support of their request so that together we can build a stronger, happier community within the City of Seattle.

Thank you and rock on!

jme Thomas
Executive Director

Motley Zoo Animal Rescue
23316 NE Redmond Fall City Rd #522
Redmond, WA 98053 – 206.453.8480



Dear Mayor Murray,

I am writing to express our endorsement of AEG Facilities to manage the KeyArena Redevelopment Project. Easy Street has worked with AEG on concert and festival promotions for nearly a decade, and they are easily the most professional and responsive partners we work with.

In addition to the hundreds of concerts they bring every year to their two main Seattle venues, The Showbox and Showbox SoDo, and the Concerts At Marymoor, we are most thankful to AEG for saving our beloved arts festival, Bumbershoot. When AEG assumed control of the festival in 2015, the transformation was amazing. Their talent buyers dug deep and booked performers that resonated with the demographic most likely to attend a three-day arts festival – young adults. As a result, ticket sales increased, and as we heard from our customers and staff, the lineup was the best it had been in years, a rock solid mix of breakout artists and established favorites. Additionally, they reconfigured the layout, which allowed more space and improved the flow inside the grounds. We partner with AEG to promote Bumbershoot every year, and it's always a great experience.

The strongest argument in favor of choosing AEG for the KeyArena project could very well be its experience with the venue itself. Having managed the marketing of the Key for nearly a decade, we feel that AEG has the most insight on how the facility can be transformed to most benefit the city of Seattle. AEG's deep experience in managing sporting events will prove very valuable in planning the transformation of the Key into a world-class sporting facility.

Sincerely,

Rod Moody
Rod Moody
Easy Street Records

Washington
STATE FAIR

April 3, 2017

Andrew Roe
AEG

RE: Letter of Recommendation for AEG Facilities Re: KeyArena RFP

To Whom It May Concern,

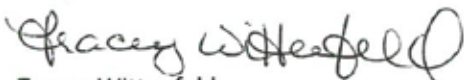
Please accept this letter of recommendation for AEG. Over the past several years we have enjoyed a solid working relationship with the AEG team commencing in 2006. They have been professional, strategic and a valued partner to the Washington State Fair in booking world-class entertainment for our Grandstand venue.

While we are not currently engaged with their booking and entertainment marketing services, we do still view them as a valued resource and long term friend of the Fair. Their strengths lie in their understanding of the complex, savvy Northwest entertainment marketing, while working within established guidelines for our venue and loyal fan base. The time and research they put into each act recommended, was highly valued, and often right on the mark to enable us to experience the success we were seeking. One of their greatest strengths is to optimize the economics of talent cost and venue revenue.

Over the years, we have benefitted from their entertainment expertise and industry relationships, to the fullest. And, we maintain a positive relationship with their team to this day.

Should you like to further discuss their services or have any question, please do not hesitate to give me a call, 253-841-5032.

Best,



Tracey Wittenfeld
Marketing Manager



The Honorable Ed Murray
Mayor of Seattle
600 4th Ave, 7th Floor
PO Box 94749
Seattle, WA 98124

Dear Mayor Murray,

AEG and the staff at Key Arena have been a great partner of Industry Graphics for close to 6 years now. From the start we built a great relationship in getting paid sponsors in the building, custom suite graphics for higher end clients, naming rights for Suite Level in Alaska Airlines among other projects around the arena. Also, purchasing a suite has benefited our business with quality entertainment for our staff and clients alike.

As a design firm and full production/installation company we have been able to showcase Key Arena as a success story in our portfolio.

They have been great to work with in getting us proper access to the building so work can be complete on time, and in budget! Looking around the Key in the last 5 years I think everyone is now a paid sponsor. This has been a great benefit to the city to getting the Key profitable, but also helping our company create business relationships we may have not had the opportunity to have. Definitely a true symbiotic relationship.

The staff has been great to work with and knows the community, they would be a great partner for the Seattle Coliseum.

Salvatore Orso

VP Industry Sign and Graphics

A handwritten signature in blue ink, appearing to be 'S. Orso', written over a horizontal line.



print. signs. graphics.

Carrie Curley
United print. signs. graphics.
1750 Fourth Avenue South
Seattle, WA 98178

April 3, 2017

The Honorable Ed Murray
Mayor of Seattle
600 4th Ave, 7th Floor
PO Box 98479
Seattle, WA 98124

RE: Letter of Recommendationf for AEG facilities
Key Arena RFP

Dear Mr. Mayor,

I am writing today to speak on the partnership and working rapport we have experienced with AEG Live. We are a local print company in Seattle and i have had the pleasure of working and partnering with AEG Live since 2006.

Over the course of these many years we have enjoyed an incredible working relationship with AEG Live. We have partnered with them as their print provider on all their local shows as well as major festivals such as Bumbershoot and Summer Meltdown. Throughout our entire history they have been stellar in their organization and execution on all levels, and have created an environment that makes working together a true joy! I very much look forward to our continued partnership.

As a local print provider we are priveleged to work with a multitude of companies and organizations that are community minded and really strive to shine a light on our fine city. None more so than AEG Live. Their integrity, committment and understanding of Seattle is and has always been an exquisite thing to be a part of. They would be an invaluable partner with Seattle in the redevelopment and operations of the Key Arena / Seattle Colliseum .

Sincerely,

A handwritten signature in blue ink that reads "Carrie Curley". The signature is fluid and cursive, with the first name "Carrie" and last name "Curley" clearly distinguishable.

Carrie Curley
Sales / Department Manager

1750 Fourth Avenue South • Seattle, WA • 98178
206.382.1177 www.unitedpsg.com

April 4, 2017

The Honorable Ed Murray
Mayor of Seattle
600 4th Ave., 7th Floor
PO Box 94749
Seattle, WA 98124



Dear Mayor Murray,

I write in support of AEG Facilities' bid to manage the Seattle Coliseum.

USS John C STENNIS (CVN74) has worked closely with AEG for the past 15 years and programs that have been mutually beneficial to each sailor onboard. We have been consistently impressed with AEG's professionalism, business acumen and pursuit of excellence in everything they do. AEG operates first class venues and has made substantial investments in growing the local tourism industry. Furthermore, AEG strives to impact the local community by generously and tirelessly supporting the organizations, programs and services that truly make a difference.

AEG is a first-rate organization with a proven track record of achievement and innovation. The organization's reputation is held in highest regard by each sailor onboard the STENNIS.

It is my pleasure to offer my strongest recommendation for AEG Facilities. Should you need additional information, please feel free to contact me at chris.cation@cvn74.navy.mil

Sincerely,

A handwritten signature in black ink, appearing to read "Chris J. Cation".

Chris J Cation
MWR Director
USS John C STENNIS (CVN74)

March 31, 2017

The Honorable Ed Murray
Mayor of Seattle
600 4th Avenue, 7th Floor
P.O. Box 94749
Seattle, WA 98124

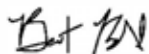
Dear Mayor Murray,

I am pleased to personally recommend AEG in its bid to manage the Seattle Coliseum. I have had the personal pleasure of working with the people at AEG for years and they have always done a fantastic job in organizing and hosting our corporate events including the company Christmas party at the Showbox Sodo. AEG's attention to detail has ensured that our events have been executed flawlessly.

The people at AEG have a proven track record of managing events and facilities and I am certain they can apply this experience to take the Seattle Coliseum to the next level as the premier facility for major events and shows.

I very much appreciate the opportunity to recommend AEG for this responsibility.

Sincerely yours,



Bernt Bodal

Chairman, American Seafoods Group





April 12, 2017

The Honorable Ed Murray
Mayor of Seattle
600 4th Ave, 7th Floor
PO Box 94749
Seattle, WA 98124

Dear Mayor Murray,

I am writing to endorse AEG's participation in the potential renovation of KeyArena. I am the President of MotivAgent, a marketing service company based in Seattle. We specialize in meeting and events and recognize how important it is for Seattle to have a renovated KeyArena as a draw for world class events and entertainment and as a support point for Seattle as a business and tourist destination.

As an AEG partner and KeyArena suite lessee for three years, we understand and appreciate AEG's attention to detail, professionalism and understanding of the role hospitality plays in business development. We also appreciate that AEG has helped us give back to the community through gifting of event attendance. We look forward to working with AEG in the years to come.

Thank you

A handwritten signature in black ink, appearing to read "Todd Ortega".

Todd Ortega
President, MotivAgent



April 4, 2017

Edward B. Murray, City of Seattle Mayor

600 4th Ave, Seattle, WA 7th Floor

Seattle, WA 98104

Dear Mayor Murray,

I am writing to you to confirm and endorse AEG's capabilities in the management of the Seattle Coliseum.

As President of RJ Dubois LLC, GEICO we have worked with AEG for 4 years and can confirm they would be a strong partner for the Seattle Coliseum.

RJ Dubois LLC, GEICO is a Berkshire Hathaway insurance company located in Bellevue, Washington with a 97% customer satisfaction rating, a financial strength rating of A++, and an annual Seattle Coliseum suite sponsor.

A few highlights of our business relationship with AEG:

- Customer Service: AEG has consistently provided RJ Dubois LLC, GEICO with exceptional service.
- Community Engagement: AEG has supported our efforts supporting local community groups.
 - Non-Profit Sector: RJ Dubois LLC, GEICO donates its suite tickets to local nonprofits for ticket raffles. The monies raised from these events are used to buy athletic gear and safety supplies for local low-income youth.
 - For Profit Sector: RJ Dubois LLC, GEICO hosts ticket raffles for our local business partners and customers. The response has been very positive from both sectors, and interests in our ticket raffles continue to grow.

AEG has been a great business partner throughout the years and I am very satisfied with the level of service my business has received. I highly recommend AEG for the continued leadership and management of the Seattle Coliseum.

Please feel free to contact me for any questions you may have.

Regards,

A handwritten signature in black ink, appearing to read "Randy J. Dubois", with a horizontal line extending to the right.

Randy J. Dubois

President

RJ Dubois LLC, GEICO

(425) 454-1020

- Government Employees Insurance Company
- GEICO General Insurance Company
- GEICO Indemnity Company
- GEICO Casualty Company



April 3, 2017

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The Honorable Ed Murray
Mayor of Seattle
600 4th Ave, 7th Floor
PO Box 94749
Seattle, WA 98124

Dear Mayor Murray,

I am writing this to express The Midnight Mission's support of AEG Worldwide's partnership with Seattle. AEG has been a longtime partner to our organization, making a significant positive impact on homeless individuals and families in Southern California.

Founded in 1914, The Midnight Mission is Los Angeles' oldest continuously operating homeless services organization. The Midnight serves nearly one million meals per year to those who are hungry and offers the largest free shelter on Skid Row.

In addition, we provide a number of other life-saving and life-changing programs and services, such as family living, a women's crisis and bridge housing center, drug and alcohol recovery, a housing navigator, job training and education, a shelter in Orange County, and access to physical and mental health services. The Midnight Mission's aim is to provide those who have lost everything with the tools they need to restore themselves to lives of self-sufficiency.

For many years, AEG has provided invaluable support to The Midnight Mission through regular financial contributions, in-kind donations and volunteerism. The company's annual giving supports our program services that help homeless men, women and children get back on their feet. AEG is a yearly sponsor of our Golden Heart Awards, our most high-profile event of the year, which helps us raise awareness for our cause and gain new funding. AEG donates packages to our event silent auctions whenever possible, and even provides tickets to sporting events for our staff and program participants. Their employees volunteer at The Midnight Mission for our daily meal service and have assisted with producing large-scale fundraising and community events.

It is because of our partnerships with companies like AEG Worldwide that we are able to maintain and expand our program services for those who count on us the most. The Midnight Mission offers its full support of AEG, an excellent community partner.

Sincerely,

G. Michael Arnold
President & CEO



PADRES

Contra El Cáncer®

parents against cancer



March 30, 2017

The Honorable Ed Murray
Mayor of Seattle
600 4th Ave, 7th Floor
PO Box 94749
Seattle, WA 98124

Dear Mayor Murray,

I hope this correspondence finds you well. I write this letter today to express my strong support of AEG for your partner of the Seattle Coliseum. I am the Chief Executive Officer for Eva Longoria's pediatric cancer charity, **PADRES** Contra El Cáncer. PADRES mission is to improve the quality of life for Latino children with cancer and their families. We have been supporting the pediatric cancer community for over 32 years covering California, South Florida, Las Vegas and Washington Heights-New York City.

PADRES has had the pleasure of working with AEG for over 10 years as a community partner. They are truly the leaders in sports, special events and entertainment management. AEG has a strong reputation for being job creators. Their facilities management has a service excellence that goes unmatched. AEG has also stimulated financial growth in Los Angeles through an increase of tourism allowing for new businesses to launch and grow. But most importantly, AEG invests substantially in the community.

AEG has developed a key framework to ensure that the community is impacted not only with jobs or sales profitability for business, but direct support for vital programs desperately needed for those with special needs or the underserved. They are one of the largest if not the largest contributors to local nonprofits in greater Los Angeles providing program support through grants and sponsorships for education, health, empowerment, environment and other important issues facing our community. PADRES has been one of those organization's that has received a substantial amount of funding allowing PADRES to expand its services to more children with cancer and families in need. Their contributions have directly funded our programs that offer bilingual education and case management for newly diagnosed families and services such as food, clothing and transportation for cancer patients to medical appointments and hospital visits. Without the support of AEG, PADRES would never be able to maintain the number of requests for support that we receive.

I know when there is a selection process there are many factors taken into consideration. As an individual that serves the underserved and those dealing with life -threatening diseases, having a management group that actively and consistently impacts the surrounding community is crucial. AEG cares and makes a substantial investment in those who need it most. I really hope that you will consider them as your only candidate to operate the Seattle Coliseum.

If you would like to learn more about AEG's direct support of in the community, please feel free to reach out to me at 818.738.5925.

Warm Regards,

Elvia Barboa, M.A.
Chief Executive Officer



April 3, 2017

The Honorable Ed Murray
Mayor of Seattle
600 4th Ave, 7th Floor
PO Box 94749
Seattle, WA 98124

Dear Mayor Murray:

I am writing to share with you that Hispanas Organized for Political Equality's (HOPE), a leading Latina nonprofit, has had a great community partnership with AEG. Please take our partnership experience into consideration as you review your choices for managing the Seattle Coliseum. AEG is a well-regarded business and community partner to various nonprofits across Los Angeles. AEG's leadership team ensures that community partners such as HOPE and many others are welcomed as stakeholders in all the properties AEG operates. As Executive Director of HOPE, I have worked with AEG for over 15 years and can confirm they would be a strong partner for the Seattle Coliseum.

Since 1995 when AEG established its' headquarters in Los Angeles, they have developed an outstanding reputation for their extensive involvement in the local community. AEG and its' affiliated divisions and companies have provided substantial support to non-profit organizations that work to improve the lives of children and families. They have supported important civic and charitable causes ranging from after-school programs, music & arts education programs as well as cancer and health related issues. AEG represents a corporate partner willing to support the local community, and the community organizations that serve the community they do business in. Thank you for the opportunity to share the positive experience HOPE has had in partnering with AEG.

HOPE is a nonprofit, nonpartisan organization committed to ensuring political and economic parity for Latinas through leadership, advocacy, and education to benefit all communities and the status of women.

Sincerely,

Helen Torres
Executive Director



Los Angeles County Alliance
for
BOYS & GIRLS CLUBS

April 12, 2017

The Honorable Ed Murray
Mayor of Seattle
600 4th Ave, 7th Floor
PO Box 94749
Seattle, WA 98124

Dear Mayor Murray,

I am the Executive Director of the Los Angeles County Alliance for Boys & Girls Clubs and have been in this position close to five years. The Los Angeles County Alliance for Boys & Girls Clubs is made up of 23 Boys & Girls Club organizations serving over 140,000 youth ages 6-18 throughout Los Angeles County. The Alliance is a unified and collaborative force representing all Clubs in Los Angeles County with the purpose of securing resources, marketing, and financial support to further the efforts of individual Clubs and increase the impact and reach in their communities.

Often overlooked, afternoon out-of-school time can be a critical challenge to children's safety and future. Those vital hours are when it is easiest for them to get involved in negative or dangerous activities. It's also when the 140 Boys and Girls Clubs in Los Angeles County can make an important impact in these children's lives.

The Los Angeles County Alliance for Boys & Girls Clubs mission is to support the individual Boys & Girls Clubs located in Los Angeles County in their efforts to enable all young people, especially those who need us most, to reach their full potential as productive, caring responsible citizens.

The LA County Alliance has had the pleasure of working with AEG for close to a decade as a community partner. The AEG vision and commitment to their customers and the community at large aligns with our vision, making this partnership very impactful for our youth. For example, AEG has held annual ice skating opportunities for our Club youth and toy drives giving them opportunities they otherwise would never have. AEG has also had executives appear on Career panels and address our "Youth of the Year" nominees providing them with career insights and a global perspective of opportunity.

AEG has also sponsored our annual Teen Summit by providing panelists as well as moderators. We have also participated in the BET educational conference where our youth were able to discover possible blueprints for a successful future.

Based on our and the experience of the Los Angeles community at large, AEG would be a great asset and presence in Seattle.

In closing, AEG is wonderful to partner with and it helps that their vision clearly in alignment with ours is mutually beneficial and they are great at building something special and unique to impact the youth positively in the community. We appreciate cultivating educational opportunities with them as it is one of the ways AEG supports its fans and the communities it serves. If they do half of the integration and support they have done in Los Angeles, Seattle will be so lucky to have them join your team!

Sincerely,



Mary Hewitt
Executive Director
MHewitt@BeGreatLA.org
[Like us on FB Begreatla](#)
GreatfuturesLA.org

Angelica Center for Arts and Music

1345 South Burlington Avenue, Los Angeles, California 90006



4 April 2017

ACAM Board

Angelica Alvarez Hess

Edwin Sell

Yuri Batres

Kim Cameron

Ana del Castillo

The Honorable Ed Murray
Mayor of Seattle
600 4th Ave, 7th Floor
PO Box 94749
Seattle, WA 98124

ACAM Advisory Board

Patricia Digre

Hector Castro

Dear Mayor Murray:

I am writing in support of AEG operating the Seattle Coliseum.

Concert Circle Donors

Phillip Ghanos

Carolyn Karpin

Edwin Sell

Evelyn Price

Richard Webb

AEG - LA Live

D'Addario Foundation

Employees Community Fund -

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Leo Buscaglia Foundation

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Pasadena Showcase House

for the Arts

Pico Union Neighborhood Council

Rotary Club of Los Angeles LA5

Southwest California Synod

Weingart Foundation

AEG is a positive partner to Angelica Center for Arts and Music in the Pico Union Neighborhood of downtown Los Angeles. AEG has included members of Angelica Center for Arts and Music in its end of the year holiday events at Los Angeles Kings Skating arena and the AEG Convention Hall dinner and recreational event on several occasions.

In addition, AEG financially supports the arts education efforts of Angelica Center for Arts and Music as well as a number of other organizations doing positive and necessary work in the inner city of Los Angeles.

AEG has provided free tickets to sports events to us on several occasions. Our board president and husband were privileged to attend the opening of the 2016-17 Los Angeles Kings Hockey season.

Because of their involvement in the community life of Los Angeles, I highly recommend them as a partner in the Seattle's community life.

In Partnership with:

Angelica Lutheran Church

New City Parish



El Sistema USA



YOLA Stakeholder

Most sincerely,

Ellen Sell
Director

... bringing hope, peace and understanding through the arts!



FOR YOUTH DEVELOPMENT®
FOR HEALTHY LIVING
FOR SOCIAL RESPONSIBILITY

April 12, 2017

The Honorable Ed Murray
Mayor of Seattle
600 4th Ave, 7th Floor
PO Box 94749
Seattle, WA 98124

Dear Mayor Murray,

As you consider your choices for managing and operating the Seattle Coliseum, I write to confirm AEG's capabilities in the management of the Seattle Coliseum. AEG is a key stakeholder in the Los Angeles business community, and is a strong community partner in Los Angeles.

The YMCA of Metropolitan Los Angeles is the oldest and largest youth & family organization in Los Angeles County. At the Y we know that lasting personal and social change comes about when we all work together. That's why, at the Y, strengthening community is our cause. Every day, we work side-by-side with our neighbors to make sure that everyone, regardless of age, income or background, has the opportunity to learn, grow and thrive. AEG epitomizes this vision, and thanks to the impactful partnership with AEG, we together have addressed some of the most pressing needs children and teens face in Los Angeles. AEG has been a great corporate citizen, and without AEG's willingness to be a member of the community, many organizations like the Y would not be able to help create opportunities for individuals and communities to thrive.

Selecting AEG to operate the Los Angeles Convention Center has set the facility on a better course. I hope this information about AEG's success with LACC is helpful to you as you navigate the selection process.

Sincerely,

Victor Dominguez
Executive Vice President & Chief Mission Advancement Officer



**California Hospital
Medical Center Foundation.**

A Dignity Health Member

1401 S. Grand Avenue
Los Angeles, CA 90015
direct 213.742.5866
fax 213.742.5875
supportcaliforniahospital.org

March 30, 2017

The Honorable Ed Murray
Mayor of Seattle
600 4th Ave, 7th Floor
PO Box 94749
Seattle, WA 98124

Dear Mayor Murray:

California Hospital Medical Center (CHMC) is a community, non-profit hospital located just a few blocks from AEG's Staples Center Arena, L.A. LIVE complex, and the Los Angeles Convention Center. AEG has been a strong and consistent community supporter of California Hospital Medical Center Foundation. We have the upmost respect for AEG as an organization and its commitment to our community.

As you move forward with your decision regarding the Seattle Coliseum operation in your city, I want to reiterate how pleased we are with AEG's role in our community. California Hospital Medical Center has been serving downtown Los Angeles since 1887 and over the past couple of decades since AEG became a key stakeholder in the neighborhood; we have seen a noticeable, positive impact in this area. The whole neighborhood has been revitalized and turned from a "ghost town" to a thriving center of the community. The L.A. LIVE complex welcomes Los Angeles' many tourists, sports enthusiasts, entertainment elite, and the local community desiring a fun place to spend an evening. Our hospital is right in the center of this community, and year after year AEG partners with us to invest in our success.

I recommend you highly consider their proposal and I hope this letter has been helpful in your decision making process.

If you have any further questions, please don't hesitate to contact me.

Sincerely,

Nate Nusbaum

President

Dignity Health

California Hospital Medical Center Foundation

nate.nusbaum@dignityhealth.org



March 31, 2017

The Honorable Ed Murray
 Mayor of Seattle
 600 4th Avenue, 7th Floor
 P.O. Box 94749
 Seattle, WA 98124

Dear Mayor Murray,

I am writing to confirm and indorse AEG's capabilities in the management of the Seattle Coliseum. The Brotherhood Crusade has had a nine year partnership with AEG and can confirm that they would be a strong partner for the Seattle Coliseum.

The Brotherhood Crusade is a nonprofit institution founded in 1968 to provide the necessary resources, programs services, and a voice of advocacy to traditionally underserved and disenfranchised individuals. Our mission is to remove and/or help individuals overcome the barriers that deter their pursuit of success and facilitate opportunities for a better quality of life by promoting health and wellness, providing and enhancing educational opportunities, cultivating economic growth and building community agencies and institutions.

Our commitment and dedication to this work has earned us the respect, admiration, and trust of our community. This is why we applaud the work and partnership of AEG; they have played a vital role in the growth and development of the tourism industry in Los Angeles and continue to serve as a critical asset to our community. Our city continues to thrive now, especially Downtown Los Angeles, precisely due to the heavy investments led by AEG facilities. We have seen an upswing of businesses and development as well as consistent additions of new hotels, restaurants chains, and live concerts for family entertainment, and sporty event that are both rewarding and beneficial to the residents of South Los Angeles.

More importantly AEG has served as philanthropic partner to both the Brotherhood Crusade and to the city of Los Angeles. They have invested more than \$200,000. to build a state of the art soccer field in South Los Angeles that was once a vacant dirt field. Now, we have a brand new field to service our at-risk youth on a daily basis. For the past four years, AEG has collaborated with us on the AEG Shadowing project, which allows (20) of our students to shadow top executives at AEG for 10 weeks. This allowed our students to gain a comprehensive knowledge about leadership. AEG are partners who not only care about business but cares about the people of this community.

I hope this information about AEG's impact in the community has been helpful to you as you navigate the selection process.

Sincerely

A handwritten signature in blue ink, appearing to read "Charisse Weaver", is written over a horizontal line.

Charisse Bremond Weaver
 President & CEO
 Brotherhood Crusade

*"Sowing Seeds and Growing a
 Strong Community"*



All Peoples Community Center (Est. 1942)

822 East 20th Street Los Angeles, CA 90011 (213) 747-6357 Fax: (213) 747-0541

allpeoples@allpeoplescc.org

www.allpeoplescc.org

Real Solutions. Real Heart. Real Service.

April 12, 2017

The Honorable Ed Murray
Mayor of Seattle
600 4th Ave, 7th Floor
PO Box 94749
Seattle, WA 98124

Dear Mayor Murray,

As you consider your choices for managing and operating the Seattle Coliseum, I write to confirm AEG Facilities' capabilities in the management of Key Arenas. As Executive Director of All Peoples Community Center, for 34 years, I can verify that AEG is a key stakeholder in the Los Angeles business community, and is a strong community partner in Los Angeles.

All Peoples Community Center is a 75 year old non-profit Family Resource Center that provides services to more than 8,000 people annually. Our relationship with AEG began with the establishment of the Staples Center and their commitment to invest in the neighborhoods surrounding the facilities that they operate. They demonstrate what it means to be a good corporate citizen in support of community events and activities. They have revitalized the downtown area through increasing the use of the Convention Center and providing opportunities for employment and investment in community groups.

AEG has improved the economic conditions within the community surrounding Staples Center through their investment in hiring local residents, thereby boosting the economy and providing careers paths for individuals seeking employment. They have invested in youth development programs, Thanksgiving events for families and included staff in days of service with local non-profits. The value of our relationship with AEG is they are always looking for innovative ways to include community members. In addition, I know that their leadership is involved in seeking private public partnerships to find solutions to community issues. Their investment is long-term and our community has reaped the benefits.

Sincerely,


Sandra Bryant, LCSW
Executive Director



April 5th, 2017

The Honorable Ed Murray
Mayor of Seattle
600 4th Ave, 7th Floor
PO Box 94749
Seattle, WA 98124

Dear Mayor Murray,

As you consider your choices for managing and operating the Seattle Coliseum, I write to confirm AEG Facilities' capabilities in the management of the Seattle Coliseum. AEG is a key stakeholder in the Los Angeles business community, and is a strong community partner in Los Angeles.

The National Association of Women Business Owners – Los Angeles has had a long and fruitful relationship working closely with AEG on many projects and programs that have provided enormous benefits to the city of Los Angeles, our business members and the citizens of Los Angeles. We have always been impressed with their professionalism, business acumen, and commitment to excellence in everything they do. Additionally, AEG has always been generous in giving back to our community and has provided unwavering support for our organization, programs and services that are dedicated to making the city of Los Angeles truly a world class city.

AEG has become rooted in the Los Angeles community and has established itself as an irreplaceable asset to the downtown area. It is a first-class organization with a proven track record of excellence in our City, bringing a creative and personal approach to doing business. It is this, coupled with the fact it is a local firm heavily invested in our City which we have partnered with for many years which prompts me to write this letter of endorsement for AEG.

Please feel free to contact me directly with any questions or for further information at (323) 766-8090.

Sincerely,

Hilary Lentini

Hilary Lentini
President, NAWBO-LA
National Association of Women Business Owners, Los Angeles Chapter
www.nawbola.org



April 7, 2017

The Honorable Ed Murray
Mayor of Seattle
600 4th Ave, 7th Floor
PO Box 94749
Seattle, WA 98124

Dear Mayor Murray:

Please accept this letter as our organization's support for the selection of AEG's bid to operate the Seattle Coliseum.

AEG is rooted in the Los Angeles community and has established itself as an irreplaceable asset to our downtown area. As a first class organization with a proven track record of excellence, creativity and innovation, their personal approach to doing business is world class.

Moreover, their commitment to ensuring inclusion and diversity into their supply chain makes AEG a leader in the economic development of our community, specifically in the underrepresented communities which they serve. As a national member of the National Minority Supplier Development Council, with which this organization is one of 22 regional councils committed to inclusion of diverse businesses in procurement, AEG has frequently requested this council, the Southern California Minority Supplier Development Council (SCMSDC), to assist in identifying ethnic minority businesses able to meet their procurement needs; thus, helping to strengthen those businesses who create jobs for those in most need.

For these reasons, the SCMSDC, highly recommended AEG in its bid to manage and operate the Los Angeles Convention Center, and today is proud to recommend AEG in your consideration to operate the Seattle Coliseum.

Thank you, and please feel free to contact me at (213) 689-6965.

Sincerely,

A handwritten signature in black ink that reads "Virginia Gomez". The signature is fluid and cursive, with the first and last names clearly legible.

VIRGINIA GOMEZ
CEO, President
SCMSDC Inc.

March 29, 2017

The Honorable Ed Murray
Mayor of Seattle
600 4th Ave, 7th Floor
PO Box 94749
Seattle, WA 98124



CR&A Custom Inc.
312 W. Pico Blvd. Los Angeles, CA 90015
(213)749-4440

Dear Mayor Murray,

It is my pleasure to write a letter in support of AEG's partnership with the Seattle Coliseum. My name is Carmen Rad, President of CR&A Custom, a minority & woman owned large format printer, based in downtown Los Angeles. CR&A has been in business 24 years. We specialize in creative printing solutions for a diversity of clients ranging from Coca-Cola, Coors Light, the LA KINGS, and AEG's LA Live venue.

We have been working with AEG for the past six years and we print and install many of their large exterior and interior signs. We printed the first large graphic during the construction of LA Live due to the support received by Scott Bosarge in their supplier diversity department. It has been a privilege to work with AEG.

As past President of the National Association of Women Business Owners Los Angeles, (NAWBO LA) I can share that AEG is generous in the community and supports local businesses. AEG has been a strong supporter and partner of minority and women owned businesses and their staff encompasses exemplary professionalism. AEG has positioned themselves as one of the most active supplier diversity participants and it is with great honor that I write this letter of endorsement for AEG.

Please feel free to contact me directly with any questions or for further information at (213) 749.4440.

Sincerely,

Carmen Rad

President

CR&A Custom

www.cracustom.com



April 6, 2017

The Honorable Ed Murray
Mayor of Seattle
600 4th Ave, 7th Floor
PO Box 94749
Seattle, WA 98124

Dear Mayor Murray,

On behalf of American Airlines, I am writing you to confirm and endorse AEG's capabilities in the partnership between AEG and the Seattle Coliseum. As Director of Western Division Global Sales, I have worked with AEG for many years. Without hesitation, I can confirm they would be a strong partner for the Seattle Coliseum.

As a corporate partner, American Airlines has long supported AEG's corporate travel initiatives. The organization has always been a committed partner. AEG has supported American's efforts to launch new routes by providing letters of support to the Department of Transportation and other officials. In addition, AEG has been instrumental in shifting business to American in support of our partnership.

Furthermore, AEG has been dedicated to enriching the lives of children and families in need. The organization has developed charitable foundations that focus on public service, community outreach and volunteerism. Education, fine arts, homelessness and the environment, continue to be AEG's top priorities. As a partner of AEG, Seattle would benefit from these efforts in the same manner that Los Angeles has for years.

In closing, American Airlines is proud to support AEG's efforts to manage the Seattle Coliseum. We are confident AEG will be a strong partner for the city and people of Seattle.

Thank you.

Best Regards,

A handwritten signature in black ink that reads "Mike Narowski". The signature is fluid and cursive, with the first name "Mike" and last name "Narowski" clearly legible.

Mike Narowski
Director, Western Division Global Sales
American Airlines





767 Fifth Avenue General Motors Building 45th Floor
New York, NY 10153

Roy A. Judelson
Founder & Chairman, ARCHAIO, LLC

April 12, 2017

The Honorable Ed Murray
Mayor of Seattle
600 4th Ave, 7th Floor
PO Box 94749
Seattle, WA 98124

Dear Mayor Murray,

I am writing to support AEG's candidacy as the City of Seattle's development and management partner for the future of Seattle Coliseum. I am the Founder and Chairman of Archaio LLC, a cloud-based technology company who recently partnered with AEG and I can state unequivocally that there is a spirit of innovation and excellence that permeates throughout the company.

The Archaio Cloud Property Management Software was designed specifically to allow property managers and owners to increase the ease of asset inspection and property management. Because of AEG's global footprint of arenas, stadia, convention centers and music venues, we approached AEG to inquire about being a vendor/provider of services. We were struck by AEG's immediate grasp of the technological benefits and the spirit of entrepreneurialism that they showed when discussing a relationship/partnership. I am happy to report that AEG is not just a user of our product, but a true partner in furthering our technology while also working with us to help grow our business. I know it's rare but extremely refreshing to come across a large company that takes such an interest in a relatively small tech company, but AEG has shown that willingness and desire from the very first conversation.

By working closely with AEG over the past couple of years, I have come to know many members of their senior management team as well as the people who operate their venues. Across the board, they are a first-rate company full of people who care deeply about what they do and especially about their venue's place in the communities in which they operate.

I have zero hesitation recommending AEG to partner with the City of Seattle on this ambitious project. Their innovative, tech-first mentality and way of doing business will make for a great partner. Please feel free to contact me if you wish to further assess the company or their candidacy.

Sincerely yours,

Roy Judelson



ABM Onsite Services
1150 South Olive Street, 19th Floor
Los Angeles, CA 90015
Main: 213-284-7600
Fax: 213-284-3885

April 3, 2017

The Honorable Ed Murray
Mayor of Seattle
600 4th Avenue, 7th Floor
PO Box 94749
Seattle, WA 98124

Dear Mayor Murray,

As Vice President of ABM Sports & Entertainment, I am thrilled to endorse AEG for management of the newly renovated Seattle Coliseum. As a global partner in 12 venues with AEG, most notably the Staples Center, AEG has proven to be a true collaborator investing in their communities, creating jobs and bringing a thorough and thoughtful approach to each venue they touch.

Over the past 8 years, ABM has had the pleasure of working with AEG Facilities and seeing first-hand how they invest in local infrastructure, invigorate neighborhoods, and pay homage to local history, with a huge emphasis on supporting businesses and minority groups.

The AEG brand signifies success and we can assure you that having AEG at the Seattle Coliseum will help you realize more events, global exposure and elevate the guest experience. ABM and AEG work hand-in-hand with their employee training efforts to make each and every venue they manage an unforgettable experience for their guests.

Recently at an AEG managed venue, a guest misplaced a large sum of money, which ABM found and promptly returned. With a strong partnership, and lock step training efforts of AEG and ABM, this was an exceptional encore moment which embodies the respect and integrity fostered by a working environment that strives to make a memorable experience for each and every guest – from the parking lot to their seats.

In closing, ABM is confident that AEG Facilities is the best partner for you in Seattle, as they continue to push their partners to be innovative, cost conscious and sustainable. With a stellar reputation, proven model and a first-rate executive team, AEG is the clear choice to partner with at the Seattle Coliseum.

Sincerely,

A handwritten signature in blue ink, appearing to read "Art Rodriguez".

Art Rodriguez
Vice President of Operations – National
ABM Sports & Entertainment



Cisco Systems, Inc.
170 West Tasman Drive
San Jose, CA 95134-1706

Direct: 408 526 4000
FAX: 408 526 4100
www.cisco.com

April 6, 2017

The Honorable Ed Murray
Mayor of Seattle
600 4th Ave, 7th Floor
PO Box 94749
Seattle, WA 98124

Dear Mayor Murray,

On behalf of Cisco Systems, it is my pleasure to endorse AEG Facilities as your partner in the redevelopment of the Seattle Coliseum into a showcase sports & entertainment facility.

AEG Facilities serves as one of our key partners, and has worked with my team and me on 25+ venues during the past 10 years. Their dedication to customer service and operational excellence is outstanding, setting the bar for the industry.

I am very confident that the AEG team will exceed expectations and serve as a key partner to Seattle and the new Seattle Stadium.

Regards,

A handwritten signature in dark ink, appearing to read "Ken Martin".

Ken Martin

Executive Director Global Digital Transformation Group - Sports and Entertainment
Cisco Systems, Inc

Thomas Marketing, Inc.
Does Your Security Measure Up
P. O. Box 1382
Ormond Beach, FL 32175
850-997-0795

Public Safety is Our Business

April 2, 2017

The Honorable Ed Murray, Mayor of Seattle
600 4th Ave, 7th Floor
PO Box 94749
Seattle, WA 98124

Dear Sir,

Thomas Marketing is a Regional Field Representative for Garrett Metal Detectors. For the past ten plus years, we have had the pleasure of working with AEG representatives around the United States as they implemented both hand-held and walk-thru metal detectors.

We have worked with AEG staff at many venues including but not limited to Barclay Center in New York, AT&T Center - San Antonio, KFC Yum Center - Louisville, Oracle Arena - Oakland, Sprint Center - Kansas City, Staples Center - Los Angeles, T-Mobile Arena - Las Vegas, Valley View Casino Center - San Diego, Microsoft Theater - Los Angeles, O.co Coliseum - Oakland, StubHub Center - Carson, Microsoft Theater and LA Live - Los Angeles.

Working directly with AEG Safety and Security team at each location has proven to be a successful partnership for AEG, Garrett and the many diversified venues they manage. AEG staff consistently research the most cost effective, positive and less intrusive fan experience while maintaining the highest level of safety.

AEG understands this market and their professional staff create a positive environment for staff, contractors and fans. I highly recommend AEG for the Seattle Coliseum.

Respectfully,

Gail Joubert

Gail Joubert
Thomas Marketing - Garrett Regional Field Representative
850-997-0795
gjoubert@garrettsecurity.com





April 3, 2017

The Honorable Ed Murray
Mayor of Seattle
600 4th Ave., 7th Floor
PO Box 94749
Seattle, WA 98124

Dear Mayor Murray,

My name is Donna Kestler and I am writing to confirm and endorse AEG's capabilities in the partnership between AEG and the Seattle Coliseum.

As President/Owner of Quick Change Display LLC my company has worked with AEG for a year as of April 2017 and can confirm they would be a strong partner for the Seattle Coliseum.

Quick Change Display LLC is a WBENC women owned signage business founded in October 1999. We are a full service provider of signage. The company operates a project management service that handles every aspect of larger projects from concept to production and install.

AEG in partnership with MGM Resorts opened the Las Vegas T-Mobile Arena. This 20,000 seat venue was voted the best new arena by Poll Star for 2016. The arena and our relationship with AEG through Sign Language (an AEG company) has been a wonderful and positive influence to QCD. We have enlarged our production and installation staff to accommodate for this growth. I am proud to be a partner with AEG.

The economic effect to Las Vegas has also been a positive effect. AEG's ability to bring new and consistent entertainment to the venue is unsurpassed to any other in Las Vegas. Along with this comes many forms of employment opportunities to Las Vegas residents. With the addition of future events at the T-Mobile Arena the revenues generated for the city of Las Vegas should be substantial.

AEG employees within T-Mobile Arena are consistently looking for new innovative ways for marketing new entertainment and selling T-Mobile collateral seating. The employees are stellar at selling additional amenities and suite options. AEG has been able to secure lasting relationships with founding partners to become a part of the T-Mobile Arena.

AEG has benefitted QCD greatly by guaranteeing our company steady signage & installation projects on a daily basis for TMA, affording us the ability to keep our employees working.

AEG has also reached out to us for projects at the Pepsi Center in Colorado which we have been able to expand our relationship with them to work outside our normal territory.

AEG has definitely been a supporting factor for my company to expand and grow. We are completely satisfied with our relationship with them.

Sincerely,

Donna Kestler
President/Owner
Quick Change Display LLC
702-364-0762 ext. 101
donna@qcdlv.com

PO Box 81454, Las Vegas, Nevada 89180 - 702-364-0762 - Fax 702-838-4826



Landmark Event Staffing Services, Inc.
4790 Irvine Blvd., Ste. 105-323
Irvine, CA 92620

Michael Harrison
Chief Executive Officer
(714) 293-4248
(888) 709-5730 - facsimile

Corporate Office
4131 Harbor Walk Drive
Fort Collins, CO 80525

April 3, 2017

The Honorable Ed Murray
Mayor of Seattle
600 4th Avenue, 7th Floor
P.O. Box 94749
Seattle, WA 98124

Dear Mayor Murray:

I am pleased to have the opportunity to write to you in support of AEG's partnership with the Seattle Coliseum. As the Chief Executive Officer of Landmark Event Staffing Services ("Landmark"), I have had the pleasure of working with AEG at the Oakland Coliseum Complex for over five years and can confirm they would be a strong and committed partner for the Seattle Coliseum.

Landmark is a national provider of crowd management and security services working with major clients including the NFL, NCAA and numerous professional and major university venues and events. I can attest to the quality and commitment of AEG to their clients, community, providers and partners.

Upon AEG assuming the management contract at the Oakland Coliseum Complex, almost immediate changes were noted in the culture and relationships with the NFL, NBA and MLB tenants and in the commitment to excellence. On a security level, AEG has shown strong commitment to working with Landmark and their in-house staff to maximize safety and the fan experience and minimize poor fan behavior. There has always been a feeling of team and commitment amongst the many entities that serve the Coliseum Complex. AEG was also the first entity to determine the need for regular season NFL magnetometers and provided the means and training to implement that major change. This set the trend for all NFL venues to follow. We are proud that the Coliseum, under sometimes difficult circumstances, has received top marks for security from NFL auditors throughout AEG's tenure.

AEG has also been committed to the local community, helping Landmark with local hiring programs and venue-wide employee recognition programs that have helped to create the team atmosphere that exists today.

The Honorable Ed Murray
Mayor of Seattle
April 3, 2017
Page 2

I have observed that AEG's commitment to teamwork and excellence extends not only from the local level but also at the corporate level, ensuring that all of their clients are treated with the same measure of commitment. This cultural strength can only translate to a positive partnership between AEG and the Seattle Coliseum.

Please feel free to contact me directly should you have any further questions.

Very truly yours,
LANDMARK EVENT STAFFING SERVICES, INC.

A handwritten signature in black ink, appearing to read 'Michael Harrison', with a long horizontal line extending to the right.

Michael Harrison
Chief Executive Officer



April 3, 2017

The Honorable Ed Murray
Mayor of Seattle
600 4th Ave, 7th Floor
PO Box 94749
Seattle, WA 98124

Dear Mayor Murray,

It is our pleasure at Allure to recommend AEG to partner with the City of Seattle on the redevelopments and operations of the Seattle Coliseum. Allure Global has enjoyed partnering with AEG for more than a decade at dozens of venues nationwide including a recent partnership at Key Arena. We have found them to be a valued and trusted partner in each of our implementations.

Allure Global specializes in digital signage and communication solutions, and working with the AEG team across various clients and venues has proven to be both highly effective and beneficial to our respective companies and customers as well. AEG is a hard-working reputable organization, and I have no doubt that their experience and expertise in facilities management will significantly benefit the Seattle Coliseum.

Please feel free to contact me if you have any further questions. However we are proud to support AEG and believe them to be an ideal partner for you at the Seattle Coliseum.

Sincerely,

Brian Whitney
SVP, Sales
Allure Global

www.allureglobal.com

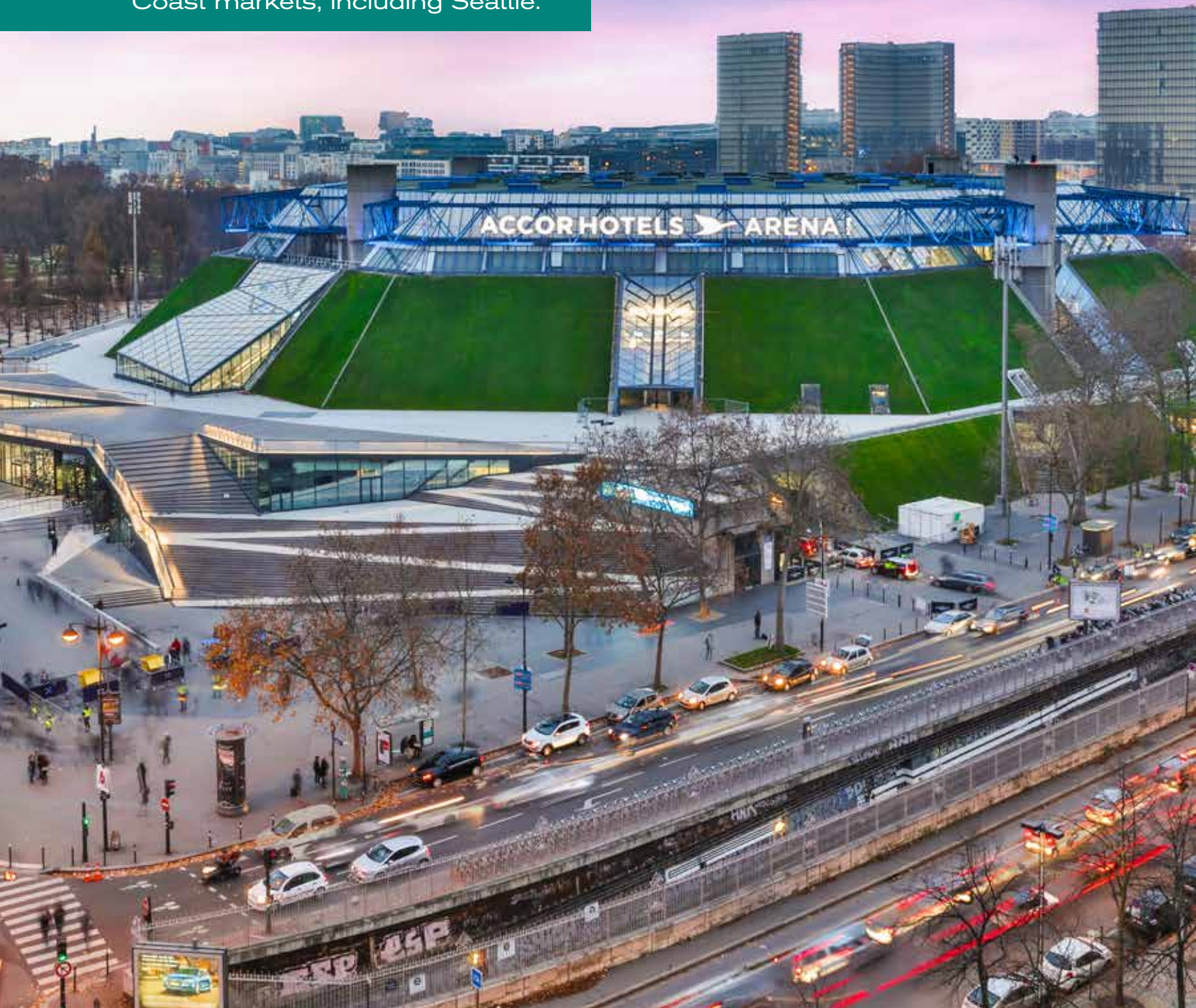
Allure Global Solutions, Inc. p 770 951 0000
400 Embassy Row f 404 420 2656
Suite 200
Atlanta, Ga 30328



RAY CHARLES • THE EXCITERS • THE BEACH BOYS • LOUIS ARMSTRONG • THE KINKS • THE SEATTLE SUPERSONICS • THE WAILERS • THE MONKEES • THE WHO • THE JIMI HENDRIX EXPERIENCE • RAY CHARLES • THE DOORS • THE ROLLING STONES • CROSBY, STILLS, NASH & YOUNG, • CREEDENCE CLEARWATER REVIVAL • JETHRO TULL • LED ZEPPLIN • SANTANA • STEELY DAN • B.B. KING • AEROSMITH • 1974 NBA ALL-STAR GAME • THE ALLMAN BROTHERS • WHL SEATTLE TOTEMS • WHL SEATTLE THUNDERBIRDS • KC AND THE SUNSHINE BAND • SUPERTRAMP • BEE GEES • GRATEFUL DEAD • BUFFALO SPRINGFIELD • 1978 NBA FINALS • STYX • STEVE MILLER BAND • THE KINKS • REO SPEEDWAGON • 1979 NBA FINALS • CHUCK BERRY • AC/DC • FOREIGNER • VAN HALEN • THE ANIMALS • ROBERT PLANT • SCORPIONS • ZZ TOP • THE CARS • JOHN COUGAR MELLENCAMP • HUEY LEWIS & THE NEWS • TOM PETTY AND THE HEARTBREAKERS • BLACK SABBATH • MARILYN MANSON • ALANIS MORISSETTE • BILLY JOEL • ANDREA BOCELLI • N'SYNC • ROD STEWART • ELTON JOHN • CHER • 1987 NBA ALL-STAR FEST • NEIL DIAMOND • R.E.M. • THE IRISH TENORS • THE MOODY BLUES • THE SEATTLE STORM • SEATTLE UNIVERSITY REDHAWKS MEN'S BASKETBALL • THE BEATLES • ELVIS PRESLEY BETTE MIDLER • AMY GRANT • WOMEN'S BASKETBALL PAC-12 CONFERENCE TOURNAMENT • TLC • KORN • DMX • CREED • RED HOT CHILI PEPPERS • TONY BENNETT • BARENAKED LADIES • CHRISTINA AGUILERA • PEARL JAM • TINA TURNER • MATCHBOX TWENTY • CHAMPIONS ON ICE • WWE • 98 DEGREES • BEN HARPER • JANET JACKSON • 3 DOORS DOWN • MICHAEL FLATLEY • SADE • ERIC CLAPTON • STEVIE NICKS • JAMES TAYLOR • RINGLING BROS. AND BARNUM & BAILEY CIRCUS • EARTH, WIND & FIRE • BOB DYLAN • RAT CITY ROLLERGIRLS • THE GUESS WHO • GEORGE STRAIT • ALICIA KEYS • WEEZER • KIRK FRANKLIN • DC TALK • INCUBUS • USHER • NICKLEBACK • WOMEN'S FLAT TRACK DERBY ASSOCIATION • USHER • MARY J BLIGE • MARC ANTHONY • CHER • TOOL • BOB DYLAN • NO DOUBT • NELLY • TORI AMOS • CHER • PETER GABRIEL • DAVID GRAY • MISSY ELLIOTT • BON JOVI • TIM MCGRAW • YANNI • DIXIE CHICKS • DEF LEPPARD • SIMON & GARFUNKEL • GOOD CHARLOTTE • DAVE MATTHEWS BAND • NEWSBOYS • SARAH BRIGHTMAN • BRITNEY SPEARS • CISL SEATTLE SEADOGS • METALLICA • KELLY CLARKSON • CLAY AIKEN • DAVID BOWIE • NCAA WASHINGTON HUSKIES • YES • KID ROCK • SHANIA TWAIN • SARAH MCLACHLAN • ERIC CLAPTON • ALAN JACKSON • INCUBUS • U2 • BRUCE SPRINGSTEEN & THE E STREET BAND • DESTINY'S CHILD • THE KILLERS • DAVID GRAY • FOOD FIGHTERS • THE ROLLING STONES • PAUL MCCARTNEY • DEPECHE MODE • GWEN STEFANI • ANDRÉ RIEU • COLDPLAY • QUEEN • TIM MCGRAW & FAITH HILL • BILL GAITHER & FRIENDS "HOMECOMING" • THE CHEETAH GIRLS • PAUL SIMON • THE WHO • DEATH CAB FOR CUTIE • BOB SEGER & THE SILVER BULLET BAND • JAMIE FOXX • SNOW PATROL • THE POLICE • NICOLE C. MULLEN • JOSH GROBAN • MUSE • KEITH URBAN • OZZY OSBOURNE • MILEY CYRUS • MICHAEL MOORE • DANE COOK • TOUR OF GYMNASTICS CHAMPIONS • 107.7 THE END DECK THE HALL BALL • BLUE SCHOLARS • KANYE WEST • THOMAS AND FRIENDS LIVE! • GEORGE MICHAEL • NINE INCH NAILS • LIL WAYNE • DISNEY LIVE! • BEYONCÉ • TAYLOR SWIFT • MANDISA • WALKING WITH DINOSAURS • JAMIE FOXX • "STAR WARS: IN CONCERT" • JAY Z • KISS • ELTON JOHN & BILLY JOEL • JOHN MAYER • MICHAEL BUBLÉ • THE AVETT BROTHERS • EAGLES • ARCADE FIRE • ALICE IN CHAINS • GORILLAZ • JOEL OSTEEN • THE BLACK KEYS • MADONNA • CARRIE UNDERWOOD • JIMMY BUFFETT • RED HOT CHILI PEPPERS • RIHANNA • BRUNO MARS • EAGLES • PINK • SELENA GOMEZ • MICHAEL BUBLÉ • MACKLEMORE & RYAN LEWIS • JUSTIN TIMBERLAKE • USHER • SEATTLE STORM • PHISH • LIONEL RICHIE • TOBYMAC • TRANS-SIBERIAN ORCHESTRA • BASTILLE • IMAGINE DRAGONS • DECK THE HALL BALL • OPRAH'S THE LIFE YOU WANT WEEKEND • JAMES TAYLOR • JESUS CHRIST SUPERSTAR ARENA SPECTACULAR • WWE • GONZAGA'S BATTLE IN SEATTLE • CHER • 2015 PAC-12 WOMEN'S BASKETBALL TOURNAMENT • LADY GAGA • ELTON JOHN • THE HARLEM GLOBETROTTERS • STEVIE WONDER • 2015 NCAA MEN'S BASKETBALL TOURNAMENT • PBR • CHRIS TOMLIN • ARIANA GRANDE • ERIC CHURCH • NEIL DIAMOND • BARRY MANILOW • BETTE MIDLER • SHANIA TWAIN • THE INTERNATIONAL DOTA 2 CHAMPIONSHIP • RUSH • 5 SECONDS OF SUMMER • KELLY CLARKSON • KEVIN HART • ALT-J • FLORENCE AND THE MACHINE • SEATTLE UNIVERSITY REDHAWKS • 107.7 THE END PRESENTS DECK THE HALL BALL 2015 • JUSTIN BIEBER • MUSE • WASHINGTON FEDERAL BATTLE IN SEATTLE: GONZAGA VS TENNESSEE • ADELE • AMY SCHUMER • WWE MONDAY NIGHT RAW • HARLEM GLOBETROTTERS • MARVEL UNIVERSE LIVE! • 2016 WOMEN'S PAC 12 TOURNAMENT • THE COMEDY GET DOWN • PAUL MCCARTNEY • THE WHO • ANDREA BOCELLI • STING AND PETER GABRIEL • THE INTERNATIONAL DOTA 2 CHAMPIONSHIP • KELLOGG'S TOUR OF GYMNASTICS CHAMPIONS • BLINK-182 • SIA • KANYE WEST • 107.7 THE END PRESENT DECK THE HALL BALL 2016 • SAM SMITH • MAROON 5 • STEVIE NICKS • ARIANA GRANDE • 2017 PAC-12 WOMEN'S BASKETBALL TOURNAMENT • CHRIS STAPLETON • RAY CHARLES • THE EXCITERS • THE BEACH BOYS • LOUIS ARMSTRONG • THE KINKS

AEG has unmatched worldwide experience with over 120 venues, on five continents, in the world's most iconic cities.

Hudson Pacific has successfully developed projects in iconic West Coast markets, including Seattle.



SEATTLE ADVANTAGE

Seattle Partners Proposer Information

- Seattle Partners brings together AEG, the world leader in arena development and team ownership with Hudson Pacific Properties, a premier commercial developer with a long standing and successful presence in Seattle.
- AEG has deeply connected to Seattle, with over a decade of experience managing The Showbox, Showbox SoDo, Marymoor Park Concerts and we have a long standing, proven successful partnership with the City of Seattle at KeyArena. We are the only proposer with local experience. Hudson Pacific has a local operating platform with development, redevelopment, leasing and operating expertise from their local team with over 20 years of experience in the Seattle market where we have invested approximately \$750 million over the last five years.
- AEG and Hudson Pacific have long-standing partnerships with many of the innovative, industry leading companies that call Seattle home, including Amazon, T-Mobile, Microsoft, Redfin, and Saltchuk.
- AEG has unmatched worldwide experience with over 120 venues on five continents, in many of the world's most iconic cities.
- Hudson Pacific is the premier West Coast landlord for the technology, media, and entertainment industries with a portfolio of 63 assets totaling 17.5 million square feet.
- AEG has ownership in NBA, NHL, and MLS teams, as well as international cycling tours and several other sport franchises.
- AEG venues are home of 58 sports teams including 8 NBA teams, 4 WNBA teams, 6 NHL teams, and 6 NCAA teams. We are committed to supporting the Seattle Storm and Seattle University, and to providing them a world-class venue that meets their goals.
- The Seattle Coliseum, Seattle Center, and the City of Seattle will become part of AEG's elite family of venues, connecting Seattle to a network of the world's most vibrant and energetic cities.

SEATTLE ADVANTAGE *(con't)*

- Our exclusive partners bring unmatched local experience and an understanding of Seattle's unique culture and history. Best-in-class companies such as Nyhus Communications, Gensler, Sellen, Seattle Structural, and Nelson/Nygaard are strategic partners in Seattle Partners' visioning, planning and execution of the Seattle Coliseum. Additionally, we have partnered with Rosetti and AECOM-Hunt who bring top-notch arena redevelopment expertise to our team.
- AEG is the only company to have a major role in building and renovating arenas on five continents, including T-Mobile Arena in Las Vegas, the new Milwaukee Bucks Arena, Target Center in Minneapolis, NYCB Live's Nassau Veterans Memorial Coliseum in New York, AccorHotels Arena in Paris, The SSE Arena, and Wembley in the United Kingdom.
- AEG has a fantastic track record of partnering with U.S. municipalities and civic entities to great success, including Minneapolis, Kansas City, Louisville, Los Angeles, Denver, Oakland, Las Vegas and San Diego.

“We could not be more pleased with our selection [of AEG] and the job that they have done for us. AEG has been incredibly responsive to our requests and shares the same philosophy and vision for the arena and our organization.”

—Travis E. Williams
Chief Operating Officer, Pittsburgh Penguins

Proposer Information

AEG

LEGAL NAME

Anschutz Entertainment Group, Inc.

CONTACT INFORMATION

Bob Newman
President, AEG Facilities
800 W. Olympic Blvd., Suite 305
Los Angeles, CA 90015

HISTORY

AEG is a leading global provider of innovative live sports and entertainment. We create and develop live content through state-of-the-art facilities such as The O2 in London, Mercedes-Benz Arena in Berlin, T-Mobile Arena in Las Vegas, Mercedes-Benz Arena in Shanghai, and STAPLES Center and L.A. LIVE in Los Angeles; sports franchises such as LA Kings and LA Lakers; concerts, festivals, awards-shows and broadcasts. In presenting over 15,000 events each year, AEG has one underlying aim...to give the world reason to cheer.

Extraordinary events demand settings beyond the ordinary. AEG owns, operates and provides services to some of the most unique and successful facilities in the world, while embodying one simple mission—to provide fans with an experience they will never forget.

- Over 120 elite venues in the world's greatest cities, including arenas on five continents
- Generates \$500 million in contractually obligated income annually for our partners
- Largest equity investor in arenas and stadiums across the globe
- 50% of AEG Facilities' U.S. venues are owned by local governments
- In 31 of the top 50 North American media markets
- Owner of 16 professional sports teams
- Hosts 58 sports teams worldwide at AEG venues
- Second largest concert promoter worldwide
- #1 sport event promoter worldwide
- Hosts over 15,000 events annually at AEG venues
- Over 121 million guests entertained each year

TYPE OF OWNERSHIP

Wholly owned by The Anschutz Corporation

LEGAL STRUCTURE

Corporation

OFFICERS AND DIRECTORS

OFFICERS

- Philip F. Anschutz – Non-Executive Chairman of the Board
- Dan Beckerman – Chief Executive Officer & President
- Ted Fikre – Vice Chairman, Chief Legal Development Officer & Secretary
- Jay Marciano – Chief Operating Officer & Chairman, AEG Presents
- Steven Cohen – Chief Strategic Officer
- Kevin McDowell – Executive Vice President & Chief Administrative Officer
- Todd Goldstein – Chief Revenue Officer
- Tom Miserendino – President & Chief Executive Officer, AEG Europe
- Thomas Kundert – Treasurer
- Bob Newman – President, AEG Facilities
- Ted Tanner – Executive Vice President, Real Estate Development
- Mas Matsumoto – Chief Accounting Officer
- Rob Reed – Chief Financial Officer
- John Keenan – Assistant Secretary & General Counsel
- Brian Fleming – Assistant Vice President

DIRECTORS

- Philip F. Anschutz
- Bruce F. Black
- Cannon Y. Harvey
- Daniel Beckerman
- Steven A. Cohen
- Ted Fikre
- Jay Marciano

NUMBER OF EMPLOYEES

28,000

HUDSON PACIFIC

LEGAL NAME

Hudson Pacific Properties, Inc.

HISTORY

Hudson Pacific Properties (NYSE: HPP) is a premier, publicly traded real estate investment trust focused on acquiring, repositioning, developing and operating state-of-the-art office and media and entertainment properties in select West Coast markets. Founded in 2006, Hudson Pacific completed an initial public offering in 2010. Since that time, the company's market cap has grown from just over \$500 million to nearly \$8 billion, and its portfolio from just over one million to more than 17 million square feet, including land for development. To facilitate this growth, Hudson Pacific invests across the risk-return spectrum, favoring opportunities where it can employ leasing, operations and capital investment to create additional value.

Hudson Pacific is led by real-estate veteran Victor Coleman, who founded and sold his predecessor company Arden Realty to GE Real Estate in 2006 for \$5 billion. Hudson Pacific's executive team has on average 20 plus years of public company and real estate experience. Management expertise across disciplines supports the company's vertically integrated structure and the ability to handle leasing, development, construction and property management all in-house. Since its inception, Hudson Pacific has maintained a conservative balance sheet with excellent capital access, achieving investment grade credit ratings from Moody's, S&P and Fitch in 2015.

Hudson Pacific maintains its headquarters in Los Angeles, with regional offices in the country's leading high-growth, innovation centric markets—San Francisco, Silicon Valley and Seattle. The company's positioning within these markets has allowed it to attract and retain top-tier, growth companies as tenants, many in the technology, media and entertainment sectors. Hudson Pacific counts within its 15 largest tenants Google, Netflix, Uber, Salesforce, Riot Games, Qualcomm, Stanford, Warner Brothers and NFL Enterprises. Hudson Pacific has quickly become a leading provider of design-forward, next-generation workplaces, focusing on customized buildouts that uniquely fulfill tenants' space needs.

The media and entertainment segment of Hudson Pacific's business currently consists of two landmark studios, Sunset Bronson and Sunset Gower, which the company has owned and successfully operated for nearly 10 years. Hudson Pacific is under contract to acquire a third studio property, Hollywood Center Studios, in May of this year. Upon closing, the company's media and entertainment portfolio will consist of 35 sound stages, or 1.2 million square feet on 41 acres, making it the largest independent owner/operator of sound stages in the U.S. Hudson Pacific has also completed major capital improvement projects on these lots, including three creative office developments—a 115,000-square-foot build-to-suit for Technicolor's North American headquarters, and the recently completed ICON tower and under construction CUE building, which collectively total 415,000 square feet and serve as Netflix's Los Angeles headquarters.

Hudson Pacific entered the Seattle market in 2013 upon acquiring a portfolio of properties primarily in the Pioneer Square, South Lake Union/Denny Triangle submarkets. The company has continued to grow its footprint in downtown Seattle through acquisitions and development—today its Seattle portfolio totals seven assets and over 1.5 million square feet. Hudson Pacific is currently building 450 Alaskan Way, a 167,000-square-foot creative office tower in historic Pioneer Square adjacent to the Seattle waterfront redevelopment. Saltchuk, the State of Washington’s largest private company, pre-leased more than 50% of that project nearly two years prior to completion. Other representative tenants within Hudson Pacific’s Seattle portfolio include leading companies like Amazon, HBO, Redfin, Dell/EMC and Blue Nile.

Hudson Pacific is an active community leader and participant in all its core markets. Likewise, in Seattle, the company is involved with and partners alongside many organizations, including Friends of the Waterfront, Downtown Seattle Association, Alliance for Pioneer Square, and BOMA Seattle King County, among others.

TYPE OF OWNERSHIP

Publicly Traded Company (NYSE: HPP)

LEGAL STRUCTURE

Real Estate Investment Trust

OFFICERS AND DIRECTORS**OFFICERS**

- Victor J. Coleman – Chief Executive Officer & President
- Mark T. Lammas – Chief Operating Officer & Chief Financial Officer
- Christopher J. Bartons – Executive Vice President, Development & Capital Investment
- Alexander Vouvalidess – Chief Investment Officer
- Joshua Hatfields – Executive Vice President, Operations
- Dale Shimodas – Executive Vice President, Finance
- Kay L. Tidwells – Executive Vice President, General Counsel
- Harout Diramerians – Chief Accounting Officer
- Arthur X. Suazos – Senior Vice President, Leasing
- Steven M. Jaffes – Chief Risk Officer
- Drew Gordons – Senior Vice President, Northern California
- Gary Hansels – Senior Vice President, Southern California
- David Tyes – Senior Vice President, Pacific Northwest

DIRECTORS

- Victor J. Coleman
- Theodore R. Antenucci
- Frank Cohen
- Richard B. Fried
- Jonathan M. Glaser
- Robert L. Harris II
- Mark D. Linehan
- Robert M. Moran, Jr.
- Michael Nash
- Barry A. Porter

NUMBER OF EMPLOYEES

268



KEY PERSONNEL

Seattle Partners draws from an unparalleled network of team members from around the world to bring the best venue experience to our clients and guests at all AEG venues and Hudson Pacific properties. Starting with our CEOs and throughout our organizations, every member of our teams will provide support to the management of the Seattle Coliseum, providing unparalleled resources and a wide array of expertise to ensure the Coliseum's success.

For the past eight years, AEG has been providing support services in partnership with the City at KeyArena. With our partners at Seattle Center, we have turned KeyArena into a profitable entity for the City of Seattle. We have experienced professionals already in the market and have a deep understanding of Seattle through our many years working at KeyArena.

Seattle Partners recognizes that the most valuable resource is our people. As part of a worldwide corporation with a network of venues and the best reputation in our industry, AEG attracts and retains the very best people. We provide staff with training and opportunities for career development within the consistent structure of one company, which attracts a high caliber of well educated, loyal and motivated staff. A feature of the AEG operation is the hands-on approach of the corporate executive team, which boasts an exceptional depth of experience and expertise, with key executives overseeing all areas of management including facility operations, finance and accounting, event creation and production, human resource management, labor relations, community relations and marketing and sales.

Seattle Partners' corporate infrastructure and expertise are unparalleled in the industry

“Though AEG is a worldwide company, their work in Seattle feels very local. AEG is committed to excellence in everything that they do, and that commitment shines in their work here at Seattle Center.”

—Ellen Walker
Executive Director, Pacific Northwest Ballet



DAN BECKERMAN

President and Chief Executive Officer
AEG

Dan Beckerman serves as President and Chief Executive Officer for AEG, the world's leading sports and entertainment company.

In addition to oversight of key AEG divisions such as AEG Facilities, AEG Presents, AEG Global Partnerships, AEG Sports, AEG Europe, and AEG China. Dan, who reports directly to AEG Founder and Chairman Philip Anschutz, oversees long range planning, acquisitions, financial oversight, and corporate governance while serving on the six-member committee that constitutes AEG's Office of the Chairman. Dan is instrumental in long-range planning for facilities and major real estate development for projects including The O2 arena, sports and entertainment district (London), Mercedes-Benz Arena (Berlin), Sprint Center (Kansas City), Microsoft Theater Los Angeles, and L.A. LIVE (a \$3.5 billion downtown Los Angeles sports and entertainment district).

Dan most recently served as Chief Operating Officer and Chief Financial Officer for AEG. In this capacity, his responsibilities included overseeing the day-to-day operations for AEG and fiscal planning for its subsidiaries. He was also responsible for the financial oversight and debt financing for AEG's development projects throughout the world, including The O2 in London and L.A. LIVE.

Since joining the organization in August 1997 as CFO of the Los Angeles Kings, Dan has played a key role in the investment of over \$2 billion to develop facilities such as STAPLES Center, the new T-Mobile Arena in Las Vegas, StubHub Center, and the Toyota Training Center; operation of over one dozen sports franchises worldwide and creation of AEG Presents, the country's number two ranked live entertainment promotion entity. In each case, he was responsible for financial planning, budgeting, financial reporting and overall analysis for all matters pertaining to each division or company's business plan. Dan continues to play a role in the organization's continued expansion of investment including the creation of Mercedes Platz, a sports and entertainment district in Berlin and the expansion of The O2's sports and entertainment district in London.

**VICTOR COLEMAN**

Chief Executive Officer, President and Chairman

Victor Coleman serves as Chief Executive Officer and President of Hudson Pacific Properties. He also serves as Chairman of Hudson Pacific's Board of Directors. Under his strategic leadership, Hudson Pacific held its initial public offering in 2010.

Prior to the company's founding, Coleman founded and served as a managing partner of Hudson Pacific's predecessor, Hudson Capital. In 1990, Coleman co-founded and led Arden Realty as its President and Chief Operating Officer, taking the company public in 1996. He sold the company to GE Real Estate, a division of General Electric Capital Corporation in 2006.

An active community leader, Coleman is a Founding Board member for the Ziman Center for Real Estate at UCLA's Anderson School of Management. He also sits on the boards of the Fisher Center for Real Estate and Urban Economics, Los Angeles Sports & Entertainment Commission and the Los Angeles Chapter of WPO. He currently serves as a trustee on the board of Kite Realty. He previously served on the board of public company Douglas Emmett.

Coleman earned a Master of Business Administration degree from Golden Gate University and a Bachelor of Arts in History from the University of California, Berkeley.

**BOB NEWMAN**

President

AEG Facilities

Few executives affiliated with sports and entertainment venues have the experience, knowledge and success that Bob Newman has earned as one of the most respected public facility executives for nearly three decades. With a proven track record of building facility management teams serving the professional, collegiate and private sectors, as well as an extensive background in marketing, sales and facility operations, Bob joined AEG in 2007 to oversee the organization's worldwide expansion into facility management while heading-up the creation, launch, and management of AEG Facilities.

While interacting and consulting with senior management across multiple divisions of AEG, Bob was responsible for the development and implementation of AEG Facilities' ongoing business plan of acquiring venues in key locations, promoting national and international live entertainment tours, as well as creating and acquiring a variety of programming for arenas, theatres, and stadiums. He initiated a company-wide program focusing on the amalgamation of assets from across multiple divisions of AEG which help the organization and its partners to better operate facilities, deliver profitable tours for producers and performers, develop and implement industry-leading guest services programs, enhance in-venue guest experiences, and oversee venues in the most efficient manner.

Under his guidance and leadership, AEG's elite global network of arenas, stadiums, theatres, clubs and convention centers has grown to over 120 venues operating across five continents, with over 28,000 employees. AEG Facilities, a standalone division of AEG, is affiliated with 26 of the top 100 arenas in the world, including London's The O2 which has been named the world's #1 arena for the past ten consecutive years, is now considered the world's leading venue management organization with facilities based in the world's most important capital markets including: Seattle, Los Angeles, Las Vegas, New York, Miami, Pittsburgh, Quebec City, Berlin, Hamburg, London, Paris, Brussels, Stockholm, Brisbane, Sydney, Kuala Lumpur, Beijing and Shanghai.

In addition to the negotiation of tenant agreements, third party contractor agreements and the assessment and creation of new revenues and maximization of operating margins on behalf of affiliated venues, Bob also spearheads key negotiations focusing on management of initiatives between the public and private sectors as well as signing or developing new events through his relationships with partners and organizations including the NBA, NHL, FIFA, UFC, and a variety of national and international sports federations.

**MARK LAMMAS**

Chief Operating Officer and Chief Financial Officer

Mark Lammas serves as the Chief Operating Officer, Chief Financial Officer and Treasurer of Hudson Pacific Properties.

Prior to the company's founding, Mark Lammas served as a consultant to Hudson Pacific's predecessor, Hudson Capital. He also served as General Counsel of Maguire Properties, and later as Executive Vice President where he oversaw finance and other transactional matters after the company went public in 2003. During his tenure, Lammas directed major capital market transactions, including corporate and asset financings and common and preferred equity offerings, acted as its principal liaison with institutional partners, and was responsible for compliance with corporate financial covenants and the accuracy of all financial reports and public disclosures.

Prior to joining Maguire Properties, Lammas was an attorney with Cox, Castle & Nicholson, where he specialized in representing developers, institutional investors and pension funds in their acquisition, development, financing, investing, and entity structuring and restructuring activities.

Lammas is a graduate of the Boalt Hall School of Law at the University of California, Berkeley. He received his Bachelor of Arts degree from the University of California, Berkeley in Political Economies of Industrial Societies, graduating magna cum laude and Phi Beta Kappa.



TED FIKRE

Chief Legal and Development Officer
AEG

Vice Chairman of AEG, Ted Fikre is responsible for overseeing all the company's business development and legal affairs. Ted plays a leading role in all major strategic and financial transactions for AEG, including: acquisitions, partnerships, joint ventures, financings, investments, and asset dispositions. In addition, Ted oversees AEG's large real estate and venue development projects in the US and abroad.

A member of the company's Board of Directors and Office of the Chairman, Ted is closely involved with directing the management of the company and charting its future. Since joining AEG in 1998, Ted has played an instrumental role in the vast growth of the company. Starting with the acquisition of the Los Angeles Kings and the construction of STAPLES Center and continuing through the company's foray into a myriad of other areas including music, soccer, facility management, ticketing, and real estate development; Ted has been at the center of AEG's rapid expansion into the world's leading sports and live entertainment company, as well as a developer, owner, and operator of first class facilities around the globe. Ted's legal, media, community, government relations, and administrative responsibilities extend across AEG's wide portfolio of sports and entertainment properties, including owned and managed venues; entertainment districts; and a wide variety of other business units located around the world.

Prior to joining AEG as general counsel in 1997, Ted was an associate in the Los Angeles office of Latham & Watkins. Before embarking on a legal career, Ted was an assistant economist with the Federal Reserve Bank of New York where he conducted international financial market research (1989-1991).

**ALEXANDER VOUVALIDES**

Chief Investment Officer

Alexander Vouvalides serves as Chief Investment Officer of Hudson Pacific Properties. He oversees Hudson Pacific's acquisition and disposition activities, and participates in property financings and other large capital improvement projects.

Prior to his current role, Vouvalides served as Senior Vice President, Acquisitions and Vice President, Asset Management. He also served as an Associate focused on acquisitions, asset management and corporate development of Hudson Pacific's predecessor, Hudson Capital.

Prior to Hudson Capital, Vouvalides worked in the Real Estate Finance & Securitization Group at Credit Suisse in the firm's New York and Los Angeles offices. During his tenure, he underwrote and closed major acquisition and recapitalization loans across various asset types including: office, hotel, retail, land and construction. Prior to that role, Vouvalides worked in the Technology, Media and Telecommunications group at JPMorgan Chase & Co. in New York.

Vouvalides currently serves as a member of the Executive Committee for the University of Southern California's Lusk Center for Real Estate.

Vouvalides graduated from Emory University with a Bachelor of Arts degree in Political Science.



MARTHA SAUCEDO

Executive Vice President, External Affairs
AEG

Martha Saucedo, Executive Vice President of External Affairs for AEG, is a highly-experienced public affairs and government relations professional with experience in both the public and private sectors developing and implementing political, communications, and community engagement strategies.

Having joined AEG in 2001, Martha is responsible for managing AEG's community affairs team, which is the primary contact for all issues that relate to public and community affairs, charitable involvement, and issues that involve public interest in the organization's outreach and development programs. She is responsible for developing the organization's priorities with respect to local community partnerships and public affairs. In addition, she oversees AEG's philanthropic initiatives as well as the charitable foundations established to provide funding to non-profit organizations that work to improve educational and recreational opportunities for children.

Martha received local and national recognition for the creation of a comprehensive Community Benefits Program associated with the development agreement for L.A. LIVE. The groundbreaking accord focused on delivering comprehensive public benefits programs in the areas of affordable housing, development of parks and recreation space, and local hiring. She has also been responsible for the development and implementation of AEG's community engagement strategies around large private-public developments such as StubHub Center on the campus of California State University, Dominguez Hills.

Martha was elected as President in January, 2016 of the [downtown Los Angeles] Central City Association and is on the Board of Directors for Inner City Arts, the Expo Center, the South Park Business Improvement District and is on the California Hospital Medical Center Community Advisory Board.

**CHRISTOPHER BARTON**

Executive Vice President, Development and Capital Investments

Christopher Barton serves as Executive Vice President, Development and Capital Investments of Hudson Pacific Properties. He oversees all of Hudson Pacific's redevelopment, development and capital improvement projects.

Prior to his current role, Barton served as Executive Vice President, Operations and Development. He also served as Vice President of Construction and Development of Hudson Pacific's predecessor, Hudson Capital, where he was responsible for operations and development.

Barton also served as First Vice President for Arden Realty, where he was responsible for conceptual development, land entitlements, financial analysis and construction management for all real estate developments. Prior to Arden Realty, Barton was Project Manager at Beers-Skanska Construction Company, where he managed large-scale construction projects in the southeast U.S.

Barton currently serves on the Board of Directors of the Hollywood Chamber of Commerce and the Hollywood Freeway Central Park.

Barton holds a Bachelor of Science degree from Purdue University and Master of Business Administration degree in both Real Estate and Finance from the University of Georgia.

**STEVEN COHEN**

Chief Strategic Officer
AEG

Steven A. Cohen was named Chief Strategic Officer, AEG in 2013, but, as Executive Vice President of Anschutz Company, the holding company for the Anschutz organization and AEG's parent company, has been integrally involved with the growth of the organization for well over a decade. Working closely with AEG's management team on financings, acquisitions and overall strategy for the company and its various operating subsidiaries around the world, Steven was part of the leadership team behind the structuring and development of L.A. LIVE, The O2 in London, Mercedes-Benz Arena in Berlin, Mercedes-Benz Arena in Shanghai, Sprint Center in Kansas City, and StubHub Center in Carson, California. He also serves as a Member of AEG's Office of the Chairman.

In his concurrent role with the Anschutz Company, Steven is involved with a number of the operating companies and investments within the Anschutz organization and sits on the board of directors of many of the Anschutz portfolio companies including AEG. He also serves as Managing Director of Anschutz Investment Company, the investment arm of The Anschutz Corporation where he started over a decade ago, that is focused on both equity and debt investments in a variety of industries, including communications, media, oil and gas, alternative energy, entertainment, hospitality and lodging, real estate, and transportation.

Prior to joining the Anschutz Company, Steven led the corporate practice group of the Denver office of Hogan & Hartson (now known as Hogan Lovells), where he focused on mergers and acquisitions and corporate finance. Steven was also a partner in the corporate group of Holme, Roberts & Owen in Denver. Prior to moving to Denver, Steven worked in the mergers and acquisitions group of Skadden, Arps, Slate, Meagher and Flom in New York.

Steven serves on the Board of Trustees for Rose Community Foundation, the Board of Directors of Roundup River Ranch, a member of the SeriousFun Children's Network, and the Board of Directors of 303 Rugby, a not-for-profit that supports rugby programs for inner-city youth.

**JOSHUA HATFIELD**

Executive Vice President, Operations

Joshua Hatfield serves as Executive Vice President, Operations of Hudson Pacific Properties, where he oversees all of Hudson Pacific's portfolio operations.

Before joining Hudson Pacific, Hatfield served in various senior positions at GE Capital Real Estate, primarily in San Francisco. During his tenure, he held a number of portfolio management roles, overseeing joint venture and wholly owned real estate in west coast markets. He began his career at GE as Director of Debt Originations, operating in Chicago and San Francisco, managing new real estate loan origination and specialty debt investments.

Hatfield received a Bachelor of Science degree in International and Strategic History, with a Minor in Systems Engineering from the U.S. Military Academy at West Point. He has a Master of Business Administration degree from the University of Illinois. Following his graduation from West Point, Hatfield served as an Army infantry officer.

**KEVIN MCDOWELL**

Executive Vice President and Chief Administrative Officer
AEG

A member of AEG's Executive Committee, Kevin McDowell is primarily responsible for managing the company's administrative systems. These systems include: IT/telecommunications, risk management, safety and loss control, purchasing, global travel, sustainability, supplier diversity, payroll, and human resources. Within his administrative control for the same disciplines lies AEG Digital, AEG Real Estate, AEG Sports, and AEG Presents.

Having joined AEG in 1998, Kevin spearheaded the pre-opening hiring activities for STAPLES Center and continues to lend his expertise by overseeing pre-opening activities for other AEG developed or acquired arenas, stadiums, and theaters throughout the world.

Kevin's role at AEG offers him the unique ability to blend his professional work with his passion for giving back to the community. The corporate expertise he offers proves invaluable to the students he counsels; but, Kevin likes to complement these professional contributions by supporting organizations within the Arts. Kevin has provided a venue to host countless events that promote African American achievement.

In 2011, AEG's Job Shadowing program was introduced. Spearheaded by Kevin and his team, students from King/Drew Magnet High School in Los Angeles received behind the scenes exposure to the business operations of a sports and entertainment company. This project was conducted in partnership with The Zeta Rho Foundation, which seeks to remove the barriers of race, poverty, and despair through the power of mentoring, educational support, health care awareness, and community uplift. Since 2011, AEG's Job Shadowing program has been introduced at additional venues and locations.

Kevin is credited with the creation of AEG's proprietary Purchasing and Procurement division which now includes AEG's Global Diversity and Inclusion department. Among the goals set for this expanded division are increasing AEG's spend with minority and women owned businesses. The department also created the official AEG Diversity policy.

**ARTHUR SUAZO**

Executive Vice President, Leasing

Arthur Suazo serves as Executive Vice President, Leasing of Hudson Pacific Properties, where he oversees all of Hudson Pacific's leasing activities and personnel.

Before joining Hudson Pacific, Suazo held various management positions including: Director of Brokerage Services for Cushman & Wakefield, Regional Manager for Sperry Van Ness and Senior Portfolio Leasing Manager for Arden Realty. While at Arden Realty, he was responsible for the leasing of over 60 projects, in excess of six million square feet, of various class and product types throughout Southern California.

Suazo is a longtime member of the Los Angeles Commercial Real Estate Association and the International Council of Shopping Centers. He also serves on the Board of Directors for the Collegiate Search Youth Foundation, and formerly served on the Board for CareAmerica Federal Credit Union.

Suazo earned his Bachelor of Arts in Business and Healthcare Management at California State University, Northridge.



TODD GOLDSTEIN

Chief Revenue officer
AEG

Todd Goldstein, Chief Revenue Officer of AEG, has been a professional in the sports and entertainment industry with more than eighteen years of experience in innovative and creative leadership in the areas of global business development, marketing, and sales.

Named as AEG's first-ever Chief Revenue officer in 2013, Todd oversees the management, growth, and financial oversight of key divisions of AEG including Global Partnerships, L.A. LIVE, Premium Seating, Creative Services, Corporate Marketing, Merchandising, The GRAMMY Museum®, and AEG Digital which includes the AXS brand. Todd also oversees AEG's ownership agreement of the 1001-room/54-story JW Marriott and The Ritz-Carlton hotels at L.A. LIVE as well as sales of the 224 units of The Ritz-Carlton Residences at L.A. LIVE.

Todd also serves as President and CEO of AEG's Global Partnerships business group, formed atop the company's organizational structure and guiding AEG's sales efforts globally across all properties including sports, venues, music, real estate, and media. Under his direction, AEG Global Partnerships annually achieves more than \$500 million of gross sponsorship revenue and premium sales.

Since joining AEG in 2001, Todd has initiated many of the company's most comprehensive sponsorship and naming rights agreements on behalf of a variety of venues, sports franchises, developments, and live entertainment properties. While creating and maintaining relationships with many Fortune 500 companies, he has been instrumental in overseeing the development of specific sales strategies for new venues and entertainment endeavors including premium seating at various venues.

On the international front, Global Partnerships has secured new naming rights relationships for properties such as the Ericsson Globe in Stockholm, Sweden and Mercedes-Benz Arena in Shanghai, China. He has also been involved in establishing Sprint as the naming rights partner for the Sprint Center in Kansas City. In mid 2009 Global Partnerships took over the premium sales for venues such as STAPLES Center, StubHub Center, and Sprint Center, and helped establish new highs in revenue for each of these properties. In his role, Todd is also responsible for identifying areas of corporate affiliation and involvement; Todd has formed a relationship with ESPN that brought the X Games and ESPY Awards to Los Angeles, as well as ESPN studio space to L.A. LIVE.

**DAVID TYE**

Senior Vice President, Pacific Northwest

David Tye serves as Senior Vice President, Pacific Northwest of Hudson Pacific Properties. He has primary responsibility for oversight of Hudson Pacific's operations in the Pacific Northwest.

Prior to joining Hudson Pacific, Tye was Vice President of Leasing at Arden Realty. While at Arden, he oversaw leasing, operations, construction and capital projects for a portfolio of 50 office properties totaling nearly three million square feet.

Prior to joining Arden Realty, he spent seven years at Equity Office in Seattle in several roles, including Vice President of Operations and Vice President of Property Management. Tye has previously held various positions in leasing and property management at Wright Runstad & Co., Cannon Real Estate Services, Hines Interest Limited Partnership and Coldwell Banker Commercial.

Tye earned a Bachelor of Arts degree from the University of Washington.

**JAY MARCIANO**

Chief Operating Officer
AEG

One of the most respected executives in the entertainment industry, Jay Marciano has a dual senior executive leadership role with AEG, as the global organization's Chief Operating Officer as well as Chairman and Chief Executive Officer of AEG Presents, the company's live entertainment division that specializes in producing and presenting live contemporary music performance, touring for a variety of programming, and multi-media production. In these capacities he also serves on the six-member committee that constitutes AEG's Office of the Chairman.

In this role, Jay, who himself reports to AEG's President & CEO, is responsible for overall operational oversight of all the company's holdings with specific day-to-day focus on the AEG Facilities, AEG Digital and AEG Presents divisions. Capitalizing on his experience in the live entertainment industry as well as his vast knowledge of the venue and facilities industry, Jay provides not only operational guidance to the divisions but successfully exploits the benefits and synergies that these entities share while taking advantage of these opportunities to increase revenue streams and create new opportunities.

As AEG Presents' President and CEO, he guides and oversees the day-to-day operation and strategic planning and development of all AEG Presents entertainment properties including Events, Touring, and Festivals divisions; eighteen regional offices; and forty state-of-the-art venues including the Colosseum at Caesars Palace in Las Vegas, Manhattan's Webster Hall, and the Bowery Ballroom and Sony PlayStation Theater in Times Square. Under Jay, recent tours promoted by the division have starred Bruno Mars, Celine Dion, Carrie Underwood, Cher, Ed Sheeran, Enrique Iglesias, George Strait, Justin Bieber, Kanye West, Katy Perry, Kenny Chesney, Paul McCartney, The Rolling Stones, Taylor Swift, The WHO and Juanes while numerous festivals owned by the company have continued to show unprecedented critical and financial success including Bumbershoot, Coachella Valley Music & Arts Festival, Stagecoach Country Music Festival, Hangout Festival and New Orleans Jazz & Heritage Festival.

Prior to his return to AEG, Jay was with MSGE overseeing bookings, productions and renovations at venues including Radio City Music Hall, and Madison Square Garden. He also directed a rebranding initiative for the company resulting in numerous acquisitions and partnerships.

**ROB REED**

Chief Financial Officer
AEG

In his capacity, as Chief Financial Officer of AEG, Rob Reed is responsible for overseeing the finance function for AEG's holdings worldwide, with emphasis on its continued growth in the facilities, ticketing, and sponsorship divisions.

Previously, Rob served as the Chief Financial Officer for AEG Facilities since the division was established in 2008. The stand-alone affiliate of AEG, owns, operates or consults with over 120 of the industry's preeminent venues worldwide. This reputation is in no small part due to the role Rob played in guiding the vision, master plan, and day-to-day financial aspects for the division which is AEG's fastest growing and most profitable. Rob's role tasked him with financial planning on all acquisitions of AEG Facilities as well as overseeing budgets for new facility development and renovations.

Since joining AEG in 1999, Rob has played a key financial role in opening of more than a dozen world-class venues including STAPLES Center, T-Mobile Arena, Sprint Center, Prudential Center, Toyota Park, Nokia Theatre (now Microsoft Theatre), and Mercedes-Benz Arena to name a few. In each case, Rob's experience and insights have led to the development and adoption of each venue's initial business plan, reporting structure, financial oversight, and key internal management systems.

A member of STAPLES Center's original management team, Rob helped to facilitate the initial financing of the venue which included the introduction of the first asset-backed privatization for an arena that has since become a standard method of financing for many developments, in addition to implementing the elements of this plan to STAPLES Center's operations and financial structure. Rob's experience with STAPLES Center's groundbreaking financial structure has prepared him to oversee similar packages for other AEG-financed ventures.

**TED TANNER, AIA**

Executive Vice President, Real Estate Development
AEG

Ted Tanner joined AEG in 1998 and oversees all of AEG's global real estate development activities including major projects in Los Angeles, Las Vegas, London, Berlin and most recently in Asia. He brings over 30 years of development experience in downtown Los Angeles as well as 10 prior years as an architect and as a Philadelphia City Planner.

Ted was responsible for acquiring, entitling and master planning the 40 acres surrounding STAPLES Center. He oversaw development of L.A. LIVE, a 4 million square foot mixed-use development program valued at more than \$3.5 billion which includes the 7,100 seat Microsoft Theater, over 600,000 square feet of offices, broadcast studios, clubs, restaurants, the GRAMMY Museum,® the 14-screen flagship Regal Cinemas, and the \$1B, 54 story 1,001 room hotel operated by JW Marriott and The Ritz-Carlton and 224 luxury The Ritz-Carlton Residences.

Having completed his development and oversight responsibilities on the new \$380M T-Mobile Arena in Las Vegas, Ted is focusing on the overall development of the +\$200M Mercedes Platz Entertainment District in Berlin and the +\$160M ICON Outlet Center at the O2 in London, both currently under development with completion scheduled for 2018. The Outlet Center is the next step in completing the overall vision of The O2 arena and entertainment district developed by Ted a decade ago.

Having previously directed the development of StubHub Center at Cal State Dominguez Hills in Carson California, he will now focus on adding a new select service hotel at the site and the creation of a new mixed use entertainment destination in Nashville, TN. Additionally, Ted has recently managed master planning efforts for a 4.5 million square foot mixed use development, anchored by an 18,000-seat arena in Edmonton, Canada, and managed the master plan work for Cidade da Copa, a 250-hectare mixed use development in Brazil anchored by Itaipava Arena Pernambuco.

Prior to joining AEG, Ted oversaw real estate development activities in Los Angeles for Catellus, acquired the 50-acre site and entitled 7 million square feet. at the historic Los Angeles Union Station and managed development of the \$310 million Gateway Intermodal Transportation Center, and the MTA and MWD Headquarters office projects.

**BILL MARTIN**

Chief Information Officer
AEG

Bill Martin, who was named AEG's Chief Information Officer in 2016, is responsible for technology strategy and execution for all the business units, venues, and other owned and operated ventures associated with the various operating companies of AEG. Operating as the organization's Digital Services division, the unit is focused on delivering and brokering services across the enterprise that include security, compliance, business intelligence, social media, venue technology, and innovation.

Prior to joining AEG, Bill was the long running CIO at Royal Caribbean Cruises where the IT team was regularly recognized for innovation excellence. Under his leadership, Bill's teams received top innovation awards from both *Computerworld* and *InformationWeek*.

Bill was also recognized by CIO peers as a "Top Ten Breakaway Leader," and was a founding member of the Florida CIO Summit. He is a governing body member of the Southern California CIO Summit and is on the editorial advisory board for *InformationWeek*.

**MATTHEW BETTENHAUSEN**

Chief Security officer
AEG

Matthew R. Bettenhausen, Vice President of Security and Chief Security Officer for AEG, is currently a member of the Chief Security Officer Roundtable, Overseas Security Advisory Council, Domestic Security Advisory Council, and Infragard, among other national safety and security organizations. He is also a graduate of the FBI Citizen Academy.

Having joined AEG in 2011 as the organization's first Chief Security Officer, Matthew oversees safety, security, and preparedness for all of AEG's domestic and global operations and facilities. He is responsible for developing, implementing and maintaining corporate safety and security policies, processes and procedures for AEG and its clients to mitigate risks, prepare for emergencies, effectively respond to incidents and reduce exposure to liability. Recently, he oversaw the deployment and implementation of walkthrough magnetometers at AEG's clubs, theaters, and amphitheaters. He also coordinates with the Chief Information Officer on IT security issues and protections.

Matthew directed the creation and implementation of AEG's safety and security program, AEG S.A.F.E. (Securing AEG'S Fans and Employees). This proprietary security program has been comprehensively reviewed and approved by the U.S. Department of Homeland Security for terrorism liability protections under the U.S. SAFETY Act. AEG was the first company in our industry to achieve this distinction.

Prior to joining AEG, Matthew was appointed by Governor Schwarzenegger to lead California's homeland security and emergency management operations as the Secretary of the California Emergency Management Agency (CalEMA), was a member of Governor Schwarzenegger's cabinet, and served as Chairman of the California Emergency Council.

Previously, Matthew was presidentially appointed as the first Director of State and Territorial Coordination for the U.S. Department of Homeland Security (DHS). At DHS, Matthew served as the Department's representative to the White House Office of Intergovernmental Affairs and was a member of both the Department's Emergency Response Group and its Interagency Incident Management Team.

Matthew is an honored recipient of the Patrick Henry Award from the National Guard Association of the United States.

**CHARLES H. STEEDMAN**

Chief Operating Officer
AEG Facilities

Charles (Chuck) Steedman serves as Chief Operating Officer, AEG Facilities. In this capacity, the well-respected industry veteran oversees the fiscal planning and day-to-day operations for AEG Facilities while assisting with the strategic growth of the division thru the acquisition of arenas, stadiums, convention centers along with other investment opportunities.

Charles' responsibilities also include focusing on the continued implementation of AEG proprietary initiatives such as AEG 1EARTH, AEG ENCORE, AEG 1FORCE, AEG S.A.F.E., AEG 1SOURCE, AEG Energy Services and AEG 1COMMUNITY throughout the AEG Facilities venue network. He also works closely with AEG Global Partnerships who oversee naming rights, sponsorships and premium seating for many of the venues as well as AEG Presents, which promotes numerous national concert tours and family shows that book AEG Facilities affiliated venues.

Charles is also charged with providing oversight and project management consulting for arena and stadium renovation projects and new construction initiatives. In this capacity he has been affiliated with new construction projects including T-Mobile Arena (Las Vegas), Allianz Parque (Sao Paulo), Itaipava Arena (Recife) and Estadio Maracanã (Rio de Janeiro) as well as renovations for venues including AT&T Center (San Antonio), Target Center (Minneapolis) and Valley View Casino Center (San Diego), among others.

Having joined AEG in 2008 as Sr. Vice President and General Manager of AEG Connecticut LLC, Charles went on to lead the organization's expansion into South America.

During his tenure, he also has been involved in the creation of events for AEG, most notably forming a joint venture with USA Gymnastics that resulted in the creation of the Kellogg's Tour of Gymnastics Champions, which toured the United States for 40 dates following the 2012 Olympics, and then again following the 2016 Olympics, setting ticket sales records in almost every market during each tour.

Prior to joining AEG, Charles spent the previous seven-plus years under the employ of New England Sports Ventures, the parent company of the Boston Red Sox, New England Sports Network and Fenway Sports Group. Earlier in his career, he held senior management positions Raycom Sports, the American Skiing Company and the Resorts Sports Network.

**JAY COOPER**

Senior Vice President and Managing Director
AEG Facilities Global Solutions

Jay Cooper has a strong record of success in his 34 years of experience at major indoor and outdoor sports and entertainment facilities where more than 2,000 events have been presented under his direction.

Jay is currently the Senior Vice President and Managing Director of AEG Facilities Global Solutions, providing comprehensive management and planning services to sports and entertainment facilities worldwide. He brings extensive expertise as a facilities' development executive having led numerous projects around the world through planning, construction and operational stages. He is also the primary liaison in the management partnership between Seattle Center and KeyArena for AEG Facilities. Jay has represented KeyArena on the board of the Seattle Sports Commission for the past three years. In that role, Jay worked with the Seattle Sports Commission on the NCAA Men's Basketball Championships in 2015 and the 2013 NCAA Women's Volleyball Championships held at KeyArena. He also oversees AEG Facilities' sales efforts for KeyArena.

In addition to his overall venue management expertise, he regularly directs and executes development and overall pre-opening plans associated with newly built and renovated stadiums and arenas including most recently Target Center (major renovations), Recife's Arena Pernambuco (new construction), and Rio de Janeiro's Maracanã (pre-opening). He has also overseen pre-opening plans, including operations management and staff training at arenas such as T-Mobile Arena, Prudential Center, Videotron Centre, Rogers Place, Citizens Business Bank Arena, Mercedes Benz Arena, and MasterCard Center to name a few.

Jay joined AEG in 2005 and was responsible for the pre-opening and operation of the AEG operated Toyota Park located in the Chicago metro area. He oversaw the development and management of the 28,000-seat stadium which is the home of the Chicago Fire Major League Soccer team along with numerous concerts and other professional sports.

Prior to joining AEG, Jay served as the General Manager of Nationwide Arena in Columbus, Ohio. Nationwide Arena is the home of the NHL Blue Jackets hockey club. He also previously served senior management roles at the Tampa Bay Times Forum (Tampa Bay Lightning) and Joe Louis Arena (Detroit Red Wings).

**RICK MUELLER**

President
AEG Presents North America

Rick Mueller serves as President, AEG Live North America. In this role, his responsibilities include overseeing talent buying strategy, new business initiatives, festival development, and touring opportunities for AEG Presents as well as developing and overseeing the division's national strategy for live events, concerts, and festivals. Additionally, Rick works directly with AEG Presents' regional offices on matters of booking, programming and operations.

Having joined AEG in 2012 as Goldenvoice's President-California, Rick excelled at overseeing concert promotion staff, venue operations, and business development. His responsibilities included operational oversight of historic venues such as the Shrine Auditorium, Fonda Theatre, The Mountain Winery, and Warfield Theatre. He negotiated several additional business opportunities such as contracting the San Diego-based EDM promoting company, LED, to expand AEG's footprint on the budding electronic music scene. Additionally, he led other new business initiatives including venue development, national touring projects, and festival development projects including the creation of the BET Experience at L.A. LIVE.

Prior to joining AEG, Rick oversaw all concert operations for Live Nation in California where he was tasked with growing the Los Angeles business unit in addition to overseeing the San Francisco market. He also oversaw the restoration of the classic Hollywood Palladium as well as revitalizing the programming and attendance at the iconic Universal Amphitheater.

In 1996, Rick started working for the legendary San Francisco concert promotion company, Bill Graham Presents. He was responsible for programming hundreds of concerts annually and developing new programming in the Bay Area. He booked stadium events such Green Day at AT&T Park, shows with Radiohead, Bruce Springsteen, Beyoncé and many others, as well as the Rock the Bells Music Festival, which attracted over 50,000 hip-hop fans to the San Francisco event.

As an executive, Rick is held in high esteem by both agents and managers alike. Accolades include receiving the prestigious 2008 "Bill Graham Award for Promoter of the Year," presented by the respected industry publication Pollstar and being honored as one of the music industry's "Top 40 Music Business Professionals Under the Age of 40" by Billboard Magazine in 2013.



ROB THOMAS

Vice President

AEG Presents, Pacific Northwest

Rob Thomas and his team operate out of the AEG Presents Pioneer Square office; they oversee both Showbox music venues, Marymoor Park Concert Series, Summer Meltdown Music Festival and Bumbershoot Music & Arts Festival. The Seattle office also promotes events at KeyArena, Wamu Theatre, Centurylink Field, Tacoma Dome and regional shows in Oregon, Montana, Idaho, British Columbia and Alaska.

Rob has worked with many nonprofits, producing fundraising concerts with Rage Against the Machine for the 2008 Democratic National Convention, Beach Boys for 9/11 Remembrance, and many more.

AEG Presents has been active in supporting Seattle nonprofits, including: Swedish Hospital, Mary's Place, One Reel, CIDR, Music Cares, Ignite, Vera Project, Food Life Line, Season of Miracles Children's Hospital, KEXP and many more.

Rob is currently a board member at Center for Infectious Disease Research.

**CHAD QUEIROLO**

Regional Vice President of Talent
AEG Presents, Pacific Northwest

Raised in Olympia, WA, Chad Queirolo's introduction to live music began at the Seattle Center Coliseum in 1979 with KISS. Years later he fell into the vibrant Northwest music scene of the late 80s to mid-90s that saw the rise of bands from Nirvana, The Melvins, Unwound, Beat Happening and the birth of the Grunge and Riot Grrrl movements. His career in the music industry formally began as roadie for bands such as Unwound and Sleater-Kinney. From there he proceeded to tour manage other bands, promote shows, and establish his own booking agency to run national tours for bands of this era after identifying a serious need for artists to have an advocate to help them coordinate national tours outside of the Northwest.

In 1997, Chad left Olympia for Seattle to book a popular nightclub called The Breakroom (now Chop Suey) and proceeded to book several more Seattle nightclubs including I-Spy and Graceland (now El Corazon). In 2000 he took on booking the historic Showbox, one of the premier Seattle nightclubs since 1939. For the past 17 years, he has brought innumerable concerts to the Seattle market, including Snoop Dogg, Bo Diddley, Prince, Pearl Jam, Soundgarden's reunion show and Coldplay's first ever American concert. Chad and his business partners opened the 1,800-capacity nightclub Showbox SoDo in 2007, and in 2008 the group sold their business to AEG Presents.

Since joining AEG Presents, Chad has continued to book both The Showbox, and Showbox SoDo as well as whad the privilege of promoting the Marymoor Park Concert series, Bumbershoot Music Festival, and numerous other concerts from 200-person club shows to arenas and stadiums across the Northwest with luminary acts such as Adele, Paul McCartney and Radiohead.



ANDY ROE

Regional Marketing Director
AEG Presents, Pacific Northwest

Andy Roe oversees the AEG Presents marketing team in the Pioneer Square (Pacific Northwest) office as the Marketing Director. He has over 30 years of experience in the music industry between Seattle and Southern California, including concert promotion, artist management, public relations, and marketing.

His career began in the mid-1980s in the thriving LA underground music scene working as an artist manager for multiple LA club bands. In 1992 he became a partner in an independent promoting company, bringing national touring acts to Chico, California.

In 1994 Andy moved to Seattle and handled PR for such legendary music venues including Moe's Mo Roc'N Café and RKNDY. In 2002 he joined House of Blues Entertainment back in Southern California at their Anaheim venue in 2002, and was the point man for all show marketing in Orange County. Two years later, he took over concert marketing duties at the company's top venue, the 6,000-seat Gibson Amphitheatre in Los Angeles.

In late 2006, Andy accepted a position with AEG Presents as their Regional Director of Marketing for the newly opened Pacific Northwest region overseeing all concert marketing for shows and tours in greater Washington, Oregon and Idaho, Montana and British Columbia, as well as The Showbox and Showbox SODO. This includes all concert marketing for Seattle owned and operating venues including The Showbox, Showbox SoDo and Marymoor Park Concerts. In 2015, Andy began overseeing the marketing of the Bumbershoot Arts & Music Festival, now in its 48th year.

**STEVE RANSOM**

Senior Director of Premium Sales and Services
AEG Facilities at KeyArena

Steve Ransom offers a history of success as an arena executive with over 20 years of experience in facility sales and operations. He currently serves as the Senior Director of Premium Sales and Service for AEG Facilities at KeyArena, where he oversees Premium Seating Sales as well as the operational functions of the Suite Level and Clubs. Steve's passion is to provide his clients with a premium experience from seat purchase or suite rental, to top-notch day of show guest service.

Steve launched his career as a Suite Coordinator for the NBA Seattle SuperSonics in 1997 at KeyArena. He spent the following 12 years with the SuperSonics creating world class premium guest experiences and moved into leadership positions including Senior Manager of Guest Relations until the team departed in 2008.

Over the past 8 years, Steve has continued and grown the Premium Seating Program at KeyArena while working for AEG Facilities. Under Steve's leadership, Premium Seating revenue has expanded over 300%. He has created a diverse group offerings for his premium clients; including Encore Club, an annual membership program which is currently sold out. Steve consistently exceeds yearly sales goals in premium sales. He attributes much of his success on his ability to maintain and build important business relationships with many of his clients, some which have lasted nearly all his 20 years at KeyArena.

Steve has a unique perspective of the Seattle market and KeyArena that starts earlier than his professional career, when he played at the Seattle Coliseum (now KeyArena) in the 1988 WIAA High School Basketball Tournament. Steve graduated from BYU in Provo, Utah with a Bachelors in Science. He and his wife have raised their four children in Seattle and serve this community by donating time and resources to local food banks, and assisting in global humanitarian efforts.



ROSIE SELLE

Director of Marketing
AEG Facilities at KeyArena

Rosemary Selle is the Director of Marketing for AEG Facilities at KeyArena where she is responsible for developing and executing strategic marketing and communications plans on behalf of KeyArena and its many clients, promoters and event producers. Rosemary oversees all tactical marketing assets for the venue including web, social media, email marketing, and other in-venue and campus resources. She works closely with Seattle Center to promote and preserve KeyArena as the premier live entertainment venue in the Pacific Northwest.

Rosemary has spent the last ten years in Seattle working in the live entertainment and sports industries. She knows that fostering strategic partnerships and key relationships along with a “what else can we do” attitude, allows her to exceed her marketing goals and those of her clients. She believes there is something truly special and irreplaceable about the live event experience and strives to make KeyArena a home to those treasured moments for patrons and clients alike.

During her five-year tenure with AEG Facilities at KeyArena, Rosemary has worked on some of the biggest and most marquee events in live entertainment. The list of events includes Paul McCartney, Adele, Andrea Bocelli, NCAA® Division I Men’s Basketball Tournament, The International DOTA 2 Championships, as well as countless others concerts and family shows many of which she has promoted to sell-outs.

Rosemary holds a Bachelors in Business Administration from Carroll College in Helena, Montana and a Master’s in Sports Leadership and Administration from Seattle University. Rosemary is a supporter of Homeward Pet Adoption Center and the ASPCA.

**BRYAN WATSON**

Sales Manager of Group and Premium Seating
AEG Facilities at KeyArena

Bryan Watson is the Sales Manager of Groups and Premium Seating for AEG Facilities at KeyArena. He oversees the Group Sales Program and is responsible for revenue and tickets sales goals, as well as creating and executing day of show experiences for large groups. Bryan also manages sales and operational functions for the Suite Level and premium clients at KeyArena.

He began his career in the live entertainment industry at KeyArena in 2007 where he served as a Suite Level concierge with the NBA Seattle SuperSonics. After the team's departure in 2008, Bryan joined the AEG Facilities team in that role and was promoted to Lead Concierge.

Bryan moved to a full-time role as Group Sales Manager with AEG Facilities. His experience and excellence in client services has given him the ability to grow the Group Sales Program, which has seen year over year revenue growth. His tenacity and ability to build longstanding relationships, propelled him to being a top group sales seller for the 2016 Kellogg's Tour of Gymnastics Champions and he sold over 50% of the KeyArena date's tickets through his efforts. Bryan believes in a client first approach and has imparted that into all aspects of his position; including enhanced training of Concierge staff, creating unique program ideas, and challenging the status quo to provide KeyArena premium guests an experience they won't soon forget.

Bryan is a Seattle native and been actively involved in music. Some of his most memorable moments at KeyArena have been singing the national anthem at SuperSonics and Storm games. Bryan and his wife are raising their young son in North Seattle. They are a family of local sports fans to the core and attend Husky, Storm, Seahawks, Mariners, and Sounders games regularly.

**MARLA GIBSON**

Vice President, Human Resources
AEG Facilities

Marla Gibson, Vice President of Human Resources for AEG Facilities, provides human resources and senior leadership support to AEG Facilities-affiliated venues worldwide. She serves as a liaison between AEG Facilities and Employee Services to ensure that the specialized needs of each venue are represented and supported.

Marla is a critical member of the AEG Facilities opening and transition teams, supervising all human resources components of new venues and their staffs or venues new to AEG Facilities' global network. In this role, she and her team manage all hiring, and on-boarding training associated with the venue, while acting as the Human Resources (HR) department on-site staff until the appropriate new HR employees are hired or trained. Since joining AEG, Marla has performed this function at arenas such as Barclays Center, Videotron Center, Gila River Arena, Rabobank Arena, Los Angeles Convention Center, and Hawaii Convention Center among others.

Prior to join AEG, Marla worked for an international security firm, Andrews International, LLC as Vice President of Human Resources & Corporate Diversity. She was responsible for growing and developing an HR organization nationally, creating and implementing HR policies, designing the company's overall recruiting strategy, handling complex employee and labor relations issues, and served as the Affirmative Action/EEO administrator. She worked closely with regional operational and executive leadership in managing new account transitions, company mergers and acquisition planning and implementation.

With more than 16 years of experience in the Human Resource field, Marla's career began in the staffing and executive search industry where she serviced a wide variety of companies in the private and public sectors in San Diego and Los Angeles counties. She previously served as HR Manager for a woman and minority owned staffing firm, Alert Staffing, based in Culver City, CA.

**DALE ADAMS**

Vice President, event booking & development
AEG Facilities

Working within the venue management and live event touring industries for over the past 31 years, Dale Adams has crafted one of the most unique and diverse industry portfolios around. Currently, Dale oversees all non-concert bookings and new product event development as the Vice President Booking & Event Development for AEG Facilities worldwide.

Dale began his career in the multi-venue Lakeland Center complex in Lakeland, Florida. He also held the title of Vice President and General Manager for such venues as the Pontchartrain Center (Kenner, LA) and the University of Massachusetts, Mullins Center (Amherst, MA). Dale later opened the 18,000 seat Coliseo de Puerto Rico in San Juan, Puerto Rico and then the 19,000 seat Prudential Center in Newark, New Jersey. Under Dale, the Coliseo de Puerto Rico and the Prudential Center won several prestigious worldwide awards in 2005, 2006, and 2007.

Dale was also employed by Feld Entertainment as a Disney On Ice touring General Manager overseeing ice show tours worldwide. Later, Dale again held a key role for Feld as the Director of North American Routing & Tours, for a combined total of ten years.

Dale background also consists of experience as Vice President for Leisure Management International, a domestic and international public assembly facility consulting firm, and as the Senior Vice President of Booking for Premier Exhibitions.

Dale earned the title of CFE (Certified Facilities Executive) in 1997 from the International Association of Venue Managers (IAVM), is currently teaching at the IAVM Public Assembly Facility Managers School at Oglebay, and is a past member of the Board of Regents.

**CHRIS WRIGHT**

Regional Vice President
AEG Facilities

For the past 20 years Chris Wright, has established himself as a premier facilities and booking management specialist with a distinction for managing venues that are home to NBA, MLB, NFL, and NHL franchises. In 2011, Chris was hired as Vice President of AEG Facilities. Chris's role at AEG included business development and the maximization of event programming at AEG's owned and managed arenas and stadiums throughout the United States. Since 2012, Chris has been General Manager of Oracle Arena, home of the 2015 NBA Champion Golden State Warriors, and Oakland-Alameda County Coliseum, home of the Oakland Athletics Major League Baseball team and Oakland Raiders of the NFL. Chris's extensive venue management expertise is additionally called upon to provide additional support and oversight to venues within the global footprint of AEG Facilities.

From 2005 to 2010 Chris was the General Manager for the Nassau Veterans Memorial Coliseum in New York. The Coliseum was home to the NHL New York Islanders and AFL New York Dragons, in addition to a variety of concert, community, family, and other championship sporting events.

Chris began his sport and entertainment career in 1995 in Philadelphia with SMG, a facilities management company. Chris's role at the corporate headquarters was focused on business development, finance department operations for stadiums and arenas including the Oakland Coliseum, New Orleans' Superdome, Chicago's Soldier Field, Denver's Mile High Stadium and Baltimore's 1st Mariner Arena. In 2001 Chris was promoted to Assistant General Manager for the Oakland-Alameda County Coliseum. Chris's management responsibilities included concert, sport and family event bookings, sport team relations, game day operations, other event operations, financial reporting, sales and marketing programs, labor relations and negotiations, and community relations.

**MOLLY FREMGEN**

Manager, Content Development and Marketing
AEG Facilities

Molly Fremgen is the Manager of Content Development and Marketing for AEG Facilities, the industry's leading venue management services organization. In her current role, Molly is responsible for managing AEG Facilities' Content Development and the Marketing Network across the stand-alone division's elite network of 120 venues across five continents.

Molly additionally assists with AEG Event Connect, AEG's proprietary booking platform which aids in the booking of concerts, family shows, championship sports exhibitions and special events for venues within AEG Facilities' portfolio of world-class facilities. Molly supports the AEG Facilities Marketing Network to grow the profitability of arena events, increase positive venue branding and implement new marketing technologies. She also works as a liaison between other AEG divisions with a strong focus on AEG Digital Services to assist with implementing cutting edge technology into AEG Facilities, thus increasing marketing outreach while improving efficiency and analytics.



JOHN KEENAN

Senior Vice President and General Counsel
AEG

John Keenan joined AEG in 2003 and serves as the organization's Senior Vice President and General Counsel. In this role, John manages and directs all legal aspects pertaining to AEG's properties, business units and franchises as well as its owned, operated or managed entities in the United States, Asia, Australia, Europe and South America.

His day-to-day responsibilities include negotiating and preparing all agreements and contracts for a variety of AEG's corporate divisions and its affiliated entities including agreements relating to project financing, marketing and sponsorship, naming rights, event licensing, concessions, broadcasting, ticket sales, season ticket licenses, luxury suites, ADA accessibility, venue leaseholds, and venue operations. John also oversees professional sports league relationships on behalf of AEG, employment for coaches and other personnel, player agreements, player loan documents as well as various real estate transactions, land use, joint use relationships, and other agreements relating to the creation and operation of AEG-owned franchise and affiliated-venues, while helping to direct strategic negotiations for the aforementioned entities.

John is also responsible for supervising AEG's internal legal department in addition to managing relationships with outside counsel with respect to litigation and specialized issues pertaining to various AEG entities including contractual issues and government projects.

Prior to joining AEG, John served as an associate at the law firm of Sugarman, Rogers, Barshak and Cohen, P.C., in Boston, MA, and Pullman and Comley, LLC in Connecticut.

**KEVIN RIEGER**

Senior Vice President, Real Estate Development
AEG

As Senior Vice President of Real Estate Development, Kevin Rieger brings over 30 years of real estate development, planning, and construction experience to the AEG Development team.

Kevin managed day-to-day development of L.A. LIVE, a 4-million sq. ft., \$3.5 billion downtown Los Angeles mixed-use development program encompassing some 33 acres adjacent to STAPLES Center. Kevin was part of the development team for AEG's 1998 project, the \$407 million STAPLES Center in Los Angeles which opened in 1999. Upon completion of the arena, he managed the entitlements, lease negotiations, design and construction of the \$150-million StubHub Center, a public-private partnership between AEG and California State University Dominguez Hills in the City of Carson.

Kevin also coordinated development planning for a 250-hectare site in Recife, Brazil. Anchored by a new stadium for the World Cup, the development program created a mixed use entertainment and residential destination while embracing the site's natural beauty. Kevin was also involved in master planning efforts for a 4.5 million square foot mixed use development on 18 acres in downtown Edmonton, anchored by a 18,000-seat indoor arena.

Most recently, Kevin served as AEG's Owner Representative for the T-Mobile Arena in Las Vegas, a 20,000-seat multi-purpose indoor arena on the Las Vegas strip. Other current projects include a new live entertainment venue in Puerto Rico, development of new domestic music venues for AEG Presents, and renovations to StubHub Center to accommodate the Los Angeles Chargers of the NFL.

Previously completed renovation projects include PlayStation Theater in Times Square where a movie palace was converted into a live performance venue and a conversion of a 99-year old industrial building in downtown Los Angeles to an 82,000 square foot office building (Desmond Building).

Kevin is an active member on the Entertainment Development Council of the Urban Land Institute and is Vice Chairman of the Board of Directors of L.A. Streetcar, Inc., a non-profit public/private partnership focused on bringing the streetcar to downtown Los Angeles.



JOYCE SZUDZIK

Vice President of Digital and Social Media
AEG

Joyce Szudzik is Vice President of Digital and Social Media for AEG, the world's leading sports and live entertainment company. In this newly created position, she is responsible for defining AEG's social media strategy, enhancing and developing new technology partnerships, evangelizing better attribution measurement practices, content personalization, and implementing marketing data privacy and governance guidelines across all of AEG's worldwide divisions and business units.

Joyce's vast experience with AEG and experience in digital marketing allows her to combine in-depth expertise in developing and marketing large on-demand software platforms with hands-on experience in advanced SEO practices.

She is a group leader for the Los Angeles Salesforce Marketing Cloud user group and a recent two-time *Billboard Magazine* Digital Power Player honoree.

A 25-year industry veteran, Joyce has risen through the ranks of both Live Nation's network of amphitheaters through designing innovative marketing and customer experience programs, AEG Presents tour marketing efforts, and building an extensive digital marketing center of excellence.

**RICHARD BATTERSBY**

Vice President, Business Intelligence & Digital Analytics
AEG

Richard Battersby is Vice President of Business Intelligence and Digital Analytics for AEG and is responsible for AEG's Business Intelligence, Data and Analytics function, and the management and support of customer email marketing and marketing technology solutions for all of AEG's U.S. based venues, facilities and locations of affiliated business units.

Richard has spent the last 18 years working in the venues, sports and entertainment industries, since beginning his career at The Queen Elizabeth II Conference Centre, in London. As the venue's Head of IT, he ran it as an annual profit center, generating revenue from providing IT services to high profile, public and private events, such as the G7 Finance Ministers Summit, Palestinian Peace Talks 2005, and numerous international financial and pharmaceutical events.

Having joined AEG Europe in 2008 as Head of Business Systems for The O2 in London, he was responsible for the venue booking systems, Business Intelligence and CRM, ticketing and ecommerce platform development. He was instrumental in the standardization of a group wide customer insight and email marketing solution that provided total closed loop email marketing and customer insight from ticket sales across all AEG UK entities including The O2 and AEG Presents.

Richard has worked extensively with AEG's partners to support business objectives, including delivering customer insight, contextual and personalized messaging solutions, and supporting in-venue activations driving brand awareness and consumer engagement through mobile, interactive, immersive, and payment technology while overseeing the development of an ecommerce and visitor attraction ticketing platform that provides ticketing and access control for Up at The O2, Thames Clippers, and Emirates Airline cable car, generating \$15 million of ancillary revenue each year.

**KELLY CHEESEMAM**

Chief Operating Officer, AEG Sports

Chief Operating Officer, Los Angeles Kings

Kelly Cheeseman serves as the Chief Operating Officer (COO) for AEG Sports, which oversees multiple sports teams and events including the LA Galaxy (five-time MLS Champions), Amgen Tour of California (America's most successful cycling race), and several European hockey and soccer franchises. In addition, Kelly also serves as COO for the Los Angeles Kings.

Kelly's day-to-day role as COO for the Kings includes overseeing the Kings' various business departments with the goal of maximizing club revenues. His areas of oversight include Ticket Sales and Service, CRM and Analytics, Marketing, Digital, Game Presentation, Public Relations/Communications, Broadcasting, Fan Development, Community Relations, and Human Resources.

Prior to his role as COO, Kelly, most recently served as Senior Vice President of Ticket Sales and Service for the Kings and AEG Sports. He played an integral role within the Kings' business operations division as the club enjoyed unprecedented ticket sales and revenue. Kelly led the Kings Ticket Sales department that achieved records in many categories including number of sell outs in 2009-10, 2010 -11, and 2011-12. Under his leadership since 2008, the Kings Season Ticket base has grown by 80 percent and achieved record renewal rates.

Kelly served as a member of the NHL Ticket Advisory Board and is currently a Board Member for the Kings Care and LA Galaxy Foundations. He has also served as a guest speaker on numerous NHL and industry panels in recent years, speaking on Customer Retention, Database, New Business, and Dynamic Pricing.

During his 15-year tenure at AEG, Kelly has been an integral part of the success of numerous high profile events in Los Angeles including championship boxing, tennis, lacrosse, soccer, cycling, track and field as well as two NHL All-Star Games, the NHL Draft, NHL Premier in Europe, and multiple MLS Cups.

Kelly serves on the board of the Discover Science Center Museum in Los Angeles.



JOHN MEGLEN

President and Co-Chief Executive Officer
Concerts West/AEG Presents

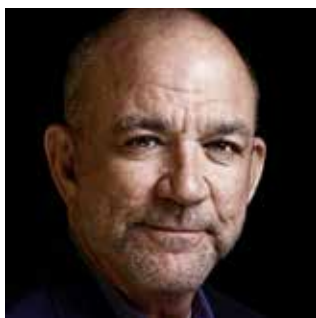
John Meglen is a founding partner and President and Co-CEO of Concerts West, the touring, exhibition and long-term strategic development arm of AEG Presents, one of the largest live music companies in the world.

John is a music industry veteran with more than 30 years of experience. Under John's leadership, AEG Presents' touring department now boasts Urban, Latin, Country, Comedy, Pop, Rock and international divisions. Recent tours include The Rolling Stones, Usher, Justin Bieber, Taylor Swift, Enrique Iglesias, Katy Perry, Paul McCartney, P!nk, Ed Sheeran, Bon Jovi, Tina Turner, Miley Cyrus, Alicia Keys, Ne-Yo, Celine Dion, Kenny Chesney, Carrie Underwood, Wisin & Yandel, Julieta Venegas, and many more.

John's long-term approach to strategic business development in emerging markets continues in Asia and South America. His vision to develop untapped markets and bring world class entertainment to Asia is a reality now with the opening of the AEG-affiliated LeSports Center in Beijing, Mercedes-Benz Arena in Shanghai and the Damai Center in Dalian. AEG Presents and AEG China have recently promoted both artists and family shows throughout China including Justin Bieber, Taylor Swift, The Rolling Stones, Bruno Mars, Metallica, Maroon 5, Beyoncé, Usher, and Walking with Dinosaurs. In October, 2016, John was instrumental in coordinating a historic concert starring the Rolling Stones in Havana Cuba attended by more than one million fans.

Prior to Concerts West, John served as the President and Founder of Pace Touring, which was sold to SFX Entertainment in 1998. From 1990 to 1996 John was Director of Touring for BCL Entertainment in Toronto where he launched tours for Pink Floyd, Paul Simon, David Bowie, and Nine Inch Nails along with Disney Symphonic Fantasy and the Rolling Stones.

John started his music industry career in Seattle, WA with more than a decade at Concerts West, Inc., the leading North American event promotion company of the time. Honing his renowned skills at Concerts West, Inc., John worked his way up to Executive Vice President on such tours as The Beach Boys, Bad Company, the Commodores, Three Dog Night, Warrant, The Moody Blues, John Denver and Neil Diamond.



LOUIS MESSINA

President, Messina Touring Group

Executive Vice President, AEG Presents

One of the concert industry's busiest and most respected promoters, Louis Messina works with an unrivaled roster of superstar artists such as Kenny Chesney, Eric Church, Jake Owen, Ed Sheeran, George Strait, and Taylor Swift among others.

Over his 40-year career he has promoted and produced starring acts including the Dixie Chicks and Metallica. Louis is known for special events such as Strait's final sold-out show at AT&T Stadium, The Cowboy Rides Away, with over 104,000 tickets sold and Swift's recent record-breaking sold out concerts at STAPLES Center during her 1989 Tour.

In 1975 Louis, co-founded PACE Concerts in Houston. As the company evolved from PACE Concerts to SFX to Clear Channel Entertainment, Louis established himself as one of the country's preeminent promoters. Since establishing his own company and partnering with AEG in 2001, he has been the exclusive promoter for Chesney, Strait, and Swift.

Louis has received numerous "Promoter of the Year" awards including being presented with Pollstar's Bill Graham Award for Promoter of the year in 2011. In 2014 and 2015, he was listed as one of Billboard Magazine's Power 100 and also named in the top ten of Billboard's First-Ever Nashville Top 50 Power Players List.

**LARRY VALLON**

Executive Vice President, North American Regional Offices
AEG Presents

One of the industry's most experienced and respected Larry concert promoters, Larry Vallon joined the company in 2004 and serves as Executive Vice President of AEG Presents, North America Regional Offices. In the role, Larry oversees talent acquisition, regional offices, and festivals for the company. Some of that talent includes the Eagles, Rod Stewart, The Who, Foo Fighters, Keith Urban, Sugarland, John Mayer, and Kenny Chesney.

Larry, who began his career in live entertainment in 1969, handling marketing and production for top Southern California promoters Concert Associates, soon transitioned to producing concerts in Southern California, Arizona, and Hawaii featuring the Rolling Stones, The Who, Elton John, Pink Floyd, Billy Joel, James Taylor, Jimmy Buffett, Robert Plant, and many more. In 1978, he formed Larry Vallon Presents, and quickly became the leading producer of major concerts in California and the Southwest.

He closed LVP in 1982 to accept the position of Senior Vice President at the newly remodeled Universal Amphitheatre. He oversaw talent acquisition for Universal Concerts venues and in the areas of amphitheater construction, operation and promotion in Denver, Dallas, Atlanta, Cleveland, the Northwest, Toronto, and concert production through Universal Concerts Canada.

After participating in the sale of Universal Concerts to an investment banking consortium that formed House of Blues Concerts, Larry then became the Executive Vice President of House of Blues Concerts.

Larry currently serves on the Board of Directors for the Country Music Association, The City of Hope Music Entertainment Industry Board, as well as North American Concert Promoters Association.



SCOTT BOSARGE

Senior Vice President, Business Services
AEG

Scott Bosarge serves as Senior Vice President of Business Services within the Administration Division of AEG. In this role, he is responsible for the global leadership and direction of Global Diversity and Inclusion (AEG 1FORCE), Global Travel Management, Office Services, Strategic Sourcing & Procurement (AEG 1SOURCE), and Global Sustainability (AEG 1EARTH). Scott and his team are actively engaged in the day-to-day operations for AEG and many of its subsidiaries including AEG Facilities, Global Partnerships, AEG Presents, L.A. LIVE, Los Angeles Galaxy and Los Angeles Kings.

Since joining the organization in April 2008 as Vice President of Purchasing, Scott has created a strategic sourcing and business services department that leverages AEG's global purchasing strength with a focus on minority and women owned businesses as well as sustainability. In addition, he has been instrumental initiating numerous company-wide programs that deliver savings, standardization, and value back to AEG and its subsidiaries.

Prior to joining AEG, Scott served as Director of Supply Chain and Collections at The Walt Disney Company where he was responsible for creation and implementation of business services in support of Disney's wireless group. Previously, he worked in senior management at Siemens and CellStar in Texas where he led global supply chain and logistics organizations.

**SYDNEY DAVIS**

Director, Global Diversity and Inclusion
AEG

Sydney Davis serves as the Director of Global Diversity and Inclusion at AEG. As such, Sydney oversees and manages key diversity initiatives including supplier diversity, workforce diversity, AEG's extensive Job Shadow programs, and is implementing the new Rising Stars Executive Mentorship Program, a program for employees to gain more insight into executive roles, and the AEG International Exchange Program where employees from around the globe meet with respective counterparts to exchange ideas and share best practices. Sydney currently serves as a core team member on AEG's newly developed Women's Leadership Council.

Prior to joining AEG in 2014, Sydney served as the Director of Contract Accounting at Paramount Pictures, where she led the payout of multimillion-dollar profit participation shares, was a member of the Diversity Council, and served as Chair for an employee resource group.

A graduate of the University of California at Berkeley, Sydney earned a Bachelor of Science degree from the Hass School of Business and her MBA at Loyola Marymount University. She is an alumna of A Better Chance, an organization that awards scholarships to academically talented minority students to attend private college preparatory high schools around the United States. Sydney remains active with A Better Chance and serves on the National Advisory Council and is an active member of the National Black MBA Association.



JOHN MARLER

Senior Director, Energy and Environment
AEG

John Marler joined AEG in April 2013 as the organization's Senior Director of Energy and Environment. In this position, John oversees AEG's corporate environmental sustainability program and proprietary initiatives such as AEG 1EARTH and AEG Energy Services. Through AEG 1EARTH, AEG identifies goals to guide company decision-making, measures and quantifies the environmental impact of its operations, and develops tools to improve its environmental performance. AEG Energy Services supports AEG's venues by managing utility invoices, negotiating energy contracts, and providing project consultation on energy efficiency projects and renewable energy development.

Prior to joining AEG, John spent nearly four years at Southern California Edison, the local electrical utility for much of Southern California. At Edison, John worked on a variety of renewable energy and smart grid initiatives such as managing renewable energy power purchase agreements, developing renewable energy and distributed generation policies, and managing smart grid research and development projects.

John also spent four years as a commercial attorney with the Manhattan law firm Ford Marrin Esposito Witmeyer & Gleser litigating commercial disputes over historic environmental contamination at sites around the U.S. He began his career as technical advisor to the Rocky Flats Coalition of Local Governments, a local government coalition tasked with monitoring the historic cleanup of the Rocky Flats Environmental Technology Site outside of Denver, Colorado.

John also serves on the Sustainability Committee for Claremont, California.

**CAMERON BASYDLO**

Vice President, Strategic Sourcing
AEG

As Vice President of Strategic Sourcing, Cameron Basydlo manages dedicated resources allocated to enterprise strategic sourcing initiatives and IT Procurement while overseeing critical supplier relationship management for all of AEG's business units, affiliated venues, and real estate development and holdings. His Los Angeles-based team influences \$200-300M contracted annual operating expenses, provides centralized procurement, and provides operations strategy support across AEG's entire portfolio of companies and businesses.

Cameron began his career 20 years ago in Risk Management within the wireless telecommunications industry. He then segued to sports and entertainment where he worked for The Walt Disney Company in strategic sourcing and operations strategy prior to joining AEG's Strategic Sourcing and Procurement team in 2008.

While at The Walt Disney Company, Cameron developed and managed a supply chain management team with core competencies in procurement, order quality management, reverse, and forward logistics prior to being recruited by The Walt Disney Company's Corporate Sourcing & Procurement team, focused on strategic sourcing and continuous improvement projects optimizing \$4B revenue stream(s) within Studio Home Entertainment and Parks & Resorts segments.

Since his joining AEG to oversee the development of AEG's Strategic Sourcing & Procurement enterprise, AEG has shifted from complete decentralization to a hybrid procurement model within a profit-based operating hierarchy of more than 100 operating divisions and companies and implemented policies, guidelines, processes, and procedures.

AEG Strategic Sourcing and Procurement now has dedicated practices for Operations Strategy, Category Sourcing, Supply Chain Management, Procurement, and Spend Analytics Business Intelligence with realized hard savings and new revenue exceeding \$50M to date. There is sustained focus developing competency and capacity within construction procurement and project management to expand the company's portfolio of services and deliver optimal value to our clients.



NICK BAKER

Senior Vice President, Global Partnerships
AEG

Nick Baker is a Senior Vice President in the Global Partnerships division of AEG. The Global Partnerships business group, formed atop the company's organizational structure, guides AEG's continued development in the area of sponsorship and naming rights sales, partnership activation, international business development, and premium sales existing within AEG Facilities, live events, sports franchises, and music properties. The division is responsible for over \$500 million of gross sponsorship revenue and premium sales annually with an expected growth rate in the next several years.

Since joining AEG in 2005, Nick has quickly risen within the group from activation, managing such large partners as The Home Depot, AT&T and DirecTV, to the sales and business development side. Responsible for the relationship with Amgen, title partner of AEG's Amgen Tour of California cycling event, Nick has successfully negotiated and extended the multi-year entitlement agreement on two separate occasions.

Nick played point in securing the naming rights of two core AEG Facilities venues, the Valley View Casino Center in San Diego, California and BBVA Compass Stadium in Houston, Texas as well as being a member of the executive team that initiated a global relationship with StubHub which includes naming rights of StubHub Center in Carson, California and exclusivity within AEG's ticketing platform, AXS.com.

Additionally, he has played key roles in developing, negotiating and activating large scale global relationships for AEG Facilities, sports teams and music assets with companies such as ABM, MillerCoors, City National Bank, UnitedHealthCare, Waste Management, Central Parking Systems, and many more.

**MARYANNE LATAIF**

Senior Vice President, Corporate Communications
AEG

An accomplished communications executive, Maryanne Lataif has proven experience as a leader and change agent in high profile entertainment, technology, and media organizations.

As Senior Vice President of Corporate Communications for AEG, she oversees the company's global corporate communications activities, serves as a strategic advisor to the senior management team, and manages communications activities that promote, enhance, and protect the company's brand reputation.

Prior to joining AEG, Maryanne served as the Senior Vice President of Corporate Communications for Activision Blizzard, Inc. During her 19-year tenure with the company, she was part of the leadership team that drove the company's transition from an independent video game publisher with revenues of approximately \$40 million to a global industry leader with revenues of approximately \$5 billion.

Before joining Activision Blizzard, Maryanne was a Vice President in the Corporate Entertainment and Motion Picture division at Bender/Helper Impact, a global marketing communications and public relations firm that specializes in media and entertainment. In this capacity, she led corporate brand positioning, strategic communications, crisis communications, financial communications, and integrated marketing and publicity campaigns for several entertainment clients.



MICHAEL ROTH

Vice President, Communications
AEG

Now in his nineteenth year with AEG, Vice President of Communications Michael Roth guides the development and implementation of the organization's overall corporate communications strategy and oversees public relations for many of the company's divisions and holdings including STAPLES Center, StubHub Center, L.A. LIVE, AEG Europe, AEG Facilities, AEG Global Partnerships, AEG Sports, and AEG Presents.

Michael serves as the primary media contact and spokesperson for businesses owned or controlled by AEG. He works closely with public relations executives representing organizations, franchises or events affiliated and/or appearing at AEG venues or doing business in partnership with various AEG divisions and companies. Michael also serves as a liaison to the entertainment community.

Previously, Michael spent three years as Planet Hollywood's Director of National Promotions and Marketing in addition to working for the publicity firm of Rogers and Cowan for eleven years where he held the position of Director, Sports & Entertainment.

In 2015, the Los Angeles Police Department's Hollenbeck PAL presented Michael their Leadership Award. In 2011, the Los Angeles chapter of the Public Relations Society of America gave Michael their "Publicity Professional of the Year" award.

Michael is a member of Children's Hospital Los Angeles' Sports & Entertainment Leadership Council and is a member of the Board of Governors of the Southern California Special Olympics.

**TODD HOWK**

Senior Vice President and Executive Creative Director
AEG Creative

Todd Howk is Senior Vice President and Executive Creative Director of AEG Creative, a full service, in-house branding, advertising and creative agency for AEG in Los Angeles, CA.

AEG recruited Todd in 2003 to run the Creative Services department, which was then a print-only operation. Expanding the department to a full service, in-house agency, Todd's department provides the company and its properties creative and imaging support in various media including print, television, radio, sizzle videos, and advanced media initiatives such as web design, e-commerce, etc. Todd oversees a staff of eight permanent creative team members as well as multiple external resources, and is proud of elevating the creative caliber as well as an increase in department productivity of more than 600% during his tenure with the company. AEG properties under Todd's branding and creative oversight include L.A. LIVE, STAPLES Center, StubHub Center, L.A. Kings, Los Angeles Galaxy, the Amgen Tour of California and Regal Cinemas, L.A. LIVE as well as AEG sponsorship and corporate initiatives in Los Angeles and Denver, in addition to many of the more than 120 AEG-affiliated facilities.

Prior to joining AEG, Todd was with TL-R & Associates for three years as account director, overseeing clients such as FOX Sports, Warner Bros., Paramount Pictures, Buena Vista Home Entertainment and 20th Century Fox films. Todd was Project Manager for Buena Vista Home Video, (The Walt Disney Company), from 1991-1996, managing creative for its acquired titles as well as classics such as "*The Jungle Book*," "*The Lion King*," "*Beauty and the Beast*," "*Aladdin*" and others.



STRATEGIC PARTNERSHIPS

Seattle Partners has formed strategic partnerships with world-renowned companies to renovate the Seattle Coliseum, ensure collaboration with all stakeholders, and make sure that the Coliseum is an intricate part of the Seattle Center campus and surrounding community.

Our exclusive partners bring unmatched local experience and an understanding of Seattle's unique culture and history. Best-in-class companies such as Nyhus Communications, Gensler, Sellen, Seattle Structural, and Nelson\Nygaard are strategic partners in Seattle Partners' visioning, planning and execution of the Seattle Coliseum. Additionally, we have partnered with Rosetti and AECOM-Hunt who bring top-notch arena redevelopment expertise to our team.



HUDSON PACIFIC CASE STUDY

ICON/CUE at Sunset Bronson Studios

Hollywood, CA

Netflix's new Los Angeles headquarters, ICON and CUE consist of 415,000 square feet of next-generation creative office space on an active studio lot.

ICON at Sunset Bronson Studios is a ground-breaking, 14-story creative office high-rise and a new landmark at the gateway of Hollywood's media and technology corridor. Architect Gensler designed a bold reboot of the high-rise typology, creating a vertical campus with a series of stacked volumes. In August 2015, nearly a year-and-a-half prior to completion, Hudson Pacific signed an initial 200,000-square-foot lease at ICON with Netflix. This deal represented the largest office lease ever signed in Hollywood in terms of square feet. Subsequently, Netflix leased the remainder of ICON and the entirety of Hudson Pacific's adjacent five-story, 92,000-square-foot CUE development, which is scheduled for completion in mid-2017. Netflix's

footprint at Sunset Bronson, which now includes stages and production offices, as well, totals an impressive 500,000-plus square feet.

Development of ICON and CUE is the culmination of Hudson Pacific's work to help lead the reinvigoration of Hollywood as the destination for next-generation content creators such as Netflix. Since acquiring Sunset Gower and Sunset Bronson in 2007 and 2008, respectively, Hudson Pacific has partnered with local organizations, community groups and public officials to ensure the rich history of both facilities is preserved, while transforming them to accommodate today's best-in-class media and entertainment companies.

- 415,000 sf

- LEED Gold Certification Target

Completion Estimated
2017

Services Provided

- Owner/Operator/
Leasing/Development





HUDSON PACIFIC CASE STUDY

Element LA

West Los Angeles, CA

Conversion of five mid-century office, industrial and R&D buildings into a state-of-the-art, 284,000-square-foot creative office campus for Riot Games.

Hudson Pacific strategically assembled the five mid-century office buildings via two separate transactions in late 2012, purchasing four buildings in a competitive process. The buildings, which previously housed a combination of office, industrial and R&D uses were dated and effectively vacant. Working with architect Gensler, Hudson Pacific undertook an ambitious \$100 million redevelopment program to convert these assets into 284,000 square feet of custom, highly innovative creative office with a new five-story, 832-space parking garage.

In November 2013, nearly two years prior to completion, Hudson Pacific leased the entire

project to Riot Games, one of the world's largest online video game publishers and developers, which consolidated over 1,000 employees in the space from multiple Santa Monica locations. The 15-year lease, which garnered record rents for West Los Angeles at that point in the cycle, was the largest lease signed in Southern California since 2008. Today, Element LA exemplifies how workspace can be collaborative, adaptable, eco-friendly, inspirational and even playful. Beautifully renovated interiors feature high, wooden bow-truss ceilings, saw-tooth skylights and industrial windows, as well as high-tech, top-of-the-line building operating systems.

- 284,000 sf

- LEED Gold Certified

Completed:
2015

Services Provided

- Owner/Operator/
Leasing/Development





HUDSON PACIFIC CASE STUDY

450 Alaskan Way

Seattle, WA

450 Alaskan Way brings 167,000 square feet of new, Class-A creative office space to downtown Seattle's historic Pioneer Square neighborhood.

In 2013, Hudson Pacific acquired six buildings totaling 665,000 square feet in Pioneer Square as part of a larger portfolio transaction and its entrée into the downtown Seattle office market. The company viewed dynamics within Pioneer Square—transit accessibility, walkability, abundant amenities, historic character—as ideal for creating the type of 24/7, live/work/play environment that appeals to today's leading growth companies. In addition to various capital improvements in its existing Pioneer Square brick-and-beam buildings, Hudson Pacific is transforming an adjacent parking lot into a modern, creative office building in keeping with its historic surroundings. Designed by architect

NBBJ and scheduled for completion in the fourth quarter of 2017, the eight-story, 167,000-square-foot office building features unobstructed views of Elliot Bay, significant roof-top amenity space, large floor plates, on-site bike storage, showers and lockers, and ground floor retail.

In designing the project, Hudson Pacific collaborated with and gathered input from local community groups, including the Pioneer Square Preservation Board, Alliance for Pioneer Square, and Friends of the Waterfront. Saltchuk, the State of Washington's largest private company, pre-leased more than 50% of that project nearly two years prior to completion.

- 167,000 sf

- LEED Gold Certification Target

Completion Estimated
2017

Services Provided
Owner/Operator/Leasing/
Development





HUDSON PACIFIC CASE STUDY

4th & Traction

Los Angeles Arts District, CA

Meticulous restoration and reinvention transforms a former Coca-Cola bottling facility into 121,000 square feet of authentic, creative office space in the Los Angeles Arts District.

Built over a century ago, 4th & Traction epitomizes historic industrial character with red brick interior/exterior walls, oversized floor plates, high concrete ceilings, steel windows and subtle art-deco design motifs. The building is located in Los Angeles' burgeoning Arts District, which in recent years has received worldwide attention as the center of the city's cultural revival. An influx of public and private capital is rapidly transforming the neighborhood, and significant residential development has attracted a wide-array of trendy, high-end, yet artisan and craft infused restaurants and boutiques.

Hudson Pacific's redevelopment of 4th & Traction carefully preserves historic elements, while creating 121,000 square feet of high-design

office and retail and a spectacular rooftop penthouse with panoramic views of downtown Los Angeles. Case in point, 4th & Traction's original manufacturing use provided no street-level presence for restaurants and retailers. Hudson Pacific added large "garage door" style windows at ground level to provide greater visibility and enhance indoor/outdoor flow. The company also commissioned public art for the project, and included other artistic elements in keeping with neighborhood's character, including an innovative "light wall" along an interior courtyard/common area. Hudson Pacific is currently in discussions with multiple retail and office tenants to lease the project, which will be completed in the first half of 2017.

- 121,000 sf

- LEED Silver Certification Target

Completion Estimated
2017

Services Provided
Owner/Operator/Leasing/
Development





HUDSON PACIFIC CASE STUDY

Epic

Hollywood, CA

EPIC will be a premier, next-generation vertical campus in the heart of Hollywood, with 300,000 square feet of dramatic indoor/outdoor office space and ground floor retail.

Expected to break ground in mid-2017, EPIC represents the latest addition to Hudson Pacific's growing Hollywood portfolio. Hudson Pacific worked with architect Gensler to design this fully approved, 15-story, 300,000-square-foot creative office tower with ground floor retail. Standout features include over 18,000 square feet of landscaped outdoor terraces directly accessible via large operable glass doors and interconnecting stairs, and oversized floor plates and windows with panoramic views of the Hollywood Hills, downtown Los Angeles and the Pacific Ocean. Hudson Pacific is building EPIC for the companies of tomorrow—the “smart skin” solar windows, the “smog eating” exterior facade, a dedicated coach lobby for rideshare and taxi, a rooftop drone landing pad, and rooftop and lobby level mailrooms add to the property's unique appeal.

In part due to Hudson Pacific's catalyzing ICON and CUE office developments, Hollywood is experiencing its second “golden era” as the world's media and entertainment capital. EPIC affords an opportunity for companies to locate in premium facilities at the center of this resurgence. In addition, the project provides unparalleled access to Hudson Pacific's studio assets and adjacency to numerous high-profile creative corporate neighbors. Hudson Pacific proactively engaged both public officials and community groups throughout the approval process to assess project benefits, economic and otherwise, and to ensure EPIC's bold design is in keeping with the neighborhood.

- 300,000 sf
- LEED Gold Certification Target

Completion Estimated
2019

Services Provided
Owner/Operator/Leasing/
Development







communicate. advocate. innovate.

Founded in 1994, Nyhus Communications is an award-winning team of communications and community engagement experts. Nyhus partners with best-in-class organizations at the intersection of business, government, media and community to solve complex problems, create lasting impact, and advocate for meaningful change.

Headquartered in Seattle, Nyhus has long been at the epicenter of civic engagement, historic preservation, the built environment and strategic visioning for the Emerald City. Our firm combines deep experience and diverse expertise across communications disciplines to craft tailored, integrated programs that deliver lasting results.

Whether through championing the cause of marriage equality in our state, crafting communications campaigns for local cultural institutions or leading the communications and community engagement supporting the Washington State Convention Center Addition Project, Nyhus is passionately committed to Seattle's future.

Nyhus is a registered minority-owned business with the City of Seattle and Washington state. Nyhus also is a certified LGBTQ-owned business by the National Gay & Lesbian Chamber of Commerce. The company is a member of the Greater Seattle Business Association (GSBA), Downtown Seattle Association (DSA) and Seattle Metropolitan Chamber of Commerce.



ROGER NYHUS

President & CEO

Leads AEG's Seattle Communications, Public Affairs and Community Engagement Team

Roger Nyhus leads AEG's communications and community engagement team. Roger has advised numerous business and government leaders around the world since founding his firm in 1994. He excels at strategic communications, public affairs and community engagement for innovative organizations and their leaders.

In 2010, Nyhus was named Business Leader of the Year by the Greater Seattle Business Association, and Nyhus Communications earned the Seattle Mayor's Small Business Award in 2009.

Roger is a prominent leader in the Greater Seattle civic community. He serves on the boards of the Seattle Metropolitan Chamber of Commerce and the Downtown Seattle Association, and is currently vice-chair of the Community Development Roundtable, a private weekly discussion of current civic issues attended by over 100 business, government and nonprofit leaders. As arts advocate, Roger serves on the Board of Trustee Advisory Council at the Henry Art Museum.

Roger is a leading advocate and fundraiser for LGBTQ equality in Washington state and around the country. He has served on the Board of Governors and Seattle Steering Committee for the Human Rights Campaign, the nation's largest LGBTQ civil rights organization, the national board of Lambda Legal, and the board of Seattle Men's Chorus/Seattle Women's aChorus.

Roger has served as a strategic counselor to many leading clients, including Alaska Airlines, PATH, Fred Hutchinson Cancer Research Center, Swedish Health & Services, American Express and Vulcan. He headed communications for Craig McCaw's private investment company Eagle River, the national wireless services provider Nextel, NEXTLINK (now XO Communications), Frank Russell Company and the Free Willy Keiko Foundation. Prior to his public relations career, Roger was a general assignment and political reporter for The Associated Press in Seattle; Olympia, Wash.; and Juneau, Alaska.

Roger has a bachelor's degree in communications from Washington State University's Edward R. Murrow College of Communication. He is an affiliate member of the professional advisory board of Washington State University's Edward R. Murrow College of Communication. Roger is a member of the Chinook Indian Tribe.



MARC BERGER

Day-to-Day AEG Seattle Communications and Engagement Lead
Senior Director

Marc Berger serves as senior director of the Nyhus executive communications practice, where he develops thought leadership and executive messaging on behalf of clients. An experienced strategist, writer and executive coach, Marc works directly with senior leaders to craft speeches, articles, media appearances and other major internal and external messaging.

Marc brings to Nyhus over a decade of experience living in, studying, and engaging professionally with China. He serves as director of the agency's China Practice, where he devises strategies and enhances engagement for Chinese companies looking to successfully expand their businesses in the U.S. market, and American firms seeking greater connections with the People's Republic.

Marc serves on the board of the King County Economic Development Council and is a member of the executive committee of the board of the Washington State China Relations Council.



AARON PICKUS

AEG's Media Relations Lead in Seattle

Aaron Pickus has extensive experience in developing and executing media strategies in the Greater Seattle market. His work with senior elected officials, campaigns and corporate clients has generated positive media coverage on the local, national and international levels.

Aaron served for four years as spokesperson for former Seattle Mayor Mike McGinn. In that role, he was responsible for overseeing crisis communications, general press relations, message development and strategic media planning. He has worked on projects ranging from multi-agency efforts to expand rail transit infrastructure in the Puget Sound region to helping manage Emergency Operations Center communications during major snow events in Seattle.

**KATHERINE MACKINNON**

AEG Community Engagement
Account Manager

Katherine Mackinnon leads Nyhus' real estate and development practice, where she specializes in strategic communications, community relations and advocacy. She honed her skills and expertise through more than a decade of policy and political engagement in Seattle.

A member of the Nyhus public affairs team, Katherine works with private and public clients on land use, development, transportation and large-scale infrastructure projects. Prior to joining Nyhus, she owned her own consulting practice and served as the first strategic policy analyst at the Downtown Seattle Association. She has worked for two former Seattle City Councilmembers on issues related to land use and transportation.

Katherine is a committee member at Mary's Place and sits on the board of the Ravenna-Bryant Community Council. She is a former chair of the Belltown Community Council.

**MIKE GILMORE**

AEG Community Engagement
Account Manager

Mike Gilmore has over a decade of experience in politics and government covering campaign finance, public affairs, government relations and strategic communications. As a political consultant based in Washington, D.C. and Southern California, Mike helped secure funding at the international level for several nonprofits, foundations and political campaigns. In Seattle, Gilmore has worked on the political teams for several local officials, including U.S. Sen. Maria Cantwell, Seattle Mayor Greg Nickels, and U.S. Rep. Jim McDermott.

While serving Mayor Greg Nickels, Mike assisted in making appointments to the 50+ public boards and commissions as part of the City's community outreach team. Additionally, Mike was the primary liaison between the Mayor's Office and the LGBTQ community in Seattle during his time with the City of Seattle.

NYHUS CASE STUDY

Alaska Airlines: Boeing 100th Anniversary

The summer of 2016 saw one of the Pacific Northwest's most iconic successes, The Boeing Company, turn 100 years old.

Alaska Airlines, Boeing's hometown partner - with headquarters is located five miles away from where Boeing constructs its airplanes - wanted to celebrate this remarkable milestone by hosting an event in honor Boeing and Alaska Airlines' shared commitment to the region and its values. The Nyhus team was brought on to help plan, manage and execute a successful event at Boeing field, featuring the delivery of a brand new Alaska Airlines 737.

CHALLENGE: The Nyhus team set to work visualizing event concepts, managing guest communications, writing speeches and organizing logistics to ensure a memorable event for the 700 business and community leaders in attendance.

RESULTS:

- The event was attended by several key influencers and community leaders, including Governor Jay Inslee, King County Executive Dow Constantine and Alaska Airlines Chief Football Officer—and Seahawks quarterback—Russell Wilson.
- Highlighting the celebration was the delivery of a brand new Alaska Airlines 737, which showcased a special livery featuring the words "Boeing 100 Years Strong." The plane landed after taking its inaugural flight around Mt. Rainier.
- Onboard guests included former Washington Governors Christine Gregoire, Mike Lowry, Gary Locke and Dan Evans, as well as Boeing Commercial Airplanes CEO Ray Conner and Alaska Airlines CEO Brad Tilden.
- Joining them were 25 fourth and fifth graders, part of a summer camp at the Museum of Flight that encourages youth to pursue degrees and careers in science, technology, engineering and math.
- The event concluded with an aerial "100" photo, taken in solute of Boeing's 100 years of success.



NYHUS CASE STUDY

Washington United for Marriage

Washington United for Marriage is a coalition of organizations, congregations, unions, and business associations that partnered to secure civil marriage for loving, committed gay and lesbian couples in Washington state.

In need of a strong, coordinated kickoff, Washington United for Marriage approached Nyhus Communications to implement a full-service launch of its coalition and execute everything from messaging development to advocacy with key legislators.

CHALLENGE: Nyhus managed the development of a communications strategy that involved fully integrating public relations, public affairs, marketing, and social media to ensure a cohesive and impactful voice of support for the freedom to marry. Nyhus worked closely with the Coalition to develop messaging, plan a press conference, provide media training, consult on social media activation, secure a preview story in The Seattle Times and advocate key legislators for their support.

RESULTS

- The Washington United for Marriage coalition played a central role in Washington state's passage of Referendum 74, making Washington the first state to legalize same-sex marriage at the ballot box.
- Nyhus managed the media launch strategy for the coalition, including a press conference that featured speeches from leading members of the coalition and testimonials of support from lesbian and gay families, as well as allies from all over Washington state.
- In the first two weeks after the announcement of Washington United for Marriage, a total of 44 original news clips and 25 blog posts had published.
- In the first week, nearly 4,000 people became fans of Washington United for Marriage's Facebook page.





NYHUS CASE STUDY

Washington State Convention Center Addition

As Seattle's role on the global stage continues to grow, civic assets like the Washington State Convention Center are experiencing a surge in interest, attendance and business from across the globe.

With demand outstripping capacity, a new \$1.6 billion additional facility has been designed by LMN Architects, winners of the 2016 AIA Architecture Firm Award. To secure the timely and necessary public consensus to build this critical facility, the Nyhus team joined the project to develop and execute a fully-integrated communications and community relations plan over the entirety of the entitlements and approvals process.

CHALLENGE: While the Addition project will bring immense benefits to the region, garnering public support is paramount to securing final decision-maker approval from multiple city, county and state jurisdictions. As part of this comprehensive strategy, Nyhus created a website, launched a robust community outreach program and developed a variety of digital communications tools to highlight the value the Washington State Convention Center's new Addition will bring to Seattle.

RESULTS

- Developed content for full Addition-specific website, creating a communications clearinghouse for interested parties and where economic and community benefits data can be found.
- Filmed a series of four videos highlighting various elements of the project, including economic benefits, approach to design, opportunities for the community and support for art programs.
- Hosted unprecedented public open house for the project's street vacation public benefits, garnering more than 6,000 comments and attended by government leaders and community stakeholders.
- Created a variety of external communications collateral and tools including fact sheets, pull-up banners, postcards, infographics, newsletters, social media personas and more.



NYHUS CASE STUDY

Four Seasons

As the world's premier luxury hospitality brand, the Four Seasons residences became the most expensive residential real estate ever sold in Seattle.

The project was one of the city's first hotels designed for a new urban lifestyle, attracting high-net-worth residents to downtown, high-rise living. Nyhus was on board from the start, facilitating the introduction of the project to city officials and managing community outreach throughout construction, condo sales and the launch of the hotel. This required strategic networking, spot-on marketing and communications, and thoughtful community relations.

CHALLENGE: Nyhus developed a fully integrated communications strategy, which encompassed public affairs, public relations and marketing of the residences, and subsequently, the hotel. The team guided the project through permitting and zoning processes while promoting a new residential lifestyle for the city.

RESULTS:

Nyhus' efforts helped sell nearly all available residences prior to the hotel's launch – at record-breaking prices in Seattle's already-hot residential market. The success of the Four Season's hotel and restaurant depended on the publicity Nyhus generated through our marketing and outreach efforts. People filled the guestrooms, the restaurant and lounge, and the hotel quickly became the new “it” place to be in Seattle.





FOUR SEASONS
HOTEL AND RESIDENCES
Seattle

Gensler

Gensler is a global architecture, design, and planning firm with 46 offices and over 5,000 professionals worldwide. We are distinguished by an unwavering commitment to our clients' success. Everything we design, from the innovations we imagine to the value we deliver, reflects our clients' priorities and their opportunities for sustained success.

Many firms are strong in one capacity or another, but no other firm truly collaborates or integrates the way that Gensler does to successfully transform strategy into built form. Gensler's talented staff offer a wealth of specialized knowledge across a wide breadth of industry sector coverage. Through our practice areas, we deliver specific building and project types that meet our clients' myriad needs around the world. Our collaborative, integrated approach blends the diverse knowledge of these specialties to explore new possibilities and give clients competitive edge through fresh ideas.

The Gensler Sports Practice was established on the need to find new, innovative and affordable solutions for the design of sports facilities worldwide. We integrate the firm's expertise in mixed-use entertainment, creative media, hospitality, branding, and graphic design into each solution, never forgetting our foundation of functionality and flexibility. Over the past decade, we have strategically grown and assembled some of the world's top sports experts, and have expertise from our global Sports Practice here on the ground in Seattle.

Here in Seattle, we are a team of over 70 specialists in strategy, planning, design, and delivery, focused on creating experience-driven places and environments. We are working with some of the largest companies headquartered in the Seattle area, and are making an impact in almost every corner of the city – from SODO to South Lake Union, and from the waterfront to the Eastside. We are intimately involved in many organizations that are having real impact on shaping the future of Seattle—Seattle Sports Commission, ArtsFund, CoreNet, Downtown Seattle Association, Urban Land Institute, Design Review Boards, University of Washington Faculty, and many others. This is our home, and we are dedicated to creating the best future possible for the City of Seattle.

**KAREN THOMAS, AIA**

Principal, Managing Director

An award-winning architect and community leader, Karen Thomas leads the Gensler Seattle office as Managing Director. Throughout her 30+ year career, Karen has built an exceptionally diverse architectural portfolio, leading the planning, design, and management of many large, complex projects. She has also been consistently engaged in board service and community and business leadership roles, helping to inform key decisions around community building and place making. Karen's board service includes arts boards, land trusts, public gardens and school district appointments. Karen has served as a Mayoral appointee for task forces and special initiatives

As President Elect of the Seattle Sports Commission, Karen works with professional franchises (Seahawks, Mariners, Sounders, Storm) and landholders to promote sports and entertainment as strong economic drivers in our city. She also is an Executive Board Member for the Seattle Arts Fund, helping bring together business leaders and government officials to support the vital existence of the cultural foundation in our region. Her diverse background pushes her to create spaces that reflect her passion for design, the arts, environmental sustainability, place-making, and community building.



RYAN SICKMAN, PE, LEED AP

Director of Sports

As Gensler's Director of Sports, Ryan brings experience managing some of the largest, high-profile projects in the construction and collegiate sports industries. Ryan has been responsible for more than 100 projects encompassing campus master plans, football stadiums and training facilities, baseball and softball stadiums, soccer stadiums, and basketball arenas and training facilities. He enjoys moving at a fast pace and solving the many challenges that come with large, complex projects. As our Director of Sports, Ryan works hand-in-hand with project teams and clients to ensure that the primary vision and goals are achieved throughout the project. He is also responsible for project oversight with respect to budget, staffing, and resources needed for on-schedule and on-budget completion. At Gensler Ryan, has managed projects for TD Garden, DC United, Utah Valley University, and Seattle University, to name a few.



JONATHAN EMMETT

Principal, Design Director, Sports Practice

Jonathan has dedicated his career to the design of sports venues and entertainment districts, combining his extensive technical knowledge of sports facilities with his passion for great design to create exceptional venues for all of the major sports leagues. He has also worked on a number of prominent international projects including the technologically innovative Saitama Super Arena in Japan. Jonathan's award winning design for the Moscow Sports & Entertainment Complex, the Istanbul Super Arena and L.A. LIVE, a 2.4 million square foot mixed-use development adjacent to STAPLES Center, exemplify his vision for the creation of exciting and sustainable sports anchored districts.

Jonathan has also applied his experience to the master planning and design of athletics and recreation facilities for a number of prominent sports clients including the Golden State Warriors, LAFC, Dallas Cowboys, MBO Field, TD Garden, Cleveland Browns, Detroit Lions, and Philadelphia Eagles.



RIKI NISHIMURA, AIA, RIBA, LEED AP BD+C

Director of Urban Strategies, Master Planning

Riki unites global and local experience to create influential, forward-thinking, and meaningful places. He will deliver a master plan for Seattle Center that is innovative, connected, and experiential. As the Director of Urban Strategies, Riki directs the planning, landscape and urban strategies practice area. He is an architect specializing in urban design and architecture with a focus on the psychology of spaces, repairing cities and solving complex intertwined issues through urban strategies. He approaches projects from an ecological and data driven, evidence based design perspective. These projects range from large scaled mixed-use urban regeneration districts, future cities, and next generation waterfronts to urban cultural parks, corporate/tech campuses, university campuses, and institutional buildings. Riki's projects seek a critical balance between visionary design and fiscally responsible economic development to achieve memorable, sustainable, and enduring places for both the public and private realm.



SCOTT WAGGONER, AIA

Senior Project Manager

Scott manages projects with a focus on inclusivity and consensus-building, leading teams through processes that result in design solutions that exceed clients' goals. Scott is a native Seattleite and a licensed architect with over 30 years of experience leading complex teams and large-scale projects. His background includes a wide range of new-build project and building types, from low-rise to high-rise, and from build-to-suit corporate headquarters and campuses, high-tech and research facilities, to spec office buildings, hospitals and clinic additions and renovations, residential towers, and mixed-use facilities in both urban and suburban locations. His interiors work has included corporate workplace and renovation projects in financial and retail sectors.

Major clients in the NW and around the country have included Boeing, Microsoft, Vulcan, Eddie Bauer, Starwood Hotels & Resorts, Westin Hotels, and many private developers.



CHAD YOSHINOBU, AIA, LEED AP BD+C

Architecture, Design Principal

A Principal and Co-Founder of Gensler's Seattle office, Chad is one of a handful of Design Directors responsible for setting the standard of design excellence across Gensler's global organization. Chad believes that design is about three simple ideas. Design has to be purposeful; it needs to work and work well. Design should be compelling; it should shift the way people think and feel. Design should tell a story; it should be an extraordinary story about our clients, their goals, or their beliefs. Chad has shaped a diverse range of environments, from office buildings, retail stores and hotels, to the interiors of technology and sports companies. His client list comprises both local, national, and global companies, with projects ranging from 500 to more than 500,000 square feet.



CASE CREAL, LEED AP

Project Architect, Mixed Use Development

A skilled communicator, Case has a demonstrated track record of strengthening relationships and mediating the varied needs of clients, contractors, consultants and architects. As a hands-on leader of projects, he enjoys bridging the various phases and disciplines—assisting clients through strategic programming decisions, building consensus around key design decisions throughout the design process, and assuring coordinated, detailed resolution in the field during construction.

Case's experience includes small, local projects as well as large national headquarters. In approaching each new project, Case works to tailor the project process to the unique organizational and project goals, schedule constraints, financial resources and team dynamics.



GENSLER CASE STUDY

TD Garden

Boston, MA

Home to the NHL's Boston Bruins and NBA's Boston Celtics, TD Garden is a 19,600-seat arena and multi-functional event facility.

Gensler was asked to develop a new master plan for TD Garden and adjacent associated properties. This study analyzed guest movement at TD Garden to optimize revenue and strategic programmatic placement of new retail, premium product, and point of sale locations. Based on this analysis, we are now in the process of implementing significant updates to the facility to improve fan experience, modernize

operational needs, and increase profitability. This renovation engages all nine levels of the Garden, creating a new entry, team store, updated locker rooms, updated food service facilities, concourse improvements, and additional seating on the Gondola Level. In addition to updates to all existing premium clubs and sports bar, two new clubs are also being added.

18,600 seats

1,800,000 sf

Completion Estimated
2017

Services Provided

- Architecture
- Feasibility Study/Master Plan
- Consulting





GENSLER CASE STUDY

Seattle University Porter Pavilion and Connolly Complex

Seattle, WA

An improved home for a campus community, the Porter Pavilion and Connolly Complex is the home for the varsity athletics department for the Seattle University, and also serves as the student recreation hub.

In order to fulfill the needs of women's athletics to continue as a viable center for campus wide events, the University engaged Gensler to program, plan, and design a holistic renovation of the complex. Through this process the function and quality of event facilities including locker rooms, court areas, and the building entry were each addressed and improved with goals of the Seattle University community shaping decisions throughout.

As a single location providing services to all athletics, recreation, and events, the project has involved a large number of stakeholders, each of whom provide critical input to the design process. Our challenge has been to synthesize the information received, while determining what must be addressed by this project. Throughout this process, we feel pride in that we have retained a functional, conceptual, and visual clarity in the project that does justice to both the University and the surrounding community.

45,000 sf

Completed
2016

Services Provided

- Programming
- Architectural Design
- Interior Design
- Program Management





GENSLER CASE STUDY

SoDo Landholders Group District Strategic Planning

Seattle, WA

The SoDo neighborhood of Seattle has long been home to the city's industrial workforce. But, as the city has grown, SoDo has transformed as well to include an assortment of other businesses, such as art galleries, breweries and distilleries, and light manufacturing. As it changed, the landholders began to ask, what can this district become?

Gensler helped tackle that question through a research initiative that addressed a vision for the future of SoDo. We began by facilitating three days of interviews with key business leaders and visionaries throughout the city. We discussed real estate, policy, land use, density, mobility, transit, and housing. We then went out into the district and met with local business owners and residents and captured the spirit of the place, through photographs and conversations. These activities led us to create an outline for the direction in which we see the SoDo district moving. We developed a set of principles that include: establishing SoDo as an economic district supporting the greater Seattle region; transforming SoDo into a mixed-use district; creating a commitment to affordable and inclusionary housing; and honoring and respecting the local context.

Crafting a real, actionable vision for any urban environment is complex and takes time to implement. Knowing this, we looked to other 15 to 20-year urban development plans as examples of success. These included Canary Wharf in London, Central Station in Chicago, and Union Station in Denver. From there, we created a series of initial urban design and planning thoughts for a select portion of the SoDo District. These "first thoughts" build on the Guiding Principles and are a framework for crafting a visionary yet realistic 20-year masterplan for SoDo.

Completed
2016

Services Provided

- Urban Planning
- Visioning Sessions
- Stakeholder
- Facilitation



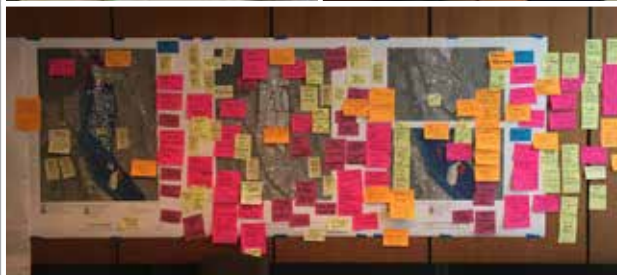
SODO REDUX

CONVERSATIONS WITH KEY VISIONARIES

We had the pleasure of facilitating three days of interviews with key players throughout the city. We discussed real estate, policy, land use, density, mobility, transit, and housing.

The following pages more formally outline our findings.

Gensler



SODO REDUX

6.3 ESTABLISH SODO DISTRICT AS A DISTRICT OF NEIGHBORHOODS

Future neighborhoods serve as the sum of parts that work together to create a New SODO District

New neighborhoods are linked together by:

- existing and future transit stations
- redevelop east-west corridors
- redevelop north-south corridors
- multi-modal transit system
- "complete streets" and open space network

Gensler



GENSLER CASE STUDY

Crescent Heights 1901 Minor

Seattle, WA

“Vertical Neighborhoods”, street-level amenities, and a hybrid approach to massing creates a human-scaled environment in this residential high-rise community.

Located in the vastly changing Denny Triangle neighborhood, 1901 Minor will provide a destination for both the local community and residents. Positioned on a high-traffic corner, the massing of the podium brings an appropriate scale to the street-level, with a biased lobby entry and “carved out” spaces that will increase a sense of activity at the location.

The two towers are oriented to maximize views and optimize environmental issues, while also providing a dynamic look to the skyline through the resultant asymmetry. The volume of the residential towers is broken down into “neighborhoods” by bands of amenity programs. The recessed portions of these bands open toward specific views of the city and nature beyond and allow both tenants and the community to use the building as means for orienting themselves, while expressing appropriately-scaled communities within towers.

- Two 40-story towers
- 941 residential apartments
- Eight-story podium with 14,000 sf ground floor retail
- Six floors of below-grade parking/660 stalls
- 1,000,000 sf
- **Completion Estimated**
2019

Services Provided

- Architectural Design
- Interior Design
- Brand Design
- Environmental Graphic Design





ROSSETTI DESIGNING EXPERIENCES
GENERATING VALUE

We believe the most sustainable, authentic and fiscally responsible approach to venue design is to closely align the design with Seattle's diverse community, providing relevant, flexible and exciting spaces that amplify Seattle's vibrant sports and entertainment culture. ROSSETTI uses our proprietary Return on Design™ approach to ensure that the design generates a variety of success metrics that meet or exceed owner and community vision and business goals.

ROSSETTI has been immersed in the Seattle sports and entertainment market through our work with CenturyLink Field and the Seattle SeaHawks. We have a deep understanding of how the citizens of Seattle view sports and entertainment and their preferences in how consume it. Using our ROD™ approach we obtained and analyzed extensive research of the Seattle market, including guest demographics and psychographics, purchasing behaviors, corporate composition and involvement, disposable income analysis and original research of what guests want, to inform and develop a masterplan for the stadium's renovation.

Our design plan for the Seattle Coliseum also closely aligns with Seattle and the region's culture, themes, aesthetics and indigenous food offerings. We designed the renovations to feel inclusive and familiar with the texture and authentic character of Seattle neighborhoods, such as Pioneer Square, Capitol Hill, Ballard, Pike Place, Belltown, South Lake Union and others. The design intrinsically reflects the local fabric and history while infusing fresh design interpretations. Therefore, the guests transition from city to stadium with connective experiences. To date, multi-year, phased transformation has generated impressive success metrics and verified that the design vision matches closely with the needs and desires of the citizens of Seattle and its team.

**MATT ROSSETTI FAIA, LEED AP**

Chief Architect
Rosetti

Matt is the firm's visionary and dare devil. A third-generation architect, Matt became president of ROSSETTI in 1999 and has grown the 46-year-old company into an internationally-recognized design and planning firm.

As President, Matt leads the firm's framework for innovative thinking. He believes that architecture must have a third dimension beyond form and function in order to meet our client's vision and provide value. To further this goal, Matt founded Return on Design™, ROSSETTI's unique approach for generating value through design solutions. His passion for urban revitalization has driven the firm's methodology to integrate sports with commercial mixed use to create sports anchored developments. He was elevated to the College of Fellows by the AIA for his expertise, study and work in the field of sports and entertainment. A graduate from University of Michigan, Matt regularly lectures on the convergence of sports, economics and civic design. Matt is also on the Board of Governors for Cranbrook Academy of Art, on the Executive Committee for the Urban Land Institute, a member of the Downtown Detroit Partnership, and an Advisory Board Member for the University of Southern California Sports Business Institute.



KELLY DEINES IIDA, LEED AP

Principal, Creative Director

Kelly is the firm's creative conscience and provocateur. He dares ROSSETTI's designers, consultants and our clients to release their inner swagger. Kelly's imaginative interior architecture is found in the firm's sports, hospitality and commercial projects. Using ROSSETTI's Return on Design™ approach, he creates hospitality that is vibrant, activated and relevant to patrons. He has a deep understanding of how culture affects brand, and seamlessly integrates art, context and messaging into cohesive design themes. Kelly engages passionately with the worlds of art, academia and design. He's a natural teacher and has been a mentor and teacher to students at Detroit-area universities for two decades. Kelly is on the Interior Design Advisory Boards for the College for Creative Studies and the University of Detroit Mercy School of Architecture.



DAN SOLESKI LEED AP

Principal, Associate, Design Lead

Dan is an award-winning designer whose project work spans sports and entertainment, hospitality, commercial, education and residential. He's responsible for leading design and project teams through the spectrum of project realization from strategic ideation to construction. Prior to working at ROSSETTI, Dan led a variety of sports projects across the U.S. and Canada. During his time at RockwellGroup in New York, Dan also worked on a variety of hotel, casino, retail and mixed-use commercial projects.

**MATT TAYLOR AIA, LEED AP**

Associate, Design Lead

Matt is responsible for making the magic happen for ROSSETTI's sports clients. He has extensive experience designing some of the largest and most iconic sports facilities in the world. He has developed the technical skills to work out project details while maintaining the design intent and client vision. As a Design Lead, Matt guides project teams toward innovative solutions ranging from large professional sports campuses and facilities to collegiate and community venues. Matt has been an adjunct professor at area universities and regularly gives back to the community by donating his design services.

**JOSEPH DONELKO**

Designer

Joe is a multi-talented designer who has a unique niche in facade design, fabrication, and installation. His extensive knowledge in these disciplines bridges conceptual sports and entertainment ideas with digital methods of design and fabrication. Joe is a whiz at 3D modeling and 3D printing, extending ROSSETTI's capabilities in experimentation + visualization for our clients. Joe has fabricated FF+E concepts for the 2017 renovation of Ford Field and has worked on some of our large, international sports + entertainment projects such as CalgaryNEXT and LeBreton Flats. Technology aside, Joe is an expert craftsman, skilled at designing and building custom furniture for a variety of residential projects.



GREG SWEENEY AIA, LEED AP

Associate, Technical Director

Greg is no-nonsense when it comes to transforming design into reality. As ROSSETTI's Technical Director, his comprehensive understanding of the design and construction process and his passion for quality control guide the firm's technical design acumen. His diverse background ranges from large-scale sports venues and complex renovations to multi-family residential and workplace interiors. Greg has been a driving force behind the firm's use of emerging technologies, including adopting BIM using Revit and Navisworks. He also embraces Bluebeam, 3D printing, fabrication and prototyping as a means of better communication and information sharing with clients, consultants, contractors, and our internal team members.



KATIE MILLER AIA, PMP, LEED AP

Architect

Katie approaches design from a revenue generating angle. With a background in real estate development, she understands both the financial side of the business as well as the unique needs of design for sports facilities in an urban context. Her analysis begins with a deep dive into both the surrounding area and the facility interior to determine where revenue can be generated, including hospitality upgrades, sponsorship, and creating a unique fan experience. Katie immerses herself in cultural trends and studies human behavior as a catalyst for her design inspiration. An avid sports fan, she keeps her pulse on cutting edge sports technology and facility design, incorporating the latest, greatest and next generation innovation.



Photo courtesy of the Seattle Municipal Archives, Item No. 170913

ROSETTI CASE STUDY

Quicken Loans Arena Renovation & Expansion

Cleveland, OH

CHALLENGE: The new owner of the NBA Cleveland Cavaliers and Gund Arena hired ROSSETTI to help rebrand the venue into Quicken Loans Arena and re-establish itself as a premier sports and entertainment venue in the Midwest.

EXPERIENCE: ROSSETTI recommended a hospitality approach to focus the arena upgrades on fan experience from “street to seat.” A new, glass-enclosed entrance hall was designed to create a welcome, open space for social interaction before and after the game. The fan experience continued with ideas for innovative restaurants and diverse premium products that included a hip, exclusive club with views to both the bowl and of the Cleveland skyline.

VALUE: New graphics and wayfinding starting with the building’s exterior and extending throughout the venue were developed to provide a cohesive brand message and better fan experience. The new master plan also takes advantage of the surrounding downtown area to create a new urban lobby at the arena’s front door as well as a team store. The plan called for phased renovations to keep the arena in operation even as construction was proceeding.

- 20,000 seats
- 77,000 sf renovation

Completion Estimated
2019

Program

- Team Store
- Club Restaurant
- New Box Office
- Club Box Seating
- New Club and Dining Space
- New “Q” Suites
- Public Atrium
- Entertainment Zone

Services Provided

- Master Planning
- Site Analysis
- Programming
- Interior Design
- Architecture



“It’s not often that I get to work with an architect that listens, but one that can take your suggestions and build upon them.”

JEFF COHEN | VICE CHAIRMAN | CLEVELAND CAVALIERS



ROSETTI CASE STUDY

Palace of Auburn Hills

Auburn Hills, MI

CHALLENGE: The Palace is one of the best examples of a venue that continues to evolve its brand and fan experience. In the 1980's ROSSETTI created a sensation with breakthrough bowl and suite design for the arena. Since then, ROSSETTI has maintained a long, collaborative relationship working with the Palace to identify and experiment with smart investment upgrades and premium products.

EXPERIENCE: In celebration of The Palace's 10th anniversary, ROSSETTI created a \$15 million addition, featuring fresh retail and fan attractions. Eight years later, ROSSETTI designed the 60,000 SF North Entry Addition. Fan amenities include a contemporary food court featuring upscale restaurants, and the exclusive Platinum Club, which features eight private suites for corporate entertaining.

In 2011, when Platinum Equity assumed ownership of the team and arena, ROSSETTI was retained to rebrand the facility from top to bottom. ROSSETTI developed a new identity that meshed Platinum Equity with the Pistons. ROSSETTI dialed up the approach experience with floor-to-ceiling video boards, reflective ceiling surfaces and LED lighting while incorporating the new palette of white, blue and

silver. Clubs were opened up and transformed into social experiences, and concourses were streamlined with a spare palette to highlight venue sponsors. The Piston's locker room and "Walk of Fame" showcases the team and its history using bold graphics.

VALUE: For more than 25 years, The Palace has consistently been one of the most profitable sports and entertainment venues in the U.S. ROSSETTI's Return on Design™ approach to programming and design solutions has generated a return on investment of between 3-5 years for each of its significant renovations and additions. In 2014, The Palace was honored with AIA Michigan's 25-Year Award, acknowledging the building's continued relevance in the community.

- 22,000 seats
- 77,000 sf renovation

Program

- Courtside Lounge + Club
- Luxury Suites
- VIP Dining Area
- Entertainment Amenities
- Concessions
- Restaurants + Food Court
- Retail Store
- Players' Lounge
- Locker Rooms
- Weight Training
- Admin/Broadcast Studios
- 180 Suites

Services Provided

- Master Plan
- Site Analysis + Development
- Programming
- Interior Design
- Construction Administration
- Environmental Graphics
- Branding

"ROSSETTI continues to be the Palace architect because their creativity is so versatile. They can do it all, from architecture, to graphics, to hospitality + with stunning results."

MARIO ETEMAD | EXECUTIVE VICE PRESIDENT OF OPERATIONS | DETROIT PISTONS



ROSETTI CASE STUDY

Edmonton Arena & Entertainment District

Edmonton, AB

CHALLENGE: Plans for an urban master plan to revitalize six blocks in downtown Edmonton had stalled. A new strategy was needed to jumpstart the proposed NHL arena to anchor the district and attract additional development.

EXPERIENCE: As roughly half of the year can be considered winter in Edmonton, ROSSETTI sought a solution that would create a year-round, vibrant, activated space. Working closely with project stakeholders, the major civic space was conceived as a celebration of urban life in North America through an entertainment village. This “Winter Festival City” is the hub of continuous activity within the district, with the ability to open up during summer months via oversized aircraft hangar doors.

The winter garden acts as an enormous front lobby for the arena, integrating it into the district and surrounding mixed-use development. Inside, strategic programming includes a variety of premium products such as club, lounge and gondola seating. Every view from the concourse

is connected to the bowl and completely open to the event action. The unusually steep seating with multiple balcony levels was designed to create an intimate, yet highly-charged environment for NHL hockey games, concerts and events.

VALUE: Connections from the plaza to Edmonton’s LRT light rail system, bus stops, bike paths and pedestrian pathways create linkages between the project’s downtown location, surrounding suburbs, three universities and existing commercial/cultural core. This drives activity between shared civic, art, residential and commercial uses, fueling future development efforts and strengthening activity along the City’s signature skyline.

• 23,800 sf

Program

- Premium Products
- Training & Community Ice
- Broadcast Facilities
- Spectator & Meeting Facilities
- Concessions
- Retail
- Administration Offices

Services Provided

- Master Planning
- Concept Design
- Arena Bowl Design
- Programming





ROSETTI CASE STUDY

Canadian Tire Center

Canada

BACKGROUND: ROSSETTI's relationship with this NHL arena goes back several decades, when a group of youthful real estate investors had a dream of bringing hockey back to Ottawa. ROSSETTI served as the original architect on the home of the Ottawa Senators and has worked with the club ever since on expansions and upgrades.

EXPERIENCE: Considered to be the "best sightlines in hockey," the arena bowl was designed to be the steepest configuration in any arena at the time. Its configuration enhanced the intimacy and intensity of experience for hockey games, concerts and other events. The three-tier venue has a seating distribution most similar to the old Roman Colosseum where the middle tier, reserved for premium suite holders, is the ultimate in exclusivity.

The addition of Club Bell, the new 20,000 SF suite for premium ticket holders has been a huge hit. The Club's food service and vibrant

social space is strategically designed around the open chef's kitchen and lounge area. Club Bell connects the concourse to the bowl allowing patrons to choose from three seating formulas.

VALUE: Not only does the arena provide a fantastic viewing experience, ROSSETTI capitalized on all aspects of revenue generation. In fact, ROSSETTI's ROD™ came within 10% of the Senator's revenue projections for the project. Before the completion of Club Bell, membership sold out immediately and more than tripled the expected revenue.

- 19,000 seats

- 15,000 sf

Program

- 142 suites
- Concessions
- Restaurants + Clubs
- Banquet Facilities
- Weight Training
- Broadcast Facilities
- Administration Offices
- Hall of Fame
- 600,000 sf retail
- Lounges
- Health Club

Services Provided

- Planning
- Site Analysis + Development
- Architecture
- Interior Design

"We set an incredible goal for ROSSETTI to meet and the economics have exceeded our most optimistic expectations."

CYRIL LEEDER | PRESIDENT | OTTAWA SENATORS





Founded in 1944 and headquartered in Seattle, Sellen is a locally owned and operated construction firm and the largest commercial construction firm in the Pacific Northwest, as ranked by PSBJ's 2016 Top Contractors list. We offer a wide range of services from preconstruction support, cost estimating and constructability services, to Virtual Design and Construction (VDC), integrated project delivery and sustainability consulting services.

Sellen has worked with the region's top public institutions and privately held corporations on a broad range of project types, including major renovations, meeting and event spaces and sports facilities. We also have experience delivering projects located at or near Seattle Center including the recently completed KEXP New Home project adjacent to KeyArena, and the Bill & Melinda Gates Foundation Campus and parking garage across the street.

Our preconstruction and construction teams have a deep understanding of the Seattle market, excellent subcontractor and City of Seattle relationships, as well as recent and relevant expertise building the area's most iconic projects.

Sellen's community connections reach far beyond our projects and organizations we do work for. We were recognized in February by the Association of Fundraising Professionals (AFP) Advancement Northwest chapter as the outstanding corporate philanthropist of the year. Sellen donates more than half a million dollars to area non-profits. Our employees donate more than \$400,000 of their own dollars and countless volunteer hours to local causes they care about.

Sellen is Seattle's contractor with deep, lasting relationships that have stood the test of time. Our preconstruction expertise, knowledge of the Seattle market and commitment to our community make us a great partner for the Seattle Coliseum project.

**SCOTT REDMAN**

President and Principal-In-Charge

Scott has been involved with Sellen for most of his life, starting with work as a laborer on various projects throughout his school years. After working in local and national politics and government for several years, Scott joined the firm on a full-time basis in 1992 as director of client development. Today Scott provides leadership at Sellen as the company's president. He has led multiple projects throughout the Seattle Center campus including KEXP's New Home as well as the Bill and Melinda Gates Foundation Campus and Visitor Center. Scott is also a member and leader of multiple volunteer community organizations, including KEXP, the UW Foundation Board, ArtsFund, FareStart and the Seattle Children's Hospital Foundation.

Scott understands that Seattle Center campus and neighborhood communications are important in ensuring the success of the Seattle Coliseum project. Scott will play a key role in leading Sellen's communications strategy and program, just as he does on nearly all Sellen's large, complex projects. He often accompanies the project manager and superintendent to meet with residents and property managers that surround the sites, as well as deliver community presentations about the project. Throughout the project, Scott personally responds to and meets with any neighbors who voice concerns. This personal connection from Scott can go far in helping to alleviate concerns and convert even some of the most anti-construction advocates to fans.

In addition to the experience Scott brings with Sellen's communications program, he is also a member and leader of multiple volunteer community organizations, including KEXP, the University of Washington Foundation Board, ArtsFund, FareStart, and the Seattle Children's Hospital Foundation. He believes in the power of connecting people and fostering partnerships through community.

As principal-in-charge, Scott will be responsible for overall project team leadership and oversight, offering insight for a seamless transition from preconstruction to construction planning. As a collaborative participant in projects from start to finish, he will work with the project team to ensure that all your expectations are being met and be a valuable resource for project specific challenges.



CHRIS ANGUS

Director of Preconstruction

With 18 years of experience, Chris helps lead our preconstruction team. Chris has strong analytical skills, attention to detail, and a thorough knowledge of industry trends through the preparation of cost estimates and value recommendations on projects ranging in size from \$1 million to more than \$400 million. Additionally, Chris has a rich background working on large campus and arena renovation projects including the Bill & Melinda Gates Foundation Campus, Marion Oliver McCaw Hall Renovation and the New York Red Bull Stadium Renovation. He is also an expert at identifying cost savings strategies. On the Bill & Melinda Gates Foundation Campus project, Chris worked collaboratively with the project team at the conclusion of schematic design to identify opportunities for cost savings without impacting overall project goals and objectives. The team's collaborative work resulted in a savings of \$90 million.

**RICH OLENDER**

Preconstruction Superintendent

With 45 years of experience, Rich is one of Sellen's best construction superintendents. For the past few years, Rich has primarily been involved in the design and preconstruction phase of projects, supporting Sellen teams with scheduling and constructability expertise on particularly challenging projects. He will make recommendations on construction methods; scheduling and sequencing; and site layout, logistics and access. Rich will be instrumental in the development of this iconic project as we tackle the complex logistics and planning of the Seattle Coliseum renovation.

SELLEN CASE STUDY

KEXP

Seattle, WA

Sellen and SkB recently partnered with KEXP to create a new studio for the world-renowned Seattle-based radio station. The New Home, located in the Seattle Center, provides flexible indoor and outdoor spaces to accommodate more performances and events, equipped with cutting-edge studio equipment to support the best possible programming for listeners everywhere.

Work on this project began in January 2015 and added a variety of features to the existing structure, which had previously been an exhibition hall, built for the World’s Fair in 1962. A new 4,500-square-foot lobby provides space for classes and lectures, live music performances and unique, one-of-a-kind gatherings for music lovers.

A new state-of-the-art DJ booth, visible from the lobby, promotes increased interaction between the station’s DJs and visitors, both in the building and in the adjacent plaza.

To provide a better platform for the 400 in-studio performances that KEXP hosts every year, the New Home also includes a live room with top notch lighting and audio equipment to support the production of world-class broadcasts, live streams and podcasts. The live room also features an audience viewing area with room for over 50 visitors and music lovers.

The project also provides KEXP with some much needed office space for its dedicated staff. The new open office space includes salvaged telephone poles, used as both architectural features and as a canvas for office staff to post concert posters.

With a list of desires larger than the budget would allow, Sellen and SkB worked together with KEXP to assess design options and alternates and dug deep with each other and subcontractors to develop creative solutions for the finished product. The mechanical system, which included accoustically sensitive rooms, was a key focus of alternates that balances cost and price.

Owner

- KEXP

Architect

- SkB Architects

- 27,000 sf

Final Cost

- \$15,000,000

Completed

2016

Common Project Team

- Scott Redman
- Rich Olender



SELLEN CASE STUDY

University of Washington Hec Edmundson Pavilion Renovation

Seattle, WA

Sellen worked with LMN Architects to restore the historic home to more than 70 years of UW Husky basketball, the Hec Edmundson Pavilion.

The renovation included installation of two 250-foot supertrusses to create 10,000 unobstructed view seats, seismic retrofitting of exterior walls, and restoration of the gothic windows. Built within the operational UW campus, the arena provides new medical and training facilities, a Husky “Hall of Fame” featuring an open staircase to the new Founder’s Club and refurbished and enlarged locker rooms.

UNIQUE CHALLENGES: Sellen installed a unique “supertruss” system of tubular steel strengthened with concrete grout and post-tensioned cables to create an open arena with clear sightlines of the basketball court.

PROJECT RELEVANCE: Arena Renovation, Work on an Occupied Campus

Owner

- University of Washington

Architect

- LMN Architects

- 250,000 sf

Contract Amount

- \$33,825,000

Completed

2000





SELLEN CASE STUDY

Seattle's Children's Theatre Technical Pavilion

Seattle, WA

The Technical Pavilion addition to the Charlotte Martin Theatre at Seattle Center includes spaces for scene shops, production offices, a prop shop, a costume shop, rehearsal space, multi-use space, a truck dock, and miscellaneous service spaces including stairs, elevators, and restrooms.

During construction, Sellen crews maintained access to the Theatre for delivery and removal of stage scenery, as well as for productions and day-to-day business.

UNIQUE CHALLENGES: There was limited on-site storage and laydown space due to the condensed urban site. A detailed plan for site logistics was developed during preconstruction to make the construction phase as efficient as possible.

With all of the daily activities at Seattle Center and the adjacent Pacific Science Center, coordination of construction and equipment deliveries was vital so as not to interfere with planned events or impact public safety.

PROJECT RELEVANCE: Seattle Center Campus, Work on an Occupied Campus, Historic Renovation

Owner

• Seattle Children's Theatre

Architect

• LMN Architects

• 30,500 sf

Contract Amount

• \$5,357,000

Completed

2000





SELLEN CASE STUDY

Bill & Melinda Gates Foundation Campus Headquarters

Seattle, WA

The new headquarters for The Bill & Melinda Gates Foundation is located on a 12-acre site near Seattle Center with office space, meeting and convening areas, a visitors learning center, a large atrium, a cafe, data center, two levels of below-grade parking and an above ground parking garage for the Seattle Center.

Extensive site work includes landscaping, hardscape plaza elements, and water features. Originally designed to meet LEED Gold requirements, thoughtful planning by the project team allowed the two six-story office buildings to receive a LEED Platinum rating.

Notable sustainable features include more than half an acre of green roofs, potential to recycle up to 2.5 million gallons of rainwater annually, use of local and recycled building materials, 25% lower energy consumption than code requirements, and ample open space throughout the campus with extensive use of natural lighting.

Early construction challenges for the project team included mass excavation, contaminated soils removal, and extensive utility relocations. Sellen worked closely with Seattle City Light and the City of Seattle to relocate utilities without neighborhood disruption while excavating over 700,000 tons of contaminated soils. Other construction challenges included a one million gallon rain water storage tank and 800,000 gallon thermal energy storage tanks, both requiring extensive planning and communication by site crews.

PROJECT RELEVANCE: Adjacent to Seattle Center Campus, Common Team Members, Large Campus Project





AECOM HUNT

A name that's been trusted for generations. In our 70-year history, we've taken great pride in turning our clients' dreams into reality by focusing on their specific needs and consistently exceeding their expectations.

AECOM Hunt was founded in 1944 in Indianapolis by Paul Hunt, Arber Huber and Harry Nichols as a privately-held organization. It was known as Huber, Hunt & Nichols at that time. The cornerstone of its founding began during World War II with industrial/manufacturing facilities. Huber and Nichols left the company shortly after its founding and Paul Hunt carried on as sole owner. Through the years, the company's guiding principles were passed down through three generations of Hunts.

In July 2014, Hunt merged with AECOM, a fully integrated infrastructure and support services firm. Today, AECOM Hunt benefits from being a part of a truly innovative organization that consists of more than 92,000 employees — including architects, engineers, designers, planners, scientists and management and construction services professionals — serving clients in more than 150 countries around the world.

As part of the AECOM family, AECOM Hunt has clearly deepened its resources, broadened its expertise, and enhanced the quality of work for which they have always been known.

As a subsidiary of AECOM, we are ranked 6th among Construction Management/General Contracting firms by Engineering News-Record, and we are well positioned to take on tomorrow's challenges.

We perform a variety of services tailored to the specific needs of each client. Whether it's determining the appropriate contracting method or providing detailed conceptual services, our qualified field personnel and management staff accommodate our clients' needs without compromising budget or timely completion.

Our services range from full construction management and design-build to estimating and consulting services. We work with clients to select the right project delivery mechanisms and support services for their projects and building programs.

**TIM SMITH, LEED AP BD+C**

Senior Vice President

Tim Smith has 29 years of experience in the construction industry. Since joining Hunt in 1992, Tim has focused almost exclusively on large scale, complex, public venue projects. Tim's experience with these assembly and venue projects covers the entire spectrum of project delivery types from Design-Bid-Build to GC/CM to Design-Builder. Through his career, he has played a key role in the delivery of notable new construction projects such as the SAP Arena, AT&T ballpark and Moscone West Convention Center. Additionally, Tim has also excelled at meeting the demand for delivering expansions and renovations of existing public venues as more public entity clients have desired to upgrade and revitalize their facilities while maintaining the existing urban framework. Tim has led the AECOM Hunt team on projects such as The San Jose McEnery Convention Center Expansion and Renovation, Phoenix Convention Center Expansion, the Phoenix Sky Harbor International Airport Terminal 3 Modernization project and The Henry B. Gonzalez Convention Center Expansion.

As the lead for AECOM Hunt on the Seattle Coliseum project, Tim has the corporate responsibility for the performance of their project team at the home office and on-site while ensuring that client expectations are met. Tim provides leadership, experience and technical expertise while anticipating and resolving construction issues. His resource allocation and daily communication with project partners facilitates on-time and on-budget project delivery.



TAB BAKER, LEED AP

Project Executive

As the Project Executive for AECOM Hunt, Tab Baker provides leadership, experience and technical expertise. He ensures that all necessary resources are available to deliver the project as well as providing project planning and logistical considerations. He also oversees contract compliance and foresees and resolves construction issues. Tab has recently been part of building the T-Mobile Arena, Town Toyota Center in Wenatchee, Southwest University Park in El Paso, Sloan Park in Mesa, and the University of Phoenix Stadium in Phoenix.



CORISSA SMITH, LEED AP BD+C

Preconstruction Manager

As the Preconstruction Manager for AECOM Hunt, Corissa supervises all cost estimates, value engineering, and future construction during the preconstruction period. She coordinates the architectural and structural design work with the MEP consultant as well as supervising the preparation of the GMP proposal. She also manages the development of the trade/subcontractor bid manuals. Corissa's projects include: construction of Safeco Field, University of Phoenix Stadium, AT&T Park; Arizona State University Sun Devil Stadium improvements; San Jose McEnery Convention Center expansion and renovation, and the Moscone Center West expansion.



TOM SOPER
Senior Estimator

As the Senior Estimator for AECOM Hunt, Tom is responsible for various estimating tasks through all phases of preconstruction and construction activities. He will solicit and prepare bids, and evaluate various construction alternatives. Tom has worked on many projects ranging from sports facilities to retail developments such as: Arizona State University Sun Devil Stadium improvements, University of Phoenix Stadium club level remodel, LAFC training facility, Manchester Pacific Gateway in San Diego, and Sunset Time preconstruction in Los Angeles.

AECOM/HUNT CASE STUDY

AT&T Center Renovations

San Antonio, TX

Major renovation completed during 4.5 months off-season from June 2nd to October 18th, including new seats, scoreboard, sound system, concourses, suites, VIP concessions, restaurants and dining, home team locker rooms, VIP entries and two additions. Peak man power: 850 personnel. Home of the NBA’s San Antonio Spurs, WNBA’s Silver Stars and the AHL’s San Antonio Rampage.

Delivery Method

CM at Risk

Final Cost

\$81 Million

Architect

HOK/360 Architecture

Completion Date

10/2015

Services Provided

CM at Risk Services and Preconstruction Services including: Cost Estimating, Scheduling and Analysis, Value Engineering, Constructability Reviews, Develop Bid Packages, Prequalification of Bidders

Project Team

Mark LaVoy, Kevin Cain, John Morgan, Jose Montoya, Matthew Clark, Joanna Myers, Thomas Cornelissens, Sid Perkins, Tommy Busby

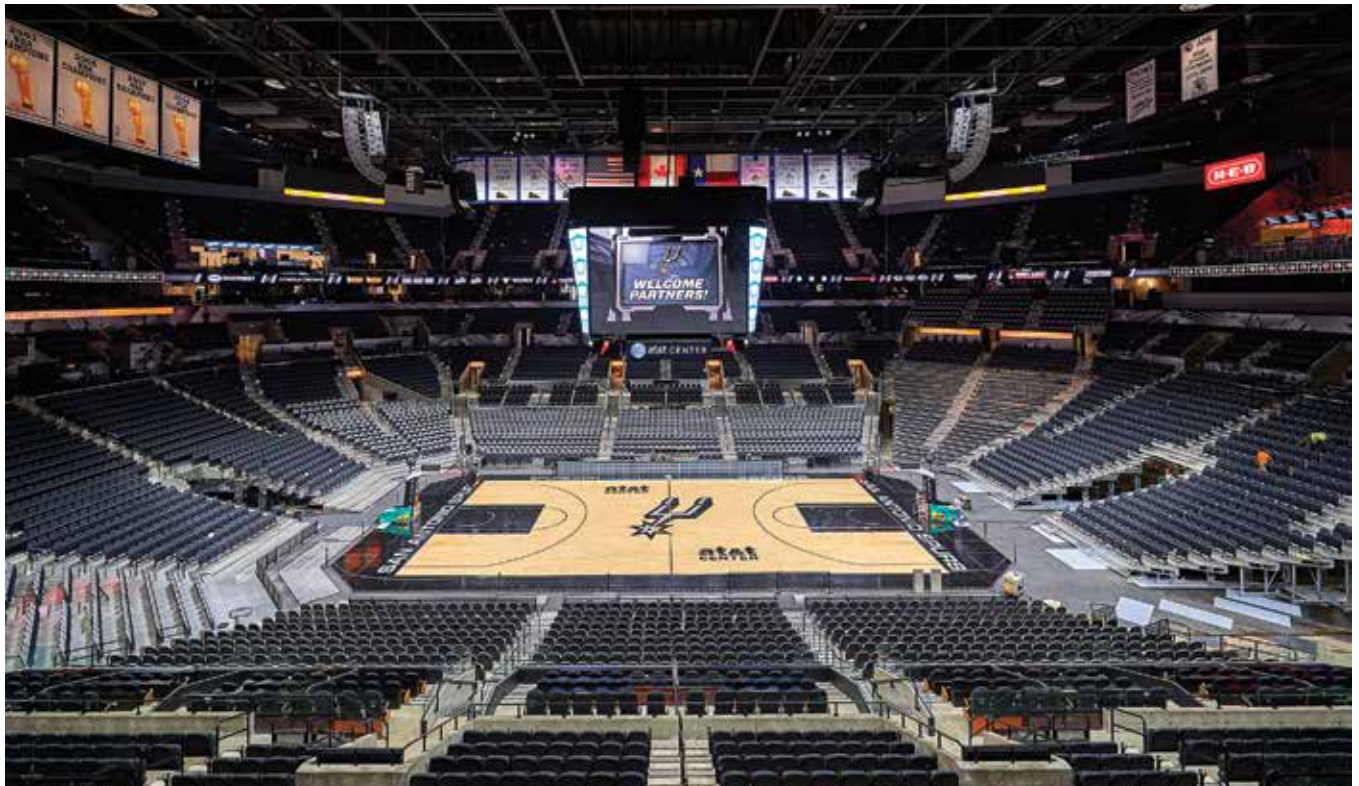
Owners Representative Reference Information

Charlie Thornton
Executive Vice President
ICON Venue Group
8101 E. Prentice Avenue, Suite 900
Greenwood Village, CO 80111
303.796.2655 | cthornton@iconvenue.com

Specific Relevance

- Professional Sports Arena (NBA Standards)
- Entertainment Venue
- Multi-Purpose Facility
- Renovation Project
- CM at Risk Delivery with Preconstruction Services
- Publicly Bid Trade Contracts
- Worked Directly with an Owners Representative)
- Fast Track Project
- ADA Compliance Upgrades





AECOM/HUNT CASE STUDY

T-Mobile Arena

Las Vegas, NV

A 650,000 SF multi-purpose arena. The 17,364-seat venue features 52 luxury suites & more than two dozen private loge boxes. The arena includes locker facilities, premium dressing rooms, green room and multipurpose spaces to accommodate a variety of sports and entertainment events and a two-acre outdoor pre-function and special event plaza.

Delivery Method

CM at Risk

Final Cost

\$257 Million

Architect

Populous

Completion Date

06/2016

Services Provided

CM at Risk Services and Preconstruction Services including: Cost Estimating, Scheduling and Analysis, Value Engineering, Constructability Reviews, Develop Bid Packages, Prequalification of Bidders, Developed GMP

Project Team

Robert Aylesworth, Jr, Tab Baker, Monte Thurmond, Gene Vincent, Jr., Bill Deiter, Simeon Clancy, Rodger Vincent

Owners Representative Reference Information

Rob Stephens, Senior Vice President
Icon Venue Group
8101 E. Prentice Avenue, Suite 900
Greenwood Village, CO 80111
(303) 796.2650 | rstephens@iconvenue.com

Specific Relevance

- Professional Sports Arena
- Entertainment Venue
- Multi-Purpose Facility
- CM at Risk Delivery with Preconstruction Services
- Project Over \$95 Million
- Publicly Bid Trade Contracts
- Worked Directly with an Owners Representative
- Fast Track Project
- Pursuing LEED Gold
- Extensive BIM Coordination
- ADA Compliance Upgrades





AECOM/HUNT CASE STUDY

Barclays Center

Brooklyn, NY

A 670,000 SF multi-purpose arena featuring 18,000 seats, and 105 luxury suites. The facility will host NBA games, concerts, circuses, minor league hockey games and other family events. Home of the NBA's Brooklyn Nets and the NHL's New York Islanders.

Delivery Method
DB, CM at Risk

Final Cost
Confidential

Architect
AECOM

Completion Date
09/2012

Services Provided
DB, CM at Risk Services and Preconstruction Services including: Cost Estimating, Scheduling and Analysis, Value Engineering, BIM, Constructability Reviews, Develop Bid Packages, Prequalification of Bidders

Project Team
Kenneth Johnson, Brian Woods, Jeffrey Fisher, William Racky, Brian King, Mark Gladden, Lincoln Heffner, Sean McNulty, Craig Bojda

- Specific Relevance
- Professional Sports Arena (NBA Standards)
 - Entertainment Venue
 - Multi-Purpose Facility
 - Project Over \$95 Million
 - CM at Risk Delivery with Preconstruction Services
 - GMP Project
 - Publicly Bid Trade Contracts
 - LEED Silver
 - Extensive BIM Coordination
 - ADA Compliant
 - Fast Track Project





AECOM/HUNT CASE STUDY

Little Caesars Arena

Detroit, MI

New 800,000 SF multi-purpose arena for hockey, concerts and other events. The venue will include suites, concessions, lounges, state-of-the-art locker rooms and parking structure. Future home of the NHL’s Detroit Red Wings and the NBA’s Detroit Pistons.

Delivery Method

CM at Risk

Final Cost

Confidential

Architect

HOK/360 Architecture

Completion Date

09/2017

Services Provided

CM at Risk Services and Preconstruction Services including: Planning & Scheduling, Site Logistics, Cost Estimating, Cost Models, Document Review, Scope Refinement, Value Engineering, BIM, Constructability/Coordination Reviews, Life-Cycle Studies, Procurement, Community Outreach, Subcontracting, Construction, Construction Administration, Commissioning, Cost Control & Accounting, Safety and Quality Control

Project Team

Kenneth Johnson, Claude Cross, Jr., John Turner, Daniel Shumaker

Specific Relevance

- Professional Sports Arena
- Entertainment Venue
- Multi-Purpose Facility
- CM at Risk Delivery with Preconstruction Services
- Project Over \$95 Million
- Publicly Bid Trade Contracts
- Fast Track Project
- Extensive BIM Coordination
- ADA Compliance Upgrades







Seattle Structural is a fifteen-year-old structural and civil engineering consulting firm providing team-oriented services to the public and private sector. A certified DBE firm with City of Seattle and King County, we have had great success on projects where our focus on client needs and value-added services enhance quality, cost efficiency, and speed of construction.

Recent projects include our award-winning renovation of the Seattle Aquarium at Pier 59; seismic studies of 60 buildings at Seattle's Woodland Park Zoo; collaboration on Costco warehouses in Korea, Australia, Japan and Taiwan; and design of 15 buildings at the New Doha International Airport in Qatar.

**HOWARD S. BURTON PE, SE**

President and Founder

Howard's 35-year construction career includes 30 years of structural engineering experience. His daily involvement from conceptual level through construction administration on a diverse range of public and private sector projects gives him an advantage when seeking an efficient and cost effective solution to every design challenge. Howard has a long history of work for Seattle Center, Seattle Parks and Recreation, Seattle Fleets including work on multiple Fire and Police structures, and public facilities such as KeyArena and the Snoqualmie Falls Parks. He has also been involved in research and code writing for the national wind and seismic provisions referenced in the IBC.



THEODORE D. MC DONALD PE, SE

Project Manager

Ted has over 30 years of experience as a structural and civil engineer. This includes the structural and seismic engineering for both new construction and building additions for commercial, retail, educational and healthcare projects. His role has included Senior Project Engineer, Project Engineer and Consulting Engineer. His Washington experience includes: The Boren School seismic evaluation and retrofit, Mercer Island Fire Station 92, Snoqualmie Falls Outlook and Walkways, Virginia Mason Medical Center, and Seattle City Light.



MICHAEL BRAUN PE, SE

Senior Project Manager

Michael Braun has 38 years of experience in structural design. This includes residential, retail centers, public facilities, parking garages, theaters and auditoriums. Mike is skilled in project management organization, permitting, and construction administration, where contractors appreciate his attention to detail and prompt response times. His Seattle projects include: Chihuly Glass Museum at Seattle Center, Seattle Fire Stations 21 and 35, Seattle Aquarium, Virginia Mason Hospital addition, and Harbor Patrol bulkhead related inspections and upgrades.



SEATTLE STRUCTURAL CASE STUDY

Seattle Aquarium

Seattle, WA

This \$23 million renovation replaced the eastern third of the two-story building while keeping the remaining functions operational.

The 1906 wharf structure was at risk of total failure in a major windstorm. Over 900 failing piles were removed and replaced with 240 new concrete-filled steel piles and aprons. Challenges included tight environmental restrictions

on in-water work and dependency on tides and weather during the construction period. Construction on this project began in May 2005 and was completed in November 2006.



SEATTLE STRUCTURAL CASE STUDY

Intiman Theatre

Seattle, WA

This building opened during the 1962 World's Fair and was constructed using pioneering pre-cast methods for the time.

Although the building has withstood several major earthquakes, potential safety hazards exist related to jointing and glazing. This \$1 million project included strengthening the slender-

column colonnade structure, a significant architectural feature of this 1962 structure, as well as replacement of the main lobby glass wall.



SEATTLE STRUCTURAL CASE STUDY

Woodland Park Zoo

Seattle, WA

We performed seismic screenings on 55 facilities and in-depth study of 10 facilities at this 100-year old zoo.

Because of unconventional construction types, customized checklists were developed to appropriately assess structures and quickly determine deficiencies. We worked closely with zoo personnel to determine safety criteria for both workers and animals.





Nelson\Nygaard Consulting Associates, Inc. is an internationally recognized firm committed to developing transportation systems that promote vibrant, sustainable, and accessible communities. Founded by two women in 1987, Nelson\Nygaard has grown from its roots in transit planning to a 130-person, full-service transportation firm with offices across the United States.

In keeping with the values set by our founders, Nelson\Nygaard puts people first. We recognize that transportation is not an end by itself but a platform for achieving broader community goals of mobility, equity, economic development, and healthy living. Our hands-on, national experience informs but does not dictate local solutions. Built on consensus and a multimodal approach, our plans are renowned as practical and implementable.

Nelson\Nygaard specializes in:



Recognized for projects around the world, Nelson\Nygaard has received awards and honors from professional organizations and government agencies including the American Planning Association, the Federal Transit Administration, the Association of Environmental Professionals, the American Society of Landscape Architects, the Congress for the New Urbanism, and the Canadian Institute of Planners.

**THOMAS BRENNAN**

Principal in Charge

Thomas has two decades of experience in transportation planning and is one of the firm's leaders in urban, transportation policy, planning, and design. He started the Nelson\Nygaard Seattle office and has worked on public and private sector projects in Seattle since 2003. He has led many important Center City transportation, mobility, and access planning efforts for SDOT. Thomas' resume includes over 40 projects in Seattle and over 15 years of work for the Seattle Department of Transportation.

Thomas has led many of the City's most important transit and multimodal planning efforts and helped the City achieve dramatic reductions in drive alone travel to Center City neighborhoods. Thomas is currently leading the One Center City Mobility and Public Realm Plan, a collaborative public and private effort to address near- and long-term mobility challenges in Center City. The One Center City Plan will set mode share targets for Uptown and set short-, mid-, and long-term strategies and projects to improve multimodal mobility and public spaces. In concert with this effort, Thomas and his team are leading the Seattle Commute Trip Reduction Strategy. This effort will define how SDOT and Commute Seattle work to reduce travel during congested peak period. Specific strategies are being developed for Uptown and will provide a basis for AEG partnerships.

Thomas also leads Nelson\Nygaard's Puget Sound contracts with corporate and institutional clients. He led the Seattle Children's Hospital Transportation Management Plan, which supported a major expansion of the hospital in an area with significant transportation challenges. Implementation of the program has led to many awards and recognition as a leading national commute program. Thomas has also led important commute transportation planning projects for Microsoft, Starbucks, Expedia as well as the University of Washington School of Medicine in Uptown. He is working with Expedia to help plan its relocation to the Interbay campus. Several of Thomas' Transportation Management Plans have led to double digit decreases in single-occupant travel to local campuses, while increasing productivity and satisfaction for travelers.

**PETER COSTA**

Principal, Project Manager – Traffic Operations and Engineering

Peter has over 12 years of experience in transportation planning and traffic engineering. Peter also serves as the Engineering, Design & Development Sector co-lead for Nelson\Nygaard, which includes leading the creative thinking behind our projects and how best to apply our critical technical expertise throughout the planning process. His experience includes leading a comprehensive transportation study for the 34th America's Cup along San Francisco's waterfront, supporting the development of a comprehensive Transportation Demand Management (TDM) plan for San Francisco Giant's AT&T Ballpark in San Francisco, repurposing street networks for Transit-Oriented Development (TOD) in the cities of Santa Clara and San Mateo, CA; and crafting parking strategies and infrastructure solutions for Downtown San Diego—to name a few.

He is very passionate about community development and making any project a fun and collaborative experience. Working with both public organizations and private businesses, he helps these entities identify opportunities and constraints of project and program development and puts the interests of those affected by such development at the forefront of the conversation.



JENNIFER WIELAND

Principal, Street Use and Public Realm Integration

Jennifer Wieland brings more than ten years of experience to transportation planning and policy, with an emphasis on master plans, multimodal corridors, and public health. She is skilled at project management, strategic planning, and communications. Before joining Nelson\Nygaard, Jennifer was a strategic advisor and transportation planner with SDOT where she managed the Elliott Bay Seawall Project and the department's work on SR 520 as well as working on Seattle's Transit and Pedestrian Master Plans and built the City's public space programs. Jennifer brings strong local relationships and a deep understanding of City transportation policy and projects.



TIMOTHY PAYNE

Principal, Transit Expert

Timothy is a professional transit practitioner with more than 35 years of experience and is co-director of the firm's national transit practice working out of Nelson\Nygaard's Seattle office. Many of Tim's projects have leveraged his wide range of experience in all aspects of transit planning and operations to add greater depth of understanding to plans that clients embrace and implement. Tim has a reputation for an easy, engaging communication style that effectively communicates very complex technical and policy matters to any audience. Among his specialties are long range and strategic planning. Tim has worked on long-range transit planning projects similar to this long-range plan, including being project manager for the Whatcom Transportation Authority Strategic Plan Update, the Seattle Transit Master Plan, where he was the transit planning lead.

**DRUSILLA VAN HENGEL**

Principal, Active Transportation

Drusilla has more than 20 years of academic and practical transportation planning and operations experience. She focuses on bicycle and pedestrian master planning and capital project development, project evaluation, healthy communities, and safe routes to schools and parks. Dru has led bicycle and pedestrian planning and design efforts for cities and campuses around the nation. She has Seattle experience, including recent work developing protected bike lane plans for Center City neighborhoods.

**PHIL OLMSTEAD**

Senior Associate, Parking Expert

Phil is a leading expert in parking policy and Transportation Demand Management. He has demonstrated expertise in downtown parking planning and an approach that prioritizes the development of cost-effective parking plans that are supportive of sustainable economic growth. Phil has worked extensively in urban, suburban, and tourist-based communities including San Francisco, Sedona, Livermore, Newport Beach, Park City, and Salt Lake City. Phil is currently leading SDOT's Commute Trip Reduction Plan effort, which will set mode share targets for the Uptown Neighborhood.

NELSON\NYGAARD CASE STUDY

Center City Connector Transit Study, Phase 1

Seattle, WA

Seattle's Center City area needed better north-south transit options to meet projected residential and employment growth and growing demand for Center City circulation trips, including mobility needs of nine million annual visitors.

Nelson\Nygaard analyzed in detail the benefits, costs, and impacts of alternatives for connecting the South Lake Union and the First Hill Streetcars to provide an urban circulator between the Lower Queen Anne, Uptown, and South Lake Union neighborhoods to the north, and the International District and South Downtown area including the King Street Station Intermodal Hub on the south end of downtown.

We analyzed several alternatives to connect the two streetcars, leading to a preferred alternative and provided a viable implementation and finance plan.

Project Duration

- 2012-ongoing

Total Budget

- \$900,000

Nelson\Nygaard Budget

- \$400,000

for more information

- Seattle Department of Transportation
700 Fifth Ave., Ste. 3900
Seattle, WA 98104
Contact:
Tony Mazzella
Strategic Advisor II
206-684-0811
tony.mazzella@seattle.gov



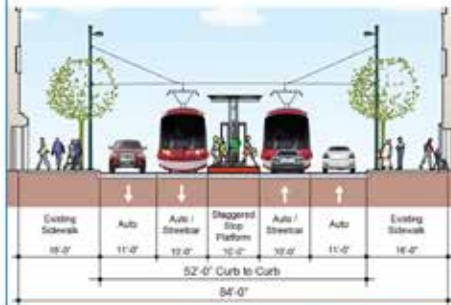
MIXED-TRAFFIC STREETCAR

WESTLAKE

South Lake Union streetcar line would operate with similar level of priority as today.

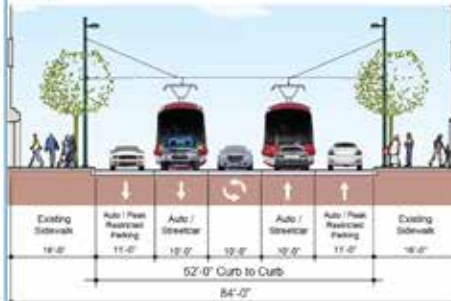
AT STOPS (TYPICAL)

Streetcar stops at Pike and Madison/Spring would be in the median of 1st Ave.



BETWEEN STOPS (TYPICAL)

Streetcar would run in the center of 1st Ave. Streetcar lanes would be shared with autos and other traffic. Peak-restricted parking could be allowed in the curbside lanes.



PIONEER SQUARE

Stops would be located between Cherry and Yesler on the curb to preserve median street trees. Streetcar would shift to/from the center lanes at Washington.

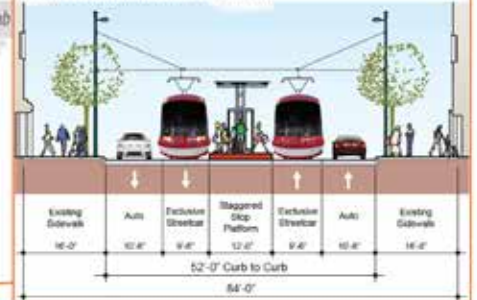
EXCLUSIVE STREETCAR

WESTLAKE

Signal and other priority improvements will be identified to increase speed and reliability of the South Lake Union streetcar line.

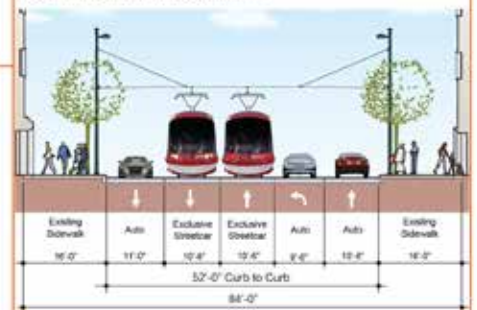
AT STOPS (TYPICAL)

Similar to mixed-traffic streetcar.



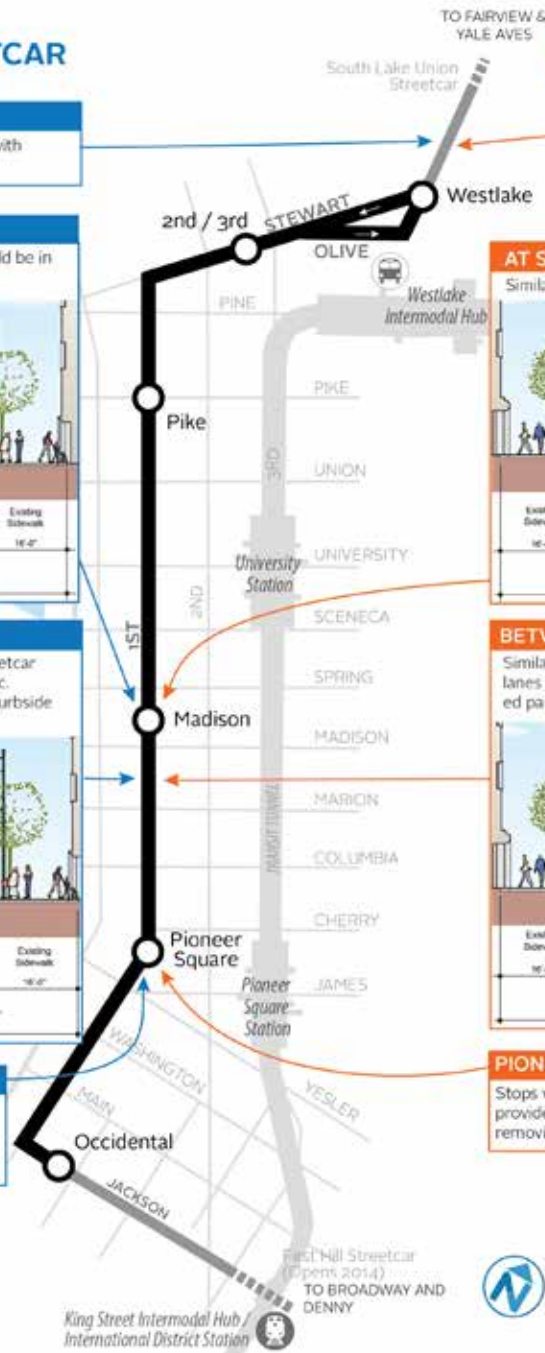
BETWEEN STOPS (TYPICAL)

Similar to mixed-traffic streetcar but with transit-only lanes and signal priority. There would be no peak-restricted parking in the curbside lanes.



PIONEER SQUARE

Stops would be located in the median, which would provide the fastest travel time, but would require removing about 2-3 street trees.



Proposed Center City Connector Alignment

Proposed Center City Connector Stops



NELSON\NYGAARD CASE STUDY

Seattle Transit Master Plan

Seattle, WA

Seattle has ambitious growth plans, expecting 200,000 new residents and 200,000 new jobs by 2030. Despite traffic congestion throughout the city, there are no plans or opportunities to add significant motor vehicle capacity, so the bulk of the city's growth must be accommodated by making more efficient use of the city's existing street network and by investing in rapid transit.

Knowing its future economy and quality of life are at stake, the City of Seattle hired Nelson\Nygaard to help it establish a stronger partnership with its two regional transit providers, King County Metro and Sound Transit, and to create a powerful business case for transit investment.

To help Seattleites understand the scale of its future mobility needs, Nelson\Nygaard led an intensive, data-driven stakeholder process that started with a detailed market analysis and the establishment of outcome-focused goals and measures of success. We then examined a broad array of corridors and used a "Multiple Account Evaluation" approach to prioritize those that offered the greatest opportunity. Only then did we look at what type of transit technologies made the most sense in each corridor.

The Final Report also identifies land use and programmatic changes necessary to make transit successful, including coordinated bicycle

and pedestrian improvements to optimize benefits in key corridors. The plan prioritizes four high capacity corridors, each of which has already been funded for the next level of project development. Of equal importance, detailed speed and reliability capital programs are developed for 15 priority bus corridors, which when implemented will save Seattle transit riders hundreds of hours of travel time each day.

This data-driven, outcome-focused, stakeholder-led approach has resulted in an unprecedented level of consensus on Seattle's mobility future, allowing the mayor to allocate \$5 million towards its implementation in 2013-14, promptly attracting \$900,000 in federal support, and setting the stage for a \$2 million in Sound Transit partnership funding. The City is now moving forward on alternatives analyses in preparation for construction.

Briefing Book

- seattle.gov/transportation/tmp_bbook.htm

Plan Summary Report

- seattle.gov/transportation/tmp_final.htm

Project Duration

- 2010-2012

Total Budget

- \$600,000

for more information

- Seattle Department of Transportation
PO Box 34996
Seattle, WA 98124-4996
Contact:
Bill Bryant
Transit Systems Manager
206-684-5470
Bill.Bryant@seattle.gov



City of Seattle Department of Transportation
TRANSIT MASTER PLAN
FINAL SUMMARY REPORT

April 2012



AEG VENUES

AEG owns, operates and provides services to many of the most iconic and successful entertainment venues around the globe. In all our work we focus on one single mission: to give the world reason to cheer.

We do this by providing our industry-leading facilities with an unmatched level of resources, experience and talent. We provide a wide array of services ranging from full operational facility management to sports and entertainment booking services, to live event production.

With over 120 facilities on five continents, our venues are gathering points for the communities in which we operate. In our design processes, we take what is shared—love of music, entertainment and sport—and interweave local passions, flavors, culture and history. We incorporate institutional knowledge in our management practices by hiring locally and collaborating with our neighbors.

Major events in dense urban centers carry their own challenges, and AEG aims to make the guest experience as seamless as possible. Our dedication and attention to operational details help deliver a smooth experience for our customers at every venue we operate. Logistical best practices, informed by and unique to the communities where we operate, are the key to this success.

As we have done worldwide, we will make available to the Seattle Coliseum the skills, experiences, and management practices we have perfected over the years.

Enclosed in this proposal are several examples of multipurpose arenas and stadiums from our worldwide portfolio. These venues showcase the experience and talent of AEG employees, and what we can achieve when we collaborate with local partners.

AEG provides services to over
120 elite venues worldwide
including the #1 arena in the
world, The O2

AEG WORLDWIDE NETWORK





AEG RENOVATION CASE STUDY

TARGET CENTER

600 First Ave. North
Minneapolis, MN 55403

TARGET CENTER

- Began providing full management services in 2007 (2007–present)
- 20,000 seat multi-purpose arena with 53 suites and 700 club seats
- Target Center is the first arena to have a green roof; it was unveiled on September 15, 2009
- Home of Minnesota Timberwolves (NBA) and Minnesota Lynx (WNBA)
- Hosts over 190 events annually including NBA, National Collegiate Hockey Conference Tournament, family shows, major concerts and community and charity events
- Currently undergoing a \$140 million renovation: new seats, scoreboard, enhanced guest services spaces to improve fan experience, new loading docks and more
- AEG provides all management, operational and marketing services including: general management and operation services; maintenance, engineering and custodial services; security and crowd control; event operations; capital management and planning; financial and operational reporting; vendor negotiation and procurement; landscape and maintenance; and marketing and event booking

home of



TARGET CENTER \$140 MILLION RENOVATION

Owned by the City of Minneapolis, Target Center, home of the WNBA Lynx and NBA Timberwolves, is a city jewel. Built in 1990, the City announced a major renovation plan for Target Center, the first all-encompassing renovation to take place at the venue in 2015.

The renovation is a joint partnership between the City of Minneapolis, AEG, the Minneapolis Timberwolves and Lynx, and AEG. As part of the renovation partnership agreement, the Timberwolves and Lynx extended their Target Center leases to 2032 and AEG extended its agreement with Minneapolis to manage the arena through 2032.

INVESTMENT

Target Center's major renovation will cost a total of \$140 million and is being funded through a partnership between the City of Minneapolis, AEG, and the Minnesota Timberwolves/Lynx. Even though each entity is contributing varying amounts, all contributions will be combined to fund the project as a whole. All partners will benefit from the improvements taking place.

TIME FRAME

Target Center's major renovation project began in May 2016 with substantial completion set for October 2017.

RENOVATION

- **Revenue Impact** - The renovation will provide AEG, the City and teams with additional revenue opportunities including the newly installed digital outdoor signage, exciting premium seating options and creative sponsorship activations
- **Sustainability** - While the green roof may be Target Center's signature sustainability symbol; the replacement of lighting and plumbing fixtures will have a huge economic and energy savings impact on the arena.
- **Premium Spaces** - Additional and re-engineered club and premium spaces will enhance the fan experience and increase both sponsorship and ticket sales revenue opportunity.
- **Event Production Capabilities** - New Loading docks and marshalling spaces will enhance event production capabilities; renovated dressing rooms and locker rooms will provide our artists and teams with greatly improved amenities when they are her for events.
- **Technology** - Perhaps one of the greatest areas of improvement, Target Center will undergo a complete technology makeover including the installation of a new in-bowl sound system, a Daktronics scoreboard, new in-bowl digital signage and LED ribbon board, and upgraded DAS and WiFi systems.

Target Center's renovation will completely re-engineer the venue for fans, athletes, performers and promoters.

TARGET CENTER \$140 MILLION RENOVATION

- **Guest Amenities** – From the moment a guest enters the arena to when they leave, their experience will be dramatically elevated. Concourses will be refreshed with new lighting and surface treatments. The restrooms will be completely renovated including the installation of all new fixtures. New seats will be installed in the entire arena bowl. Fan ingress and egress will be improved with the redesign of the entry gates, the addition of a new skyway and stairwell on the back side of the arena, and the refurbishing of existing elevators and the addition of another.
- **ADA Compliance** – Target Center's ADA guests will find updated seating locations, and additional elevator and stair railings will be installed in the lower bowl.

COMMUNITY

- **Jobs** – Target Center's renovation has created over 1,000 jobs during construction for the city of Minneapolis, and will continue to employ 45 full time and 600 part-time employees at the arena.
- **Downtown Improvements** – Target Center sits on one square city block in the heart of downtown Minneapolis' sports and entertainment district. Because of the renovation, Target Center's downtown footprint is evolving rapidly with rerouted traffic lanes and additional bike lanes. In addition, the exterior of the arena is being completely renovated with new siding, state-of-the-art digital marquee signage and an iconic main entrance.
- **Public Spaces** – In addition to a new iconic entrance, Target Center's history will be proudly displayed to guests inside the arena as well as to the general public who are simply passing by the arena on the street or passing through it by skyway.





AEG RENOVATION CASE STUDY

NASSAU COLISEUM *(opening April 2017)*

1255 Hempstead Turnpike
Uniondale, NY 11553



- Began providing services in 2015 (2015–present)
- 16,000 seat multipurpose arena
- Opened in 1972 as Long Island's beloved arena and at that time was home to concerts, large exhibitions and the New York Islanders (NHL) and the New York Nets (ABA).
- In the process of a \$165 million renovation to completely upgrade the building to host the world's greatest acts
- Grand reopening on April 5, 2017 with Billy Joel followed by top acts such as J. Cole, Stevie Nicks, Lionel Richie, Metallica and more
- Home of the Long Island Nets (NBA D-League)
- AEG provided pre-opening services including venue planning, design, construction, marketing, and event booking and will provide all facets of venue operations after opening

home of



NASSAU COLISEUM \$165 MILLION RENOVATION

NYCB Live, Home of Nassau Veterans Memorial Coliseum was developed by Forest City Ratner Companies with a wide range of consultation from AEG focusing on financial modeling, design review, operational enhancements, owner's representation, and full and part time staffing models. Originally opened in 1972, the Coliseum underwent a \$165 million renovation and is primed to host world-class sports and entertainment which began with a special performance by Long Island's own Billy Joel on Wednesday, April 5.

The Coliseum is home to the Brooklyn Nets' NBA Development League affiliate, the Long Island Nets, and hosts a variety of events including concerts, family shows, sports and outdoor festivals. Billy Joel's grand opening performance is being followed by world-renowned performers such as Stevie Nicks, Marc Anthony, Barbara Streisand, Metallica, The Weeknd, and Bruno Mars. Other major events include the final run of Ringling Bros. and Barnum & Bailey Circus, Professional Bull Riding, and a wide-range of other shows and events. In the arena's first 45 days of opening, there are 10 concerts, WWE Monday Night Raw, two Harlem Globetrotters games, three Monster Jam shows and final 16 performances of the Ringling Brothers Barnum & Bailey circus.

INVESTMENT

The \$165 million renovations were funded by Forest City Ratner Companies.

TIME FRAME

NYCB Live, Home of Nassau Veterans Memorial Coliseum's major renovation took two years to complete with 18 months of construction.

RENOVATION

- **Revenue Impact** – The renovation will provide Nassau County with revenue opportunities as the venue attracts new events and additional sponsorship and premium revenues. The venue will return a minimum of \$4.4 million to Nassau County taxpayers annually. As well, the venue is the anchor of new development in the area.
- **Sustainability** – Making the venue and surrounding area safe was a top priority resulting in the remediation and abatement of hazardous materials. A focus on creating a sustainable model included the replacement of lighting and plumbing fixtures will have a huge economic and energy savings impact on the arena.
- **Premium Spaces** – Additional and reimaged and rebuilt suites, club and lounge spaces will enhance the fan experience and increase both sponsorship and ticket sales revenue opportunity.

Nassau Coliseum's renovation includes artist-friendly "residences" designed to dramatically elevate their quality of life while on the road.

NASSAU COLISEUM \$165 MILLION RENOVATION

- **Event Production Capabilities** – All new show power was created. Behind the scenes, the venue's Artist Quarters presented by Apollo Jets provides residential style living spaces for performers and talent management. These industry-leading artists' residences can change interior design and amenities depending on the artists' desires and include exercise facilities and a specialty, high end catering kitchen.
- **Technology** – The fan experience will also be enhanced with access to free high speed Wi-Fi, upgraded phone service for all major cellular carriers, and an enlarged high definition LED scoreboard.
- **Guest Amenities** – Guest enhancements include a new exterior glass storefront to infuse natural light into the refreshed concourse, a redesigned main entrance, all new seating, improved bowl circulation, and revamped bathrooms and concessions. New amenity spaces for fans include an event level VIP Club and The Blue Moon Beer Garden. Through its Long Island Taste program, the Coliseum will offer authentic food and beverages from local restaurants and vendors.
- **ADA Compliance** – The Coliseum now meets or exceeds all ADA codes.

COMMUNITY

- **Jobs** – The renovation created 500 construction jobs. This project preserved more than a thousand union jobs and was in line with the goal to hire local Uniondale community members. Post renovation, approximately 1,500 employees were hired to work in the Coliseum, and were trained by Disney Institute, the business advisory arm of The Walt Disney Company, to bring industry-best customer service to the venue.
- **Downtown Improvements** – The reimagined arena is the cornerstone of the new building development zone and master plan for the site that will stimulate the economy, create jobs and establish an enhanced entertainment destination in the heart of America's largest township.
- **Public Spaces** – The Veterans Memorial, a dark granite oval located on the southeast corner of the plaza in a highly prominent location by the front entrance, features water flowing along its surface, with a monument emerging at the center where veterans will be honored with an eternal flame.





AEG RENOVATION CASE STUDY

ACCORHOTELS ARENA

8 Boulevard de Bercy
Paris, France 75012



- AEG purchased equity in 2013 and began providing consulting services (2013-present)
- 20,300 seat multi-purpose arena with 54 luxury suites and 21,000 square feet of lounges for VIPs
- Recently underwent an 18 month \$176 million renovation which included a new main hall with experiential partner spaces, restaurant and bars. Spectators are enjoying an unprecedented comfort with new seating systems and a diverse premium food offering.
- Home to national and international championships in many disciplines including basketball, handball, ice-hockey, Judo, karate, indoor track and field, gymnastics, figure skating and many more, in addition to sporting events, the Arena hosts international artists including U2, Madonna, Muse, Foo Fighters, Scorpion, David Guetta, Johnny Hallyday, Janet Jackson and more
- Home of ATP Paribas Tennis Masters Tournament
- AEG provides consulting services



PALAIS OMNISPORTS DE PARIS-BERCY TRANSFORMED BY \$176 MILLION RENOVATION INTO ACCORHOTELS ARENA

Owned by the City of Paris, the Arena had operated since its opening in 1984 without any real improvements. From the 1980s to 2010, the Palais Omnisports de Paris-Bercy was one of the five main venues in the world for live music ticketing sales despite its original purpose as a big gymnasium with amenities neither for general audience nor for sponsors, athletes, or artists. The renovation was aimed at completely transforming the venue to improve the customer experience at every level.

AEG became a strategic partner of the venue operating company and the City to renovate and modernize the venue, resulting in an equity partnership.

INVESTMENT

AccorHotels Arena renovation cost \$176 million and was financed through a securitization of the future venue cash flows. The renovation was financed without public subsidies.

TIME FRAME

AccorHotels Arena renovation time from management selection to re-opening was approximately four years with temporary re-openings in 2014 and 2015.

RENOVATION

- **Revenue Impact** – The renovation increased the capacity of the venue from 17,000 to 20,300 seats and well as capabilities to shrink the venue to 8,000 seats allowing for more flexibility for promoters and an increase in events and revenue.
- **Premium Spaces** – 54 suites and four lounges were added, allowing for the first time, annual suite sales and premium seating memberships.
- **Event Production Capabilities** – Improved acoustics for all kinds of live music and stage positions, four large and modernized locker rooms for sport teams (basketball, ice hockey, handball, etc.), and dedicated rooms for production teams and artists (catering, wardrobe, artist locker room, etc.) turning the old gymnasium into a modern arena.
- **Guest Amenities** – Aesthetic improvement of the bowl, replacing the uniform, dated red plastic seating with grey and black padded seats, tiered in direct relation to ticket pricing enables more fans to attend events with new price points and in comfort with the new seats. The new concession offerings of bars, a brasserie, and lounge give guests new culinary treats to enjoy.

The total transformation of the venue propelled it into the #3 ranking in the world in 2016 according to Pollstar.

PALAIS OMNISPORTS DE PARIS-BERCY TRANSFORMED BY \$176 MILLION RENOVATION INTO ACCORHOTELS ARENA

COMMUNITY

- **Downtown Improvements** – As the Arena is at the very center of Paris, the construction of an esplanade with terraces creates a link between the community and the venue.
- **Public Spaces** – A new lobby area of 21,500 square feet with large windows and topped by a wave-shaped canopy which opens on the rue de Bercy was created. It is an airy and bright space punctuated by information points which invites citizens to share moments of conviviality, exchange and experience around entertainment and sport.



Pre-Renovation



Post-Renovation



immersion
immersion
even you

SAMSUNG
Live zone

AEG RENOVATION CASE STUDY

STAPLES CENTER

1111 S. Figueroa Street
Los Angeles, CA 90015



- Began management in 1999 after developing and building the venue (1999–present)
- 20,000 seat multi-purpose arena; 150 suites; 3,000 club seats
- 950,000 sq. feet
- Hosts over 275 events per year and 4 million guests; NBA, NHL, X-Games, major concerts and family shows, and nationally televised award shows
- Only arena in the world that is home to four professional franchises: Los Angeles Lakers (NBA), Los Angeles Clippers (NBA), Los Angeles Kings (NHL), Los Angeles Sparks (WNBA)
- Named Pollstar “Arena of the Year” twice and nominated each year since opening in 1999
- 2011 Year End Pollstar, Billboard, and Venues Today – #1 Grossing Arena in North America
- 2011 NCS4 Facility of Merit for Safety and Security–NBA
- 2012 NCS4 Facility of Merit for Safety and Security–NHL
- AEG provided pre-opening services including venue planning, design, construction, marketing, and event booking as well as currently provides all management, operational and marketing services including: general management and operation services; maintenance, engineering and custodial services; security and crowd control; event operations; capital management and planning; financial and operational reporting; vendor negotiation and procurement; landscape and maintenance; and marketing and event booking.

home of



STAPLES CENTER THREE-YEAR, \$20 MILLION UPGRADE

STAPLES Center has clearly established itself as the sports and entertainment center of the world. As the home of four professional sports franchises—the NBA's Los Angeles Lakers and Los Angeles Clippers, the NHL's Los Angeles Kings and the WNBA's Los Angeles Spark. The AEG owned and operated arena continues to distinguish itself as the host of several high-profile events of national and international distinction including the GRAMMY Awards twelve of the last thirteen years, the 2004 & 2011 NBA All-Star Game, 2002 & 2017 NHL All-Star Games, 2000 Democratic National Convention and 2009 World Figure Skating Championships. STAPLES Center hosts over 250 events and over 4 million guests annually with events ranging from professional sports, live music, family shows, boxing and special events. The arena's reputation for world-class amenities, features and commitment to quality of service and the guest experience is second to none.

The \$400 million venue, built in 1999, strives to have industry leading guest amenities and provide state of the art technology to our guests, tenants, promoters and special events. To stay at the forefront of the industry STAPLES Center embarked on a three year, \$20 million upgrade that started in 2014 and recently was completed.

INVESTMENT

The \$20 million upgrade was solely funded by AEG.

TIME FRAME

STAPLES Center's upgrade was completed in stages from 2014 to 2017, to minimize the disruption to the venue's event calendar.

RENOVATION

- **Revenue Impact** – The upgrades provided STAPLES Center and AEG additional revenue opportunities with faster concession selling ability, new merchandise sales technology, and reduced maintenance and energy costs.
- **Sustainability** – The installation of the new LED sports lighting system dramatically reduces energy costs, resulting in savings of approximately \$280,000 annually, compared with the standard metal halide lighting. STAPLES Center was the first NBA & NHL arena in the United States to feature LED sports lighting.

The key to STAPLES Center long-standing position among the busiest in the world has been AEG's continual reinvestment into all aspects of the venue.

STAPLES CENTER THREE-YEAR, \$20 MILLION UPGRADE

- **Premium Spaces** – Full upgrades were made to all 170 private suites and 16 event suites with each suite having a sophisticated and contemporary feel creating a more social vibe that promotes interaction and casual conversation, in addition to watching the event.
- **Event Production Capabilities** – The installation of new retractable seating makes the process of doubleheader conversions, that STAPLES Center mandates to complete in 90 minutes, much more efficient and require less maintenance.
- **Technology** – STAPLES Center partnered with Tap.in2, to enable fans to purchase merchandise directly from their smart phones. This technology provides Los Angeles Clippers, Lakers and Kings fans the unique opportunity to order official team merchandise from their smart phone and have it delivered right to their ticketed seat. To support this, the venue concurrently underwent an overhaul of its WiFi and DAS systems.
- **Guest Amenities** – The concession stand refresh and upgrade project included new designs, new menu items, and integrating a brand-new POS system, giving fans and guests an upgraded and faster experience. The addition of the Bud Cooler and the Draft Kings Fantasy Sports Bar and Lounge gives fans new and exciting food and beverage options. The new 7,000 square foot TEAM LA store features more space, more Lakers, Clippers, Kings and Sparks gear and less waiting in line with more than 20 points of sale throughout the store.

COMMUNITY

- **Community Benefits Agreement** – The comprehensive agreement outlined substantive investments in the community surrounding STAPLES Center and L.A. LIVE project site that would be implemented concurrent to the development of the project. The agreement identified economic development strategies and programs that leveraged the development of L.A. LIVE so that the surrounding community could maximize the benefits from the project.
- **Jobs** – The creation of STAPLES Center and L.A. LIVE, along with AEG's Downtown Los Angeles headquarters has created over 4,500 jobs in the City of Los Angeles
- **Downtown Improvements** – The construction of STAPLES Center and L.A. LIVE was a \$3 Billion investment in Downtown Los Angeles and created public spaces at L.A. LIVE, parks in surrounding neighborhoods, and was a catalyst to creating affordable housing in the area.
- **Local Art** – With the upgraded Event Suites, STAPLES Center decided to uniquely celebrate Los Angeles with different themes and significant moments in sports and entertainment at STAPLES Center, as well as distinctive neighborhoods that are part of the city, featuring custom art pieces by local artists.

STAPLES CENTER THREE-YEAR, \$20 MILLION UPGRADE



AEG RENOVATION CASE STUDY

THE SSE ARENA, WEMBLEY

Engineers Way
Wembley, London, HA9 0DH
United Kingdom



- Began providing full management services in 2013 (2013 – present)
- The Beatles played their last ever UK gig at the Arena in 1966
- When the Olympic games returned to London in 2012, Wembley Arena was again a host—this time for badminton and rhythmic gymnastics
- 12,740 seat multi-purpose arena
- Hosts over 100 events annually including major concerts, sporting events and family shows
- AEG provides all management, operational and marketing services including: general management and operation services; maintenance, engineering and custodial services; security and crowd control; event operations; capital management and planning; financial and operational reporting; vendor negotiation and procurement; landscape and maintenance; and marketing and event booking



ICONIC UK VENUE: A CORNERSTONE OF A NEW LIVE, WORK, PLAY COMMUNITY

The SSE Arena, Wembley is an iconic venue. It was built as the Empire Pool and Sports Arena in 1934, even today the swimming pool is intact underneath the floor. The venue has hosted everything from the Olympics in 1948 to the Beatles last UK performance in 1966 to modern music acts and family shows. Part of Wembley Park, a district encompassing the Arena, Wembley Stadium, homes, a Hilton hotel, shopping district, and restaurants where the community can live, work, and play.

INVESTMENT

The SSE Arena, Wembley major renovation cost \$47 million.

TIME FRAME

The renovation was conducted in two stages, the first was completed in 2006. The more recent renovation is conducted by AEG and started in 2014 and is currently ongoing with upgraded amenities throughout the venue and technology advancements.

RENOVATION

- **Revenue Impact** – The renovation provided AEG and the venue owner, Quintain, with additional revenue opportunities including exciting premium seating options, new food and beverage areas, and creative sponsorship activations
- **Premium Spaces** – Created from previously under used or unused space at stage level, four new suites and 80 premium club seats, with waiter service, increase revenue opportunities and provide amazing unobstructed views for fans.
- **Event Production Capabilities** – A new curtain draping system is currently being implemented which will allow for more flexible capacities, as well as plans for an LED lighting project and dressing room upgrades.
- **Guest Amenities** – Multiple lounges and concession areas have been added, enhancing the culinary options for guests. An SSE lounge was created by the naming rights partner to give their customers an exclusive area for interaction.

The renovation of SSE Arena, Wembley has been a key catalyst to the re-imagination and redevelopment of an entire region of London.

COMMUNITY

- **Public Spaces** – The arena is at the heart of the Wembley Park Masterplan, which is transforming the immediate vicinity, with the creation of 4,850 new homes, park land, office accommodation and new retail units. The plan is creating a new community and year-round destination for London.
- **Sustainability** – The first commercial venue in the UK to undergo the Creative Green certification process with Julie's Bicycle, a certification providing creative organizations with a systematic, achievable and inspiring approach to environmental sustainability

AEG RENOVATION CASE STUDY

BARCLAYCARD ARENA

Sylvesterallee 10
Hamburg, D-22525
Germany



- Began providing pre-opening services after purchasing the former Color Line Arena in 2007, and has provided full management services since 2010 after redevelopment (2007 – present)
- 16,000 seat multi-purpose arena with 71 suites and 260 club seats
- Home of HSV Handball
- Hosts over 130 events annually including hockey, handball, major concerts, family shows, company banquets and community and charity events
- AEG provided pre-opening services including venue planning, design, construction, marketing, and event booking as well as currently provides all management, operational and marketing services including: general management and operation services; maintenance, engineering and custodial services; security and crowd control; event operations; capital management and planning; financial and operational reporting; vendor negotiation and procurement; landscape and maintenance; and marketing and event booking

home of



HAMBURG'S COMMUNITY ARENA IS TRANSFORMED BY TECHNOLOGY WITH AEG PURCHASE

Hamburg's ColorLine Arena was transformed by AEG with an \$8.5 million technology and premium upgrade into the O2 Arena Hamburg and more recently Barclaycard Arena. AEG purchased the venue in 2007 and starting in 2010 has implemented technology and premium space upgrades.

INVESTMENT

AEG has invested \$8.5 million in upgrades.

TIME FRAME

The upgrades began in 2010 and are ongoing.

RENOVATION

- **Revenue Impact** – The upgrades provided AEG with additional revenue opportunities from sponsorship activation of the fascia board and new premium spaces.
- **Premium Spaces** – Additional skyboxes and VIP restaurant were created, increasing premium seating by 300.
- **Technology** – A new fascia board was installed on the front of the venue, enabling new messaging and sponsorship opportunities. Digital signage is currently being upgraded for a second time with a new digital media network offering partners, visitors and promoters improved content and engagement possibilities. Wi-Fi will be made available to every guest in the arena covering all areas within the venue.
- **Guest Amenities** – A new entrance to the venue was created to welcome guests and enhance their experience.

AEG has led the transformation of the venue into one of the most environmentally friendly in the world.

COMMUNITY

- **Public Transit** – The venue promotes use of public transit through partnerships with local agencies; patrons can use public transit for free with proof of event attendance. The venue also provides free shuttles to and from the arena from the nearby train station for 2 hours before the event and up to 2 hours after the event.
- **Sustainability** – Approximately 300,000 cubic feet of rainwater is captured annually from the rooftop which is then used for the extinguishing water and sanitary facilities. We purchase 100% renewable energy. Recent installation of a heat pump that transforms the facility's chiller's heat loss into usable energy.

AEG RENOVATION CASE STUDY

SPRINT CENTER

1407 Grand Blvd.
Kansas City, MO 64106



- Began management in 2007 after developing and building the venue (2007 – present)
- 18,500 seat multi-purpose arena with 72 suites and 6,000 club seats
- Anchor to a municipally created downtown business and entertainment district
- Hosts over 220 events annually including collegiate basketball, NBA, family events, major concerts, and community and charity events
- AEG provided pre-opening services including venue planning, design, construction, marketing, and event booking as well as currently provides all management, operational and marketing services including: general management and operation services; maintenance, engineering and custodial services; security and crowd control; event operations; capital management and planning; financial and operational reporting; vendor negotiation and procurement; landscape and maintenance; and marketing and event booking



SPRINT CENTER IS A CATALYST FOR REDEVELOPMENT

Sprint Center is Kansas City's home for live entertainment and sporting events. As the anchor to more than \$6 billion of reinvestment in a revitalized downtown Kansas City, the award-winning venue has welcomed more than 9 million guests since its opening. Having exceeded attendance and financial projections in each year since opening in 2007, Sprint Center is a unique public/private partnership between AEG and the city of Kansas City, Mo. To celebrate the venue's 10th anniversary arena upgrades were made.

INVESTMENT

Sprint Center cost \$276 million to construct with contributions from the Kansas City and AEG, resulting in a unique public/private partnership between the City and AEG, which signed a 35-year management agreement. Additional funds were supplied for the 10th anniversary upgrades.

TIME FRAME

Construction broke ground in June 2005 and was completed in Fall 2007. 10th anniversary upgrades took place over several months in 2016.

GRAND OPENING

Sprint Center opened doors on Oct. 10, 2007, following a Ribbon Cutting Ceremony including city dignitaries and the legendary Garth Brooks. More than 20,000 visitors attended a free open house to explore Kansas City's newest asset and witness the arena floor change from hockey to basketball to concert configurations.

Sprint Center was the driving force in over \$6 billion of reinvestment into Kansas City's downtown.

RENOVATION

- **Revenue Impact** – The upgrades will provide AEG and the City with additional revenue opportunities including the newly installed scoreboard, exciting premium seating options and creative sponsorship activations.
- **Premium Spaces** – Refined premium areas and additional club spaces will enhance the fan experience and increase both sponsorship and ticket sales revenue opportunities.
- **Technology** – Sprint Center commissioned Daktronics to design, manufacture and install a new six-display center hung video system. Installation of new video amenities will enhance the atmosphere of multiple events held at the facility including the Big 12 Men's Basketball Championships, NCAA Men's Basketball Regional, and NCAA Volleyball Final Four. The new technology provides an increase of six times the pixels of the previous display system resulting in clearer, higher resolution imagery.

SPRINT CENTER IS A CATALYST FOR REDEVELOPMENT

- **Guest Amenities** – Guests will appreciate new video elements and televisions, enhanced food and beverage offerings and event level improvements.

COMMUNITY

- **Economic Output** – A recent economic impact study shows that Sprint Center generated more than \$660 million in added economic output
- **City Funds** – As a result of the arena's continued programming success, Sprint Center/AEG has provided nearly \$10 million in unanticipated funds to the city coffers through a provision in the management agreement.
- **Jobs** – Sprint Center has helped create 1,361 annual average jobs in the state of Missouri.





AEG RENOVATION CASE STUDY

STUBHUB CENTER

18400 Avalon Blvd.
Carson, CA 90746



- Began management in 2003 after developing and building the venue (2003–present)
- 27,000 seat multi-purpose stadium, 8,000 seat tennis and boxing stadium, 2,000 seat track and field facility, 2,450 seat indoor velodrome
- 48 suites and 1,500 club seats
- Hosts over 80 events per year including MLS matches and championships, boxing, mixed martial arts, track and field events, CrossFit, major concerts, film shoots, and community and charity events
- Home of LA Galaxy (MLS) and Los Angeles Chargers (NFL)
- Named an Official U.S. Olympic training site by the United States Olympic Committee
- ISO 14001 Certified
- AEG provided pre-opening services including venue planning, design, construction, marketing, and event booking as well as currently provides all management, operational and marketing services including: general management and operation services; maintenance, engineering and custodial services; security and crowd control; event operations; capital management and planning; financial and operational reporting; vendor negotiation and procurement; landscape and maintenance; and marketing and event booking



STUBHUB CENTER DELIVERS FOR THE CITY OF CARSON

Before being built in 2001, the land on which StubHub Center sits was generally unused by California State University, Dominguez Hills (CSUDH). The 125-acre property now features a 27,167-seat stadium for soccer, football and other athletic competitions and outdoor concerts; an 8,000-seat tennis stadium; a 2,000-seat facility for track and field and a 2,450-seat indoor Velodrome for track cycling. StubHub Center is home to Major League Soccer's LA Galaxy, the five-time MLS Cup Champions, the United States Tennis Association's (USTA) High Performance Training Center, the national team training headquarters for the U.S. Soccer Federation (USSF) and EXOS, an international training center for elite and professional athletes, and soon to be the interim home to the NFL's Los Angeles Chargers. Since opening, StubHub Center has brought much recognition to the previously unknown City of Carson.

INVESTMENT

StubHub Center cost \$150 million to build and has received \$35 million in enhancements since 2013. AEG is responsible for all construction and upgrade costs.

GRAND OPENING EVENT

- AEG hosted "Carson Community Day" which included tours, guest speakers, live entertainment, and a BBQ. It was open to all local residents and community members.
- The Opening Gala welcomed all partners including City of Carson and CSUDH leaders.

RENOVATION

- **Revenue Impact** - The upgrades will, and have provided AEG and teams with additional revenue opportunities including the newly installed digital signage, exciting premium seating options and creative sponsorship activations.
- **Sustainability** - StubHub Center became the first stadium in Major League Soccer to illuminate its field using high-efficiency LED sports lights. The new, upgraded lights use over 60 percent less energy than the lighting array it replaced and offer enhanced viewing for fans in stadium and through broadcast.
- **Premium Spaces** - The addition of the all-inclusive Jim Beam Champions Lounge as well as upgrades to the American Express Stadium Club and all suites will enhance the fan experience and increase both sponsorship and ticket sales revenue opportunities.

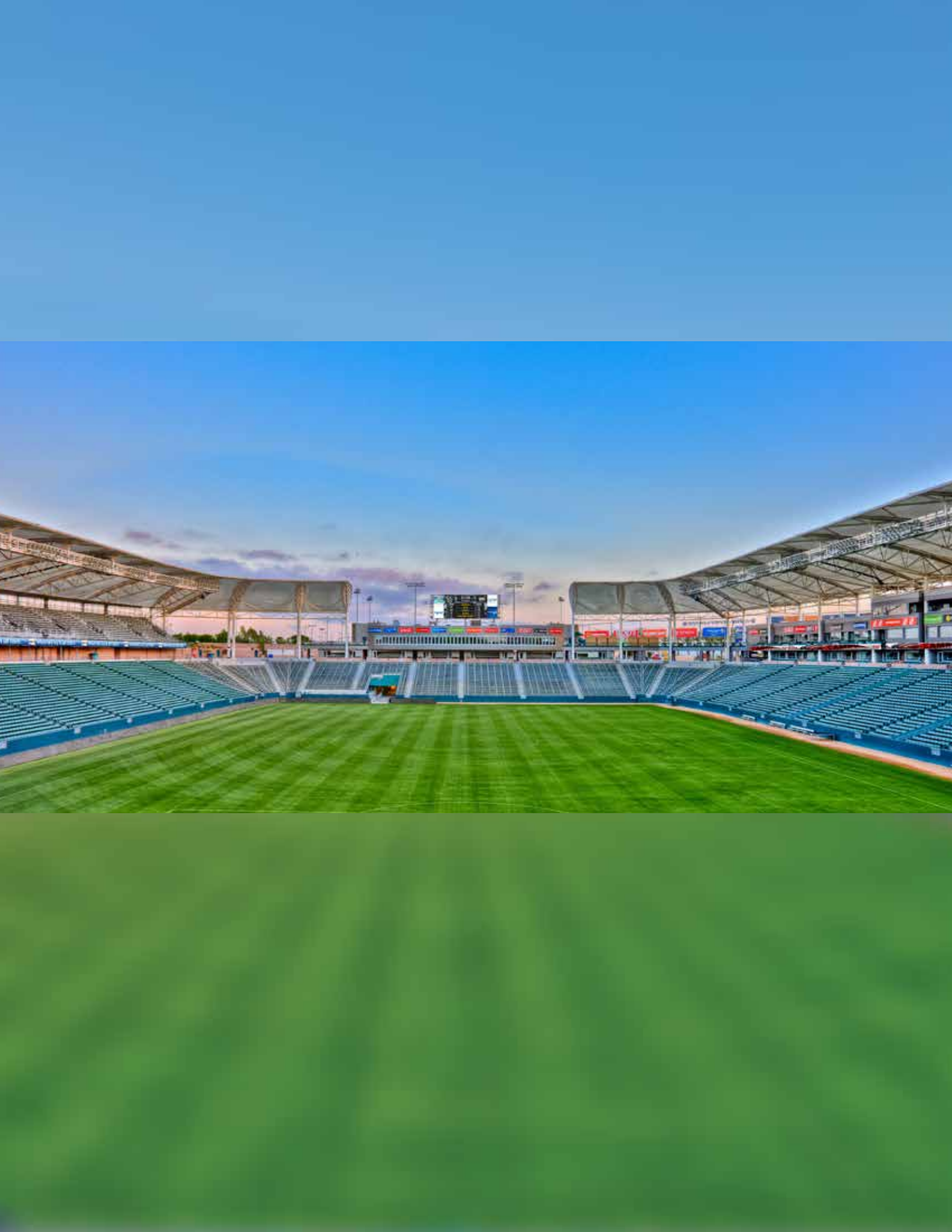
StubHub Center was at the forefront of the movement to soccer-specific stadia in the US and now will play home to the NFL's LA Chargers.

STUBHUB CENTER DELIVERS FOR THE CITY OF CARSON

- **Event Production Capabilities** – The LA Galaxy have also created new and dedicated locker rooms to house the LA Galaxy, LA Galaxy II and LA Galaxy Academy teams at StubHub Center, making the club the only one in the United States that offers use of the same location and facilities for players from the youth level to the ranks of the professional first team.
- **Technology** – A new 20-foot by 52-foot, 1,040 square foot LED video board will be built on the south side of the stadium to complement the north side's GalaxyTV, a 5,100-square foot LED screen which is the largest in MLS and rivals most NFL stadium video boards. State-of-the-art LED ribbon boards will also be installed throughout the stadium.
- **Guest Amenities** – Fans will receive upgraded club seating in sections 110-112, located at midfield and in the upper sideline sections, new tip-up seats will be installed to replace the bleacher row seating.

COMMUNITY

- Created more than 1,000 construction-related jobs during time of construction in 2002-2003
- Created approximately 500 permanent/part-time jobs
- The City of Carson and Cal State University Dominguez Hills receive ticket admissions fees
- Renovated the Track Stadium and Softball/Baseball stadiums for CSUDH athletics in 2003
- Installed a new state of the art surface at the track stadium for CSUDH track team in 2016 at a cost of \$750,000
- StubHub Center has made a strong commitment to giving back to the local community. To support local community-based organizations that improve the educational and recreational opportunities available to young people, we have established the StubHub Center Foundation that, in association with other AEG-related organizations and foundations, has provided more than \$10 million to Southern California charities and programs and hosts 12 programs annually to benefit the youth in the local community.
- Since 2015, StubHub Center has hosted a summer concert series that is free to the public
- City of Carson receives two rent free events each year
- Local schools use the Tennis Stadium for commencement ceremonies rent free
- Local organizations receive "Friends & Family" discounts on rental fees
- A three-mile jogging trail with 12 fitness stations was created around the perimeter of the facility for public use
- A partnership with Long Beach Transit was created to both improve transportation to the stadium and reduce the venue's carbon footprint by offering free Galaxy Express shuttles to and from StubHub Center from two local transit centers on LA Galaxy game days. It is free and parking at both stations is free.



AEG RENOVATION CASE STUDY

VALLEY VIEW CASINO CENTER

3500 Sports Arena Blvd.
San Diego, CA 92110



- Began providing full management services in 2008 (2008 – present)
- 15,000 seat multi-purpose arena
- San Diego's largest arena has hosted musical greats such as U2 and the Rolling Stones
- Home of the San Diego Gulls (AHL)
- Hosts over 100 events annually including AHL, major concerts, family shows, and community and charity events
- Celebrated its 50th year anniversary in 2016
- AEG provides all management, operational and marketing services including: general management and operation services; maintenance, engineering and custodial services; security and crowd control; event operations; capital management and planning; financial and operational reporting; vendor negotiation and procurement; landscape and maintenance; and marketing and event booking

home of



AEG UNDERTAKES VALLEY VIEW CASINO CENTER'S 1ST MAJOR RENOVATION IN 43 YEARS

On land owned by the City of San Diego the Valley View Casino Center is a partnership between AEG and Arena Group 2000. Built in 1966, the San Diego icon has hosted artists ranging from the Beatles to Lady Gaga to Disney on Ice, and iconic events such as the Final Four, NBA All-Star game and the Republican National Convention.

INVESTMENT

AEG was responsible for the full renovation investment.

TIME FRAME

Valley View Casino Center renovation project began in October 2009, after AEG became a partner of the venue.

RENOVATION

- **Revenue Impact** – The renovation provides AEG and the City with additional revenue opportunities including in-venue digital signage, new premium seating options, and additional concession points of sale
- **Premium Spaces** – The addition of a VIP Club and premier box seating areas enhance the fan experience and increase ticket sales revenue opportunities.
- **Sustainability** – New restroom stalls, sinks, counter tops, and waterless urinals upgrade the customer experience and decrease water usage for the Arena.

AEG's investment in Valley View Casino Center has revitalized an iconic venue and transformed it into one of the business arenas in the US.

COMMUNITY

- **Traffic Improvement** – With the repaving of the parking lot, Valley View Casino Center worked with the Cities of Point Loma and the San Diego to adjust traffic signals and flow around events
- **Art and History** – The renovation included adding images of iconic artists and events that have visited the Arena

AEG RENOVATION CASE STUDY

AT&T CENTER

One AT&T Center Parkway
San Antonio, TX 78219



- Began providing services in 2008 (2008 – present)
- 18,797 seat multi-purpose arena
- Hosts over 140 events annually including NBA, WNBA, AHL, concerts, family shows, and special events as well as a cultural and heritage center featuring a permanent art collection composed of works from local and regional artists
- Home of San Antonio Spurs (NBA), San Antonio Silver Stars (WNBA) and San Antonio Rampage (AHL)
- AEG provides event booking services

home of



AT&T CENTER \$100 MILLION RENOVATION

Spurs Sports & Entertainment, Bexar County, and AEG conducted a \$100+ million renovation of the 12-year-old AT&T Center during the summer and fall of 2015 to create an entertainment experience that rivals other destinations throughout Texas and the nation. AEG provided key consulting services regarding all aspects of the renovation.

INVESTMENT

The renovations were funded through a 2008 voter-approved extension of the original visitor tax that voters passed in 1999 to build the AT&T Center, combined with a significant investment from SS&E.

TIME FRAME

The renovation took place from June to October 2015.

RENOVATION

- **Premium Spaces** – All suites were enhanced and updated enhancing the fan experience and increasing both sponsorship and ticket sales revenue opportunities.
- **Technology** – Technology enhancements to AT&T Center were prevalent arena-wide with the installation of high definition televisions and LED signage throughout the arena. The addition of LED displays to the NE, SE and SW ticket towers give the exterior a striking new look and provide the ability to showcase game action, event highlights and promotional messaging.

The centerpiece of the technology updates is the installation of a brand-new center-hung video board that provides a state-of-the-art, high-definition display and has more than four times the viewable area of the previous board. A new audio system and improved Wi-Fi capabilities round out the technology enhancements that help elevate and create a more immersive fan experience.

- **Guest Amenities** – Guests are now welcomed through improved arena entrances and enjoy expanded concourses, upper level improvements and a larger Whataburger concession.

The AT&T Center's transformation moved the venue into the top echelon of tech-friendly venues in the US.

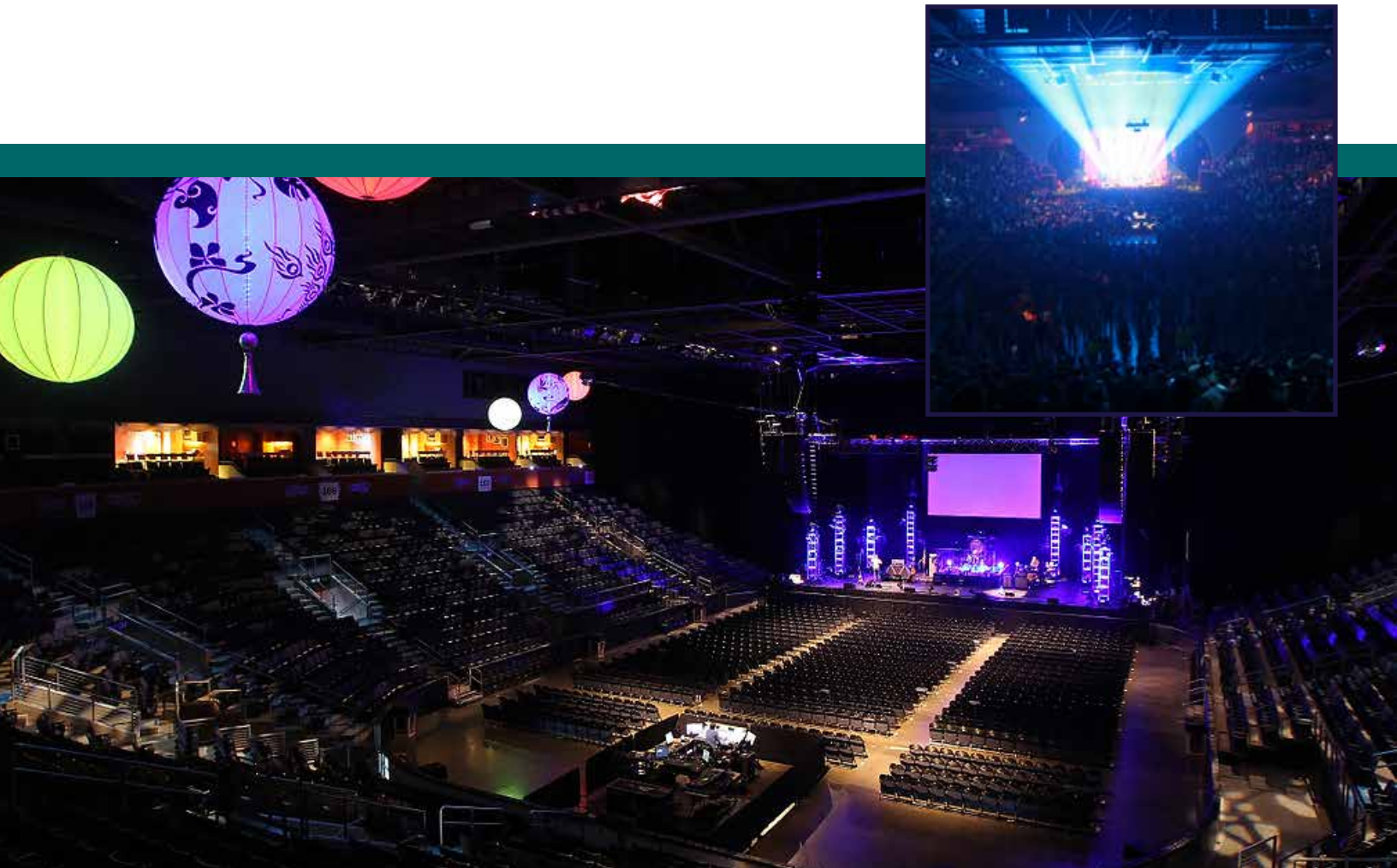
AEG RENOVATION CASE STUDY

1STBANK CENTER

11450 Broomfield Lane
Broomfield, CO 80021



- Began providing full management services in 2010 after renovating the venue (2009 – present)
- 7,500 seat multi-purpose arena
- The premiere mid-sized event venue in the Denver area hosting live music, family shows, sporting events and community functions
- AEG provides all management, operational and marketing services including: general management and operation services; maintenance, engineering and custodial services; security and crowd control; event operations; capital management and planning; financial and operational reporting; vendor negotiation and procurement; landscape and maintenance; and marketing and event booking



AEG INVESTS TO MAKE 1ST BANK CENTER BECOME DENVER'S PREMIER MID-SIZED ENTERTAINMENT VENUE

Owned by the City of Broomfield, the Broomfield Event Center was transformed into the 1st Bank Center by a partnership with the City, AEG, and Kronke Sports & Entertainment (KS&E) following the renovation of the aging venue.

INVESTMENT

The City, AEG, and KS&E contributed varying amounts, with all partners benefiting from the improvements.

TIME FRAME

1st Bank Center's major renovation project began August 2009 with the venue re-opening March 2010.

RENOVATION

- **Revenue Impact** – Significant financial benefits to the City due to the partnership with AEG and KS&E as the City now receives revenues from the venue instead of providing a subsidy as they had done prior to the renovation and management agreement.
- **Premium Spaces** – All suites were renovated, enhancing the fan experience and increasing sponsorship and ticket sales revenue opportunities.
- **Event Production Capabilities** – All backstage areas were renovated, leading to new bookings for the venue.
- **Guest Amenities** – Concourses were refreshed with new lighting and surface treatments, concession areas were remodeled, and all signage was replaced.

The renovation of the 1st Bank Center allowed the venue to better serve its community by significantly increasing and diversifying content.

COMMUNITY

- AEG continually creates and books family and community entertainment such as Cirque du Soleil and Yo Gabba Gabba.
- Community centered events are a regular part of the schedule such as high school and college graduations, community meetings involving topics of interest to the local residents, and annual City Council charity event.

AEG RENOVATION CASE STUDY

HYDE PARK BARCLAYCARD BRITISH SUMMER TIME

W Carriage Drive
London W2 2UH
United Kingdom



- Began providing services in 2012 (2012 – present)
- 65,000 festival capacity
- 10-day event hosting some of the biggest music superstars and rising talent, such as The Rolling Stones, Bon Jovi, The Killers, Justin Bieber, Kings of Leon, Lionel Richie, and Jennifer Lopez
- Held in London's iconic Hyde Park
- Top-class hospitality suites, themed areas with piazzas, carnival floats and whisky bars, along with fun fair rides and quality local food traders
- Works with the natural surroundings of Hyde Park to ensure an environmentally-friendly footprint and commissioned an internationally respected team of ecologists to advise on the planning and construction
- In addition to the headlining weekends, there are events mid-week that are free, which include wellbeing and sports, music and dance, theatre and cinema and comedy
- AEG provides all management, operational and marketing services including: general management and operation services; maintenance, engineering and custodial services; security and crowd control; event operations; capital management and planning; financial and operational reporting; vendor negotiation and procurement; landscape and maintenance; and marketing and event booking



BARCLAYCARD PRESENTS BRITISH SUMMER TIME AT HYDE PARK RENOVATION RESULTS IN COMMUNITY AND ECOLOGICAL PARTNERSHIP

With six nights of world class entertainment and new mid-week activities attracting hundreds of thousands of visitors, London's Barclaycard presents British Summer Time at Hyde Park has a significant impact on the local community and the local and wider environment. AEG's aim as a responsible event organizer is to ensure communities have a positive experience and that we reduce our impact on the environment and surroundings, while staging a memorable world class event. We work to maximize the ways in which our event can make a positive difference, while also reducing negative impacts on the environment and community through: sustainability; charity; community engagement and customer service; inclusivity and accessibility; protecting the park ecology and wider environment; sustainable products and materials; and energy and waste.

INVESTMENT

AEG was responsible for the full renovation investment.

TIME FRAME

The renovation was seven months, with additional preplanning prior to the renovation starting.

RENOVATION

- **Revenue Impact** – The renovation was required by The Royal Parks to produce British Summer Time as the previous promoter caused noticeable sound issues and complaints from the community.
- **Noise Abatement** – The site was reconfigured to resolve sound issues caused by the previous contract holder. The stage was rotated to limit noise impact on local residents, and the new sounds system was tested repeatedly off-site to ensure optimal performance. Propagation tests were conducted based on previous learnings as well as employing an acoustics specialist.
- **Sustainability** – AEG is committed to working with the natural surroundings of Hyde Park to ensure an environmentally-friendly footprint and commissioned an internationally respected team of ecologists to advise on the planning and construction of Barclaycard presents British Summer Time. We work with our power providers to maximize efficiency, monitor energy use, minimize emissions and prevent pollution. We are also committed to avoiding waste where possible. In 2013, we achieved zero waste to landfill, in accordance with the UK's Zero Waste Events 20:20 roadmap. In 2015, our recycling rate was 37% with measures ranging from color-coded, clearly sign-posted bins, clear plastic bags for all traders, and re-usable water bottles for staff.

British Summer Time at Hyde Park not only brings the world's best entertainment to London, but it does so while continually reducing its environmental footprint and enhancing the fit into its neighborhood.

BARCLAYCARD PRESENTS BRITISH SUMMER TIME AT HYDE PARK RENOVATION RESULTS IN COMMUNITY AND ECOLOGICAL PARTNERSHIP

COMMUNITY

- **Community Impact Team** – AEG works year-round alongside local stakeholders in planning Barclaycard presents British Summer Time Hyde Park and installed a Community Impact Team (CIT) to oversee and be the first point of on-site call for any resident concerns. The CIT are on hand during the build and dismantling of the site and throughout the event itself to target areas under pressure whether that is litter reporting, crowd flows, or noise management.
- **Engagement** – AEG wanted to make sure that our event is an invitation to everyone and that it engages all communities, including daily park users, tourists and local school children, ensuring as much of the event space remain accessible during our residency. We created events mid-week that are free, which in previous years has included wellbeing and sports, music and dance, theatre & cinema and comedy.
- **Local Resident Benefits** – We offer show day ticket presale incentives to local residents, allowing them to access tickets before the general public.
- **Sourcing** – We are committed to using sustainably sourced materials, equipment and products, with the aim of reducing travel miles, safeguarding the environment and welfare standards, and supporting the local economy. We work with catering, bars and traders to ensure that they all provide some sustainable and locally sourced food and drink options.



AEG RENOVATION CASE STUDY

VERIZON THEATRE AT GRAND PRAIRIE

1001 Performance Place
Grand Prairie, Texas 75050



- Began providing full management services in 2002, (2002 – present)
- 6,350 seat theatre
- Features comfortable, spacious seating, elite luxury suites with private entrances, corporate hospitality areas and convenient parking
- Hosts 145 events annually of all types of entertainment from the Eagles to Jeff Foxworthy to the Radio City Rockettes
- AEG provides all management, operational and marketing services including: general management and operation services; maintenance, engineering and custodial services; security and crowd control; event operations; capital management and planning; financial and operational reporting; vendor negotiation and procurement; landscape and maintenance; and marketing and event booking



AEG ELEVATES VERIZON THEATRE AND CITY OF GRAND PRAIRIE COLLABORATIVE RELATIONSHIP

AEG and the City of Grand Prairie have a partnership that fully aligns AEG's and the City's financial interests and has helped facilitate a successful collaborative relationship. The City of Grand Prairie remained the venue owner post-bankruptcy of the Theatre with AEG entering a long-term lease and operating agreement as its tenant.

INVESTMENT

Verizon Theatre at Grand Prairie's renovations were fully funded by AEG.

TIME FRAME

Renovation took place immediately upon execution of AEG's management contract with smaller renovations taking place over the past 15 years of management.

RENOVATION

- **Revenue Impact** – The renovation provided AEG additional revenue opportunities through increased venue and event awareness from the interstate freeway marquee as well as redesigned and remodeled club and suite areas.
- **Premium Spaces** – The entire suite inventory was redesigned to enhance the fan experience and increase both sponsorship and ticket sales revenue opportunities/
- **Event Production Capabilities** – Additional investments were made for sound and lighting along with the purchase of two 15x20 HD led video screens. AEG also acquired adjacent land to support venue operations.
- **Guest Amenities** – All fan amenities were upgraded as part of the renovation, from a much-needed parking lot expansion to a remodel of all guest-facing areas.

AEG worked hand-in-hand with the City of Grand Prairie to renovate the venue and create a true win-win civic partnership.

COMMUNITY

- **Downtown Improvements** – AEG worked with the City on collaborative traffic flow optimization, resulting in a new exit road and additional parking lot entrance and exit points.
- **District Collaboration** – AEG and the other District tenants worked together to fund a joint entrance marquee to increase traffic to all tenants

AEG RENOVATION CASE STUDY

FIDDLER'S GREEN AMPHITHEATRE

6350 Greenwood Plaza Boulevard
Greenwood Village, Colorado 80111



- Began providing full management services in 2014 after renovating the venue (2013 – present)
- 17,200 seat amphitheater
- Part of the Museum of Outdoor Arts
- Home of North America's largest living wall, titled "Panoramic Living Mural"
- Hosts world class entertainment including Dave Matthews Band, Zac Brown Band, Rod Steward and Carlos Santa as well as community and family events
- AEG provides all management, operational and marketing services including: general management and operation services; maintenance, engineering and custodial services; security and crowd control; event operations; capital management and planning; financial and operational reporting; vendor negotiation and procurement; landscape and maintenance; and marketing and event booking



AEG'S INVOLVEMENT WITH FIDDLER'S GREEN AMPHITHEATER BENEFITS MUSEUM OF OUTDOOR ARTS

The Museum of Outdoor Arts (MOA) is a synthesis of fine art, architecture and landscape design integrated into the community and business environment. Fiddler's Green Amphitheater, one of the many arts facilities that make up MOA, needed a renovation when AEG began management of the venue in 2013.

INVESTMENT

Fiddler's Green renovation was funded through a partnership between the Museum of Outdoor Arts and AEG with a contribution from Aramark for the concession area renovation.

TIME FRAME

Fiddler's Green renovation began immediately upon taking over management of the venue in November 2013 and was completed in May 2014, when the venue reopened.

RENOVATION

- **Revenue Impact** – Significant financial benefits to MOA due to AEG's success in operating and booking the venue after the renovation, including record setting seasons.
- **Sustainability** – Installed a living wall, titled "Panoramic Living Mural," reflecting AEG's and MOA's commitment to sustainable design.
- **Event Production Capabilities** – Renovated aging infrastructure to modern, top notch facilities including a remodel of the stage house, production and administrative offices, loading dock, dressing rooms, concession areas, bathrooms, and signage.
- **Guest Amenities** – The restrooms were completely renovated, as well as the concession areas and new signage was created. The enhancements were promoted, improving the venue's image with the public.

AEG's renovation allowed Fiddler's Green Amphitheater to be the centerpiece of a cultural district home to art, music and living installations.

COMMUNITY

- The grand re-opening of the venue included a large ticket giveaway for veterans and military family to the Charlie Daniels Volunteer Jam.
- AEG continually creates family and community entertainment such as "Family Friendly 4th of July with the Colorado Symphony."
- The living wall is replanted by local college and high school students in conjunction with MOA as needed.

AEG RENOVATION CASE STUDY

THE O2

Peninsula Square
London, SE10 ODX
United Kingdom

The O₂

- Began providing pre-opening services in 2007 and full management services in 2010 after developing and building the venue (2007 – present)
- The \$500M redevelopment of the former Millennium Dome, renamed The O2, opened in June 2007
- 20,000 seat multi-purpose arena with 96 suites and 1,000 club seats
- A brand new luxury hotel, adjacent to The O2, recently opened featuring 453 spacious rooms and suites, five destination inspired food and beverage outlets including a spectacular panoramic sky bar, world class spa facilities, 20 meeting spaces and one of Europe's largest pillar-free ballrooms, accommodating up to 3000 people at one time
- Hosts over 220 events annually including ATP World Tennis Finals, NHL, NBA, major concerts, family shows and community and charity events
- Host to the 2012 London Olympics, basketball and gymnastic events
- Named the #1 arena in the world by Pollstar Magazine every year since opening
- AEG provided pre-opening services including venue planning, design, construction, marketing, and event booking as well as currently provides all management, operational and marketing services including: general management and operation services; maintenance, engineering and custodial services; security and crowd control; event operations; capital management and planning; financial and operational reporting; vendor negotiation and procurement; landscape and maintenance; and marketing and event booking



AEG REGENERATED A HEAVILY CONTAMINATED INDUSTRIAL ZONE AND MALIGNED MILLENNIUM DOME IN THE WORLD'S #1 ARENA

The O2 has been at the heart of the Greenwich Peninsula since it opened in 2007. It has hosted over 60 million visitors and has played an active role in developing the wider area. When AEG began the revitalization of the area and the Millennium Dome on 2004 they were committed to ensuring that the revitalization impacts to local residents were social, cultural and economic.

As the world's most popular music and entertainment venue The O2 has witnessed how one building can spur the development of the community in which it operates. The Greenwich Peninsula is developing fast with offices, shops, a hotel and residential developments in progress.

INVESTMENT

AEG is responsible for the investment to create The O2, \$500M. Additional partners are creating surrounding community developments.

TIME FRAME

The vision for the vibrant mixed use area on Greenwich Peninsula was ratified in 2004, the arena opened in 2007, and the district is continuing to develop with residences, hotels, shopping, and additional infrastructure.

RENOVATION

- **Revenue Impact** – The redevelopment of the former Millennium Dome provides AEG and the City of London with revenues that did not exist previously as the site was unoccupied since it was a contaminated industrial area.
- **Premium Spaces** – 96 suites were created, along with two VIP lounges to give guests premium opportunities.
- **Event Production Capabilities** – Four Sports-style locker rooms were built in addition to a large artist space. The venue was built to showcase all type of entertainment.
- **Technology** – Technology is consistently updated to keep the venue at the forefront of the industry.
- **Guest Amenities** – Guests are welcomed from the moment they enter The O2 district. Amenities are first class throughout the district and the arena.

in just 10 short years, AEG's The O2 has led a total transformation of the Greenwich Peninsula from a blighted industrial zone into a vibrant, mixed-use development.

AEG REGENERATED A HEAVILY CONTAMINATED INDUSTRIAL ZONE AND MALIGNED MILLENNIUM DOME IN THE WORLD'S #1 ARENA

COMMUNITY

- **Jobs** – AEG worked with local educational institutions to establish job training opportunities and aggressive local hiring goals. Through this process, AEG set a new standard of recruitment, training and local hiring, especially for those with multiple barriers to work. This model went on to become the “pathways to work model” adopted by the London Organizing Committee for London 2012.
- **Public Spaces** – Inside the Dome there are open spaces for people of all ages to enjoy as well as free activities at the Nissan Innovation Station and Sky Studios.
- **Transit** – The O2 is accessible by tube (subway), bus, driving, ride share, cycling (with 500 parking for 500 bicycles), the Emirate Air Line (cable car), and Thames Clippers (boat) that has a River Bus Express is a dedicated fast service running between Central London and The O2 before and after arena events. The venue encourages alternative transportation to the venue via signage at the arena, our website, and social media; 77% of visitors arrive via alternative transportation.
- **Sustainability** – Created a back-of-house recycling program for glass, plastic, metal, cardboard, construction materials, kitchen grease, e-waste, and more. Installed an on-site wormery to compost food waste and generate fertilizer. Implemented a green cleaning program, replacing traditional cleaning chemicals with environmentally-friendly alternatives. Purchase 100% renewable energy, resulting in zero carbon emissions for the venue.
- **Charity** – The O2 supports a number of local worthwhile causes with The Royal Marsden Cancer Charity as our official charity partner.



AEG RENOVATION CASE STUDY

MERCEDES-BENZ ARENA

O2 Platz 1
Berlin, 1024
Germany



Mercedes-Benz Arena

- Began providing full management services in 2008 after developing and building the venue (2008 – present)
- 17,000 seat multi-purpose arena with 59 suites and 800 club seats
- Home of DEL champions Eisbären Berlin hockey and Alba Berlin basketball
- Major events include MTV European Music Awards, European Basketball Final Four, NBA and NHL games
- Hosts over 150 events annually including hockey, basketball, major concerts, family shows, and community and charity events
- AEG provided pre-opening services including venue planning, design, construction, marketing, and event booking as well as currently provides all management, operational and marketing services including: general management and operation services; maintenance, engineering and custodial services; security and crowd control; event operations; capital management and planning; financial and operational reporting; vendor negotiation and procurement; landscape and maintenance; and marketing and event booking

home of



EXPANDING MERCEDES-BENZ ARENA INTO MERCEDES PLATZ ARTS & CULTURE DISTRICT

Mercedes Benz Arena has acted as a catalyst for transforming a former industrial site and brownfield into a new campus—Mercedes Platz Arts & Culture District. The Mercedes Platz Arts & Culture District is a mixed use new development located on the River Spree adjacent to the Mühlenstrasse in former East Berlin. The development by AEG sits on 45 acres of land and currently includes: Mercedes Benz Arena, a 16,000-capacity sports and entertainment arena opened in 2008, a multi-story parking garage with 1,328 parking spaces; and a Holiday Inn Hotel with 217 rooms. The new plaza (Platz) will become the center piece, under construction and opening in 2019 which will add: a 4,250-capacity music venue, cinema complex with 2,500 seats and 14 screens, lifestyle bowling concept, two hotels, numerous restaurant and bar locations, office buildings, and an underground parking garage with 400 spaces.

INVESTMENT

100% of Mercedes Platz Arts & Culture District build cost is financed by AEG, an amount exceeding US \$300 million.

TIME FRAME

Development began in 2014 with the construction of Mercedes-Benz Arena. The entire Platz will be operational in 2019.

PROJECT HIGHLIGHTS

- Nearly 6 million visitors annually, to include: 4.5 million visitors to the District and 1.2 million visitors to the Arena.
- Arena and District Economic Development forecast to deliver US \$380–\$435 million in incremental annual value to Greater Berlin in 2020.
- 1,400–1,500 jobs supported annually.

The Mercedes Benz Arena and Platz epitomize the complete transformation from a former rail yard and highly contaminated brownfield to a crown jewel of redevelopment in the former East Berlin.

AEG RENOVATION CASE STUDY

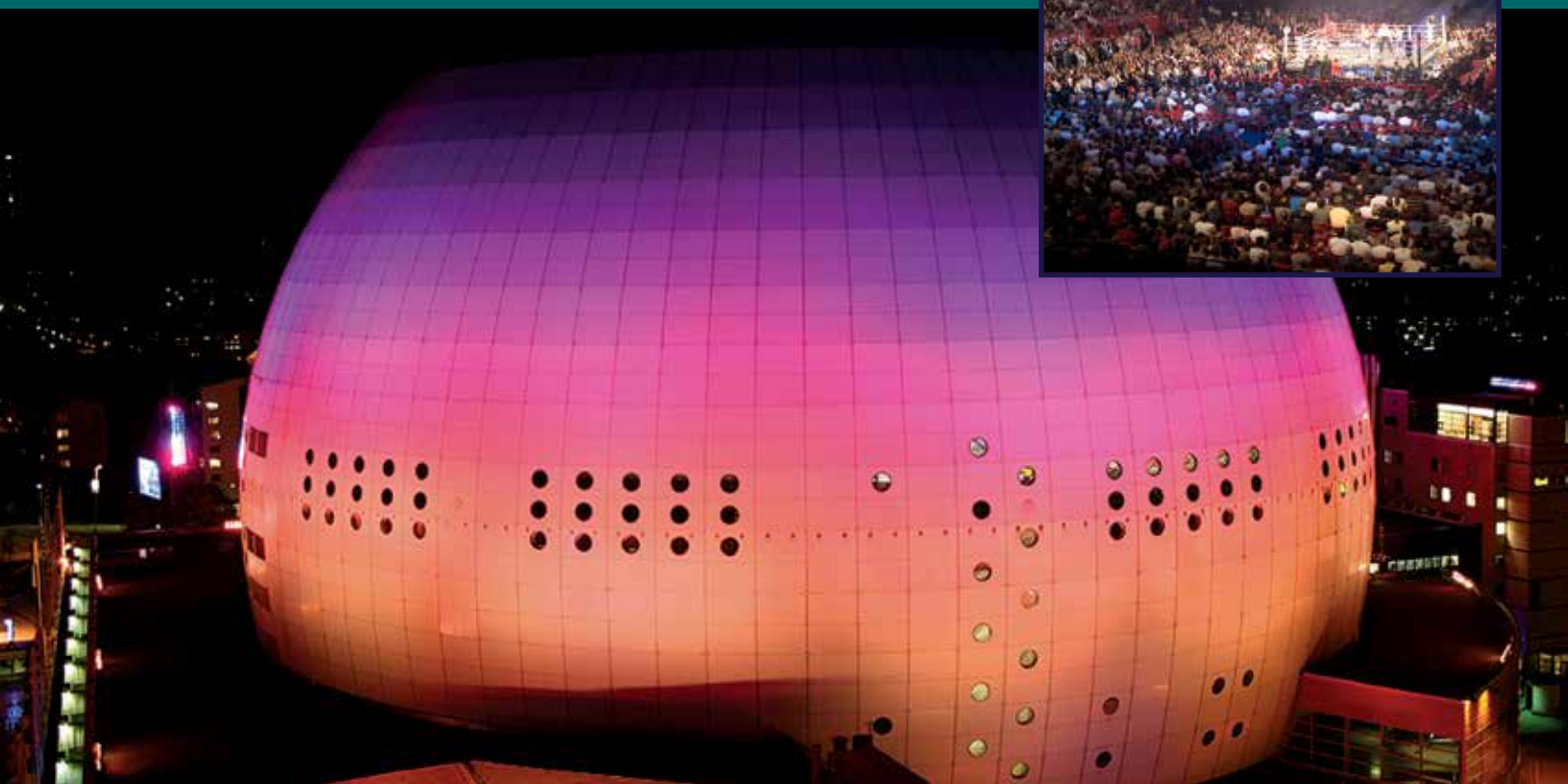
ERICSSON GLOBE ARENA

Globentorget 2
Stockholm, 12127
Sweden

STOCKHOLM
GLOBE ARENAS

- Began providing full management services in 2008 (2008–present)
- Home of Djurgårdens IF Hockey and Tre Kronor Hockey
- 16,000 seat multi-purpose arena with 44 suites and 300 club seats
- Hosts over 140 events annually including concerts and community events
- Part of the Stockholm Live! entertainment district which also includes Tele2 Arena, Annexet, Hovet and Skyview
- AEG was responsible for selling the Globe Arena naming rights to Ericsson, the first ever naming rights partnership for the 20+ year old arena
- Under AEG management, the arena significantly increased revenues from sponsorship, ticketing, food and beverage, and premium seating programs
- AEG provides all management, operational and marketing services including: general management and operation services; maintenance, engineering and custodial services; security and crowd control; event operations; capital management and planning; financial and operational reporting; vendor negotiation and procurement; landscape and maintenance; and marketing and event booking

home of



STOCKHOLM LIVE! PLANS \$60 MILLION RENOVATION

The largest event district in Northern Europe, Stockholm Live! consists of Ericsson Globe (16,000 seat capacity arena), Annexet (3,500 seat capacity theater), Hovet (7,000 seat capacity small arena) and Tele2 Arena (30,000 seat capacity multipurpose stadium), and the attraction SkyView. As the manager of the venues, AEG currently is in negotiations with the City of Stockholm, to renovate and upgrade Stockholm Live! Arenas and Campus.

Tele2 Arena is a new, state of the art stadium, however Ericsson Globe and Annexet are in desperate need of renovation. The concept for the renovation is to demolish Hovet, as it is old and outdated, then, take the proceeds from the sale of Hovet's land and renovate Ericsson Globe and Annexet with the proceeds.

INVESTMENT

The renovation is estimated to cost \$60 million and would be financed by the sale of land.

TIME FRAME

The renovation plan is currently being studied by the City of Stockholm with approval anticipated in Q3 2017. The ground breaking is subsequently planned for 2018.

RENOVATION

- **Hovet** – venue will be closed and the sale of its land provides financing for the renovation project.
- **Ericsson Globe** – Many improvements are planned including: new seating stands, increased rigging capacity, scalability, improved premium areas, improved entrances and concourses, and increased digital infrastructure.
- **Annexet** – will be converted to permanent theatre with a new, large, and welcoming entrance, new concourses, retractable stands, permanent stage, and new restaurant, bar, and kiosks.
- **Banquet Hall** – will be built to host banquets, corporate events, and small concerts.
- **Ice Rink** – a new hockey practice rink will be built.

AEG is leading the transformation of a disassociated section of Stockholm into a vibrant, linked urban campus.

SEATTLE VENUES

KEYARENA AT SEATTLE CENTER

305 Harrison Street
Seattle, WA 98109



- Began providing services in 2008 (2008 – present)
- 17,100 seat multi-purpose arena
- Is the anchor of the 74 acre Seattle Center Campus which attracts more than 12 million visitors annually in the heart of Seattle
- Home of Seattle Storm (WNBA) and Seattle University Redhawks (NCAA)
- Hosts more than 110 events annually including WNBA, collegiate basketball, roller derby, family shows, major concerts, and community and charity events
- AEG provides marketing, event booking and premium sales services; venue is a member of the AEG Event Connect Network

home of



THE SHOWBOX

1426 1st Avenue
Seattle, Washington 98101



- Began providing full management services in 2007 (2007 – present)
- 1,150 capacity theatre
- 2014 marked the club's 75th anniversary, one of Seattle's few extant entertainment venues that can lay claim to having provided local music fans with such an astonishing breadth of entertainment over the decades.
- Hosts over 300 events annually
- From the Jazz Age to the Grunge Era to the current wave of Seattle exports—neo-folk and hip hop—the storied ballroom has featured shows by touring icons such as Duke Ellington, Muddy Waters and the Ramones as well as those by homegrown talents ranging from burlesque queen Gypsy Rose Lee, to grunge gods Pearl Jam, to the current dynamic duo on a course for world domination Macklemore & Ryan Lewis. More recent shows have included the likes of Prince, Foo Fighters, and The Roots—to name a few.
- Constantly ranked among the top concert clubs in the world (Pollstar Magazine)
- AEG provides all management, operational and marketing services including: general management and operation services; maintenance, engineering and custodial services; security and crowd control; event operations; capital management and planning; financial and operational reporting; vendor negotiation and procurement; landscape and maintenance; and marketing and event booking



SEATTLE VENUES

SHOWBOX SODO

1700 1st Ave S
Seattle, Washington 98134



- Began providing full management services in 2007, (2007 – present)
- 1,850 capacity theatre
- Is a converted-warehouse-turned-concert venue located just south of the sports stadiums in the SoDo district
- The space boasts beautiful wood-beam and brick architecture, and has incredible production capabilities and sightlines
- Features comfortable, spacious seating, elite luxury suites with private entrances, corporate hospitality areas and convenient parking
- Hosts over 100 events annually, including: Kid Rock, Heart, The Pogues, M.I.A., The Hives, Dropkick Murphys and many more
- AEG provides all management, operational and marketing services including: general management and operation services; maintenance, engineering and custodial services; security and crowd control; event operations; capital management and planning; financial and operational reporting; vendor negotiation and procurement; landscape and maintenance; and marketing and event booking



MARYMOOR PARK CONCERTS

6046 W. Lake Sammamish Pkwy
Redmond, Washington



- Began providing full management services in 2012 (2012 – present)
- 5,000 seat amphitheater
- Hosts over 15 events annually
- Welcomes over 75,000 guests annually
- Marymoor Park's natural and scenic environment easily makes the 5000-capacity outdoor venue the home to Seattle's best open-air concert series
- This intimate outdoor concert experience is only a 15-minute trip away from downtown Seattle
- AEG provides all management, operational and marketing services including: general management and operation services; maintenance, engineering and custodial services; security and crowd control; event operations; capital management and planning; financial and operational reporting; vendor negotiation and procurement; landscape and maintenance; and marketing and event booking



NORTH AMERICAN ARENAS & STADIA WITH PROFESSIONAL TEAMS

AMERICAN AIRLINES ARENA

601 Biscayne Blvd.
Miami, FL 33132



- Began providing services in 2009 (2009 – present)
- 20,000 seat multi-purpose arena
- LEED certified
- At the forefront of technology with Media Mesh, LED, HD, digital, video wall, and JBL-ready
- Home of Miami HEAT (NBA)
- Hosts over 150 events annually including NBA, family shows, and major concerts
- AEG provides event booking services

home of



BARCLAYS CENTER

620 Atlantic Avenue
Brooklyn, NY 11217



- Began providing services in 2011 (2011–present)
- 19,000 seat multi-purpose arena with 100 suites and 4,400 club seats
- Home of Brooklyn Nets (NBA) and NY Islanders (NHL)
- Hosts over 250 events annually including NBA, NHL, collegiate basketball, boxing, family shows, major concerts and community and charity events
- AEG provides all facets of venue operations

home of



NORTH AMERICAN ARENAS & STADIA WITH PROFESSIONAL TEAMS

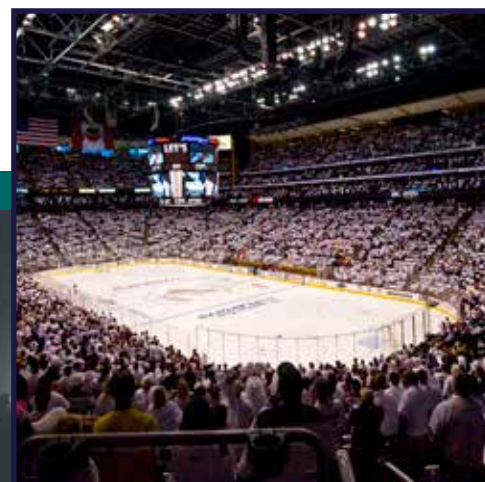
GILA RIVER ARENA

9400 W Maryland Ave.
Glendale, AZ 85305



- Began providing full management services in 2016, started in 2010 providing booking services (2016 – present)
- 19,000 seat multi-purpose arena
- Additional spaces include the Suite Level Club, which consists of 400 seats with unique club and dining opportunities, the Wicked Tango Terrace with outdoor lounge-style seating and a private bar, and the BMW Lounge, which is an exclusive upscale club that is open to season ticket holders
- Home of Arizona Coyotes (NHL)
- Anchors the 223-acre, \$1 billion development Westgate Entertainment District
- AEG provides all management, operational and marketing services including: general management and operation services; maintenance, engineering and custodial services; security and crowd control; event operations; capital management and planning; financial and operational reporting; vendor negotiation and procurement; landscape and maintenance; and marketing and event booking

home of



NEW MILWAUKEE BUCKS ARENA

519 W McKinley Ave.
Milwaukee, WI 53212

**NEW MILWAUKEE BUCKS
ARENA**

- Began pre-opening services in 2016 (2016 – present)
- Estimated to open in September 2018
- State of art arena will be 714,000 sq. feet
- Located in the heart of downtown Milwaukee anchoring a combination of entertainment, residential and commercial spaces, the new district will be a catalyst for Milwaukee development and growth
- Future home of the Milwaukee Bucks (NBA) and Marquette Golden Eagles Basketball (NCAA)
- AEG provides pre-opening services including venue planning, design, construction, marketing, and event booking

home of



NORTH AMERICAN ARENAS & STADIA WITH PROFESSIONAL TEAMS

ORACLE ARENA

7000 Coliseum Way
Oakland, CA 94621



- Began providing full management services in 2012 (2012 – present)
- 19,000 seat multi-purpose arena with 72 suites and 2,800 club seats
- Home of Golden State Warriors (NBA)
- Hosts over 190 events annually including NBA, family shows, major concerts and community and charity events
- AEG provides all management, operational and marketing services including: general management and operation services; maintenance, engineering and custodial services; security and crowd control; event operations; capital management and planning; financial and operational reporting; vendor negotiation and procurement; landscape and maintenance; and marketing and event booking

home of



PPG PAINTS ARENA

1001 Fifth Ave.
Pittsburgh, PA 15219



- Began providing full management services in 2012 (2012 – present)
- 24,000 seat multi-purpose arena with 96 suites and 1,900 club seats
- Home of the Pittsburgh Penguins (NHL), the 2016 Stanley® Cup Champions
- The arena is the first Leadership in Energy and Environmental Design (LEED) gold-certified arena in both the NHL and AFL
- Hosts over 200 events annually including NHL, family shows, major concerts, and community and local events
- AEG provides all management, operational and marketing services including: general management and operation services; maintenance, engineering and custodial services; security and crowd control; event operations; capital management and planning; financial and operational reporting; vendor negotiation and procurement; landscape and maintenance; and marketing and event booking

home of



NORTH AMERICAN ARENAS & STADIA WITH PROFESSIONAL TEAMS

PRUDENTIAL CENTER

25 Lafayette St.
Newark, NJ 07102



- Began providing services in 2007 (2007 – present)
- 19,000 seat multi-purpose arena
- Home of New Jersey Devils (NHL) and Seton Hall basketball (NCAA)
- Cornerstone of the revitalization and renaissance of downtown Newark
- Hosts over 190 events annually including NHL, collegiate basketball, family shows, and major concerts
- AEG provides venue management services

home of

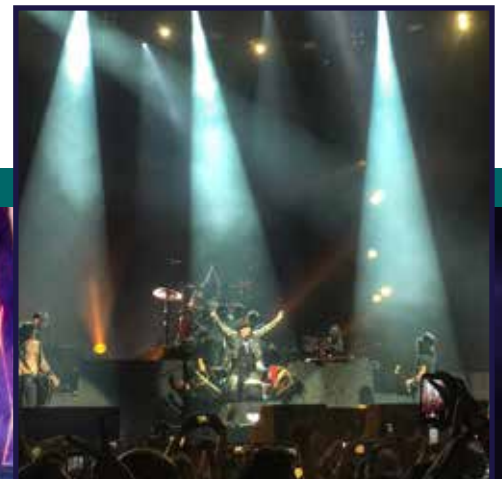


T-MOBILE ARENA

3789 Las Vegas Blvd.
Las Vegas, NV 89109



- Began development in 2013, opened April 2016 (2016 – present)
- 20,000 seat multi-purpose arena
- Home of Vegas Golden Knights (new NHL team)
- Designated and built as LEED Gold Certified building
- The center piece of a complete revitalization of the area between New York-New York and Monte Carlo resorts
- AEG provided pre-opening services and consulting services; as well as currently provides all management, operational and marketing services including: general management and operation services; maintenance, engineering and custodial services; security and crowd control; event operations; capital management and planning; financial and operational reporting; vendor negotiation and procurement; landscape and maintenance; and marketing and event booking



NORTH AMERICAN ARENAS & STADIA WITH PROFESSIONAL TEAMS

OAKLAND-ALAMEDA COLISEUM

7000 Coliseum Way
Oakland, CA 94621



- Began providing full management services in 2011 (2011-present)
- 70,000 seat multi-purpose stadium
- Located in Oakland sports district encompassing Oracle Arena, home of the Golden State Warriors (NBA)
- Only stadium to be home of two major sports: Oakland Raiders (NFL) and Oakland Athletics (MLB)
- Received a Level One security rating from the NFL, one of only four stadiums to have ever received a Level One rating
- Hosts over 175 events annually including NFL, MLB, major concerts, family shows, and community and charity events
- AEG provides all management, operational and marketing services including: general management and operation services; maintenance, engineering and custodial services; security and crowd control; event operations; capital management and planning; financial and operational reporting; vendor negotiation and procurement; landscape and maintenance; and marketing and event booking

home of





NORTH AMERICAN ARENAS & STADIA

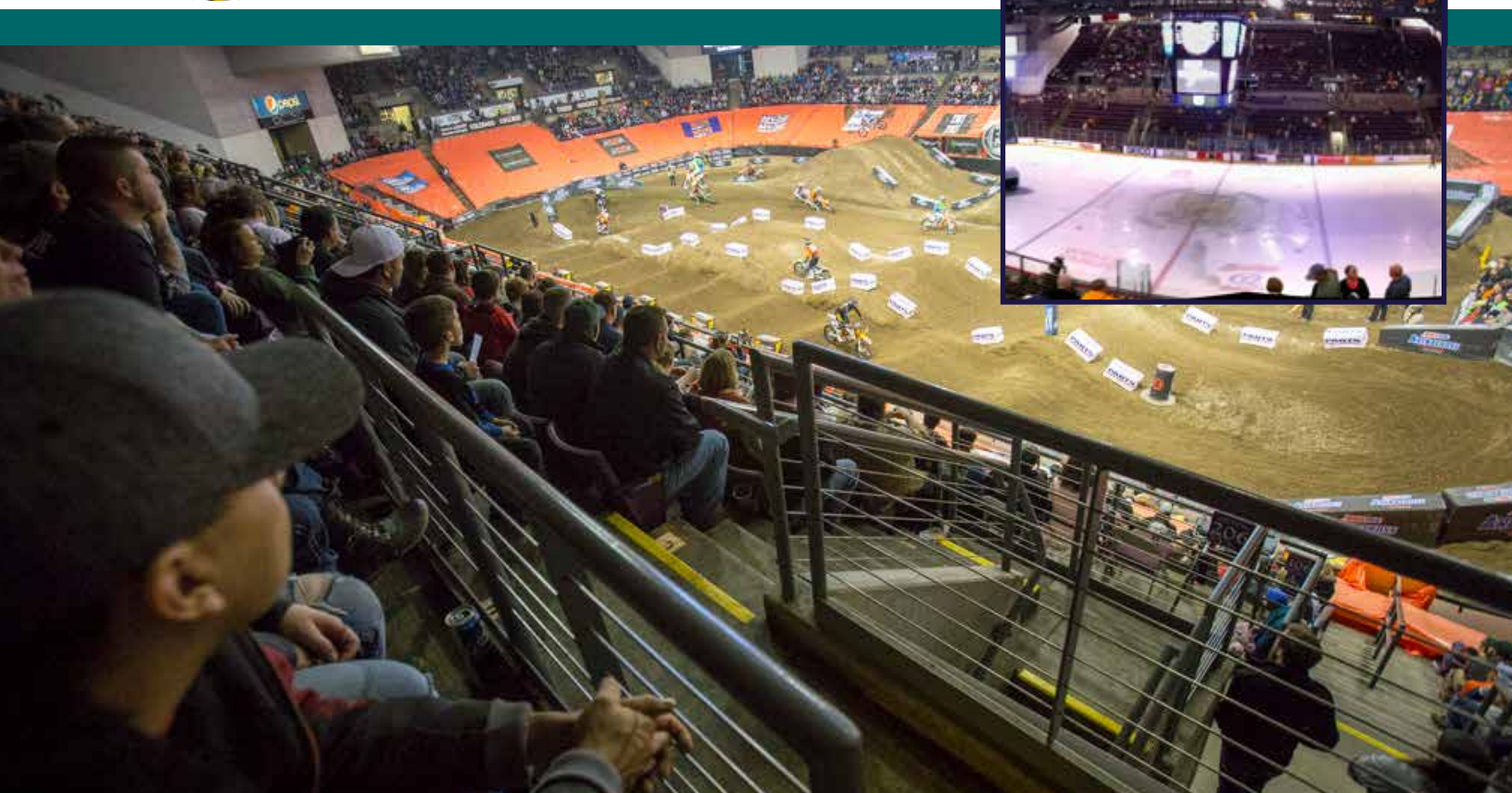
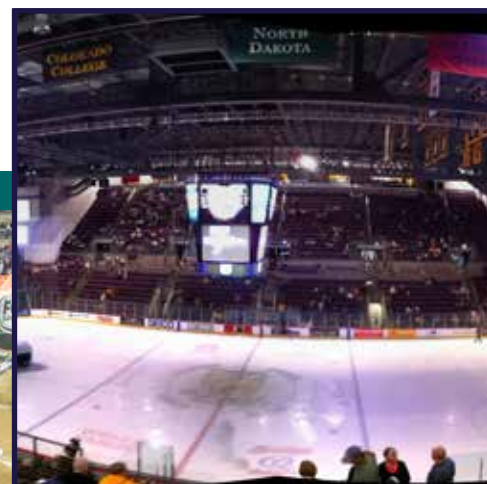
BROADMOOR WORLD ARENA

3185 Venetucci Blvd.
Colorado Springs, CO 80906



- Began providing services in 2009 (2009 – present)
- 8,000 seat arena with two lounges
- Home to the Colorado College Tigers Hockey Team
- Home of sports, concerts and family events including National Collegiate Hockey Conference games, Globetrotters, Carrie Underwood, Fall Out Boy, Brad Paisley and more
- Designated as an official Olympic Training site for Hockey
- AEG provides event booking and marketing services

home of



INFINITE ENERGY ARENA

6400 Sugarloaf Parkway
Duluth, GA 30097



- Began providing services in 2013 (2013 – present)
- 12,500 seat multi-purpose arena
- Home of Gwinnett Gladiators (ECHL) and Georgia Swarm (NLL)
- An integral part of Infinite Energy Center which also encompasses a performing arts center, convention center and Hudgens Center for the Arts
- Hosts over 105 events annually including ECHL, collegiate sporting events, family shows, and major concerts
- AEG provides event booking, ticketing, and marketing services

home of



NORTH AMERICAN ARENAS & STADIA

KFC YUM! CENTER

One Arena Plaza
Louisville, KY 40202



- Began providing full management services in 2012, started in 2010 providing booking services (2010 – present)
- 22,000 seat multi-purpose arena with 72 suites and 3,100 club seats
- Plays a key role as the cornerstone of entertainment and tourism district in downtown Louisville
- Home of University of Louisville Men's and Women's basketball teams
- Hosts over 190 events annually including collegiate basketball, large conventions, family shows and major concerts
- AEG provides all management, operational and marketing services including: general management and operation services; maintenance, engineering and custodial services; security and crowd control; event operations; capital management and planning; financial and operational reporting; vendor negotiation and procurement; landscape and maintenance; and marketing and event booking

home of



MAVERIK CENTER

3200 Decker Lake Drive
West Valley City, UT 84119



- Began providing services in 2009 (2009 – present)
- 11,000 seat multi-purpose arena
- Home of the Utah Grizzlies (ECHL)
- Hosted men's hockey for the 2002 Winter Olympic Games
- Hosts over 100 events annually including ECHL, boxing, family shows, and major concerts
- AEG provides event booking services

home of



NORTH AMERICAN ARENAS & STADIA

RABOBANK ARENA

1001 Truxtun
Bakersfield, CA 93301



- Began providing full management services in 2012 (2012 – present)
- 10,000 seat multi-purpose arena contains the Bob Elias Kern County Sports Hall of Fame
- Home of Bakersfield Condors (AHL)
- Hosts over 100 events annually including AHL, major concerts, family shows, and community and charity events
- AEG provides all management, operational and marketing services including: general management and operation services; maintenance, engineering and custodial services; security and crowd control; event operations; capital management and planning; financial and operational reporting; vendor negotiation and procurement; landscape and maintenance; and marketing and event booking

home of



U.S. BANK ARENA

100 Broadway
Cincinnati, OH 45202



- Began providing full management services in 2011 (2011–present)
- 18,000 seat multi-purpose arena with 30 suites and 2,000 club seats
- Home of Cincinnati Cyclones (ECHL)
- Hosts over 100 events annually including ECHL, major concerts, family shows, and community and charity events
- AEG provides all management, operational and marketing services including: general management and operation services; maintenance, engineering and custodial services; security and crowd control; event operations; capital management and planning; financial and operational reporting; vendor negotiation and procurement; landscape and maintenance; and marketing and event booking

home of



NORTH AMERICAN ARENAS & STADIA

VIDEOTRON CENTRE

250-B Boulevard Wilfrid-Hamel
Québec City, QC G1L 5A7, Canada



- Began providing full management services after finalizing the arena in September 2015 (2015 – present)
- 18,250 seat multi-purpose arena, 79 suites, signature suite lounge and 5,000 parking spaces
- Home of the Remparts de Québec, a Quebec Major Junior Hockey Ligue
- Nominated for the Best New Major Concert Venue by Pollstar magazine
- AEG provided pre-opening services including venue planning, design, construction, marketing, and event booking as well as currently provides all management, operational and marketing services including: general management and operation services; maintenance, engineering and custodial services; security and crowd control; event operations; capital management and planning; financial and operational reporting; vendor negotiation and procurement; landscape and maintenance; and marketing and event booking

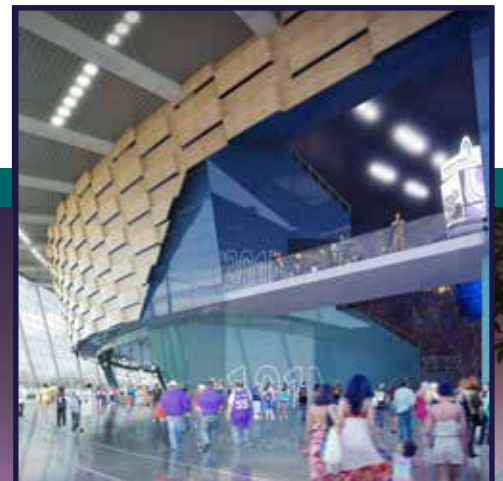
home of



VIRGINIA BEACH ARENA

3333 Virginia Beach Blvd. #24
Virginia Beach, VA 23452

- Began providing pre-opening services in 2016 (2016 – present)
- Estimated to open in Fall 2019
- 18,000 seat multipurpose arena
- Located in the heart of the vibrant Virginia Beach boardwalk
- Equipped for NHL and NBA events
- AEG provides pre-opening services including venue planning, design, construction, marketing, and event booking and will provide full management services after opening

**VIRGINIA BEACH
A R E N A**

NORTH AMERICAN ARENAS & STADIA

DAYTONA INTERNATIONAL SPEEDWAY

1801 W. International Speedway Blvd.
Daytona Beach, FL 32114



- Began providing consulting services in 2013 (2013 – 2016)
- 101,000 seat multi-purpose event complex
- DAYTONA Rising was a \$400 million reimagining of an American icon — Daytona International Speedway
- Five expanded and redesigned entrances, or “injectors,” lead fans to a series of escalators and elevators, transporting them to three different concourse levels. Each level features spacious social areas, or “neighborhoods,” along the nearly mile-long front stretch
- The Speedway features over 60 luxury suites with track side views and a completely revamped hospitality experience for corporate guests
- NASCAR speedway and host of sporting events and concerts
- AEG provided master plan, venue design, and operational consulting services



QUEEN ELIZABETH SPORTS CENTRE

Bahamas Games Blvd.
Nassau, Bahamas



- Began a venue consulting and operational agreement in 2015 (2015 – present)
- Multi-venue and multi-purpose center containing The National Lawn Tennis Complex, Kendal G.L. Isaacs Gymnasium, Andre Rodgers Baseball Complex and Betty Kelly-Kenning Aquatic Center
- The National Lawn Tennis Complex hosts the Davis Cup and national events
- Kendal G.L. Isaacs Gymnasium is multi-purpose and is the primary venue for basketball and former home of Michael “Sweet Bells” Thompson and Rick Fox, both former Los Angeles Lakers’ players
- Andrew Rodgers Baseball Complex is currently under construction and will be completed in 2018
- Betty Kelly-Kenning Aquatic Centre has hosted the CARIFTA Games and the National Swimming Championships
- AEG provides operational, management and marketing services to the venue as well as working with the National Sports Authority and the Ministries of Youth, Sports and Culture and Tourism on creating and attracting new sports and entertainment events to the venue



NORTH AMERICAN ARENAS & STADIA

THOMAS A. ROBINSON NATIONAL STADIUM

Bahamas Games Blvd
Nassau, Bahamas



- Began a venue consulting and operational agreement in 2015 (2015 – present)
- Multi-purpose 15,000 seat stadium with ability to expand to 30,000 and five suites
- Located in the Queen Elizabeth Sports Centre
- Hosts sporting events such as IAFF World Relays, Chris Brown Invitational, ESPN Popeye's Bowl, Tottenham vs. Jamaica international football friendly match
- The stadium has Olympic and international certification and has been designed to accommodate most sporting events, including: football, rugby, soccer, and track and field
- AEG provides operational, management and marketing services to the venue as well as working with the National Sports Authority and the Ministries of Youth, Sports and Culture and Tourism on creating and attracting new sports and entertainment events to the venue



SOUTH AMERICAN ARENAS

ARENA ATLANTA

Villa Crespo
Ciudad Autónoma de Buenos Aires
Argentina

**ARENA
ATLANTA**

- Began providing pre-opening consulting services in 2017, (2017 – present)
- 12,000 seat arena
- Under-construction arena which will feature comfortable, spacious seating, luxury suites and VIP club spaces for not only events but corporate hospitality
- Will host live music, family shows and theatrical productions
- AEG provides pre-opening consultancy services including design review, financial modeling, content analysis and food and beverage planning.



EUROPEAN ARENAS & STADIA

ANNEXET

Globentorget 2
Stockholm, 12127
Sweden

STOCKHOLM 
GLOBE ARENAS

- Began providing full management services in 2008 (2008 – present)
- 3,700 seat multi-purpose events and exhibition venue
- Initially built as a training facility for ice hockey, is now utilized for concerts, gala dinners and conferences
- Part of the Stockholm Live! entertainment district which includes the new Tele2 Arena, Ericsson Globe, Hovet and Skyview
- AEG provides all management, operational and marketing services including: general management and operation services; maintenance, engineering and custodial services; security and crowd control; event operations; capital management and planning; financial and operational reporting; vendor negotiation and procurement; landscape and maintenance; and marketing and event booking



HOVET ARENA

Globentorget 2
Stockholm, 12127
Sweden

STOCKHOLM
GLOBE ARENAS

- Began providing full management services in 2008 (2008 – present)
- 9,300 seat multi-purpose arena
- Home of Djurgården and AIK ice hockey teams
- Hosts over 50 events annually including hockey, concerts and community events
- Part of the Stockholm Live! entertainment district which includes the new Tele2 Arena, Ericsson Globe, Annexet and Skyview
- AEG provides all management, operational and marketing services including: general management and operation services; maintenance, engineering and custodial services; security and crowd control; event operations; capital management and planning; financial and operational reporting; vendor negotiation and procurement; landscape and maintenance; and marketing and event booking

home of



EUROPEAN ARENAS & STADIA

PALAIS 12

Brussels Expo
BE 0406 655 573
Brussels



- Began providing consulting services in 2013 (2013 – present)
- 18,000 seat multi-purpose arena
- Part of a multi-million euro renovation to the Brussels Expo venue creating Brussels' largest and most state-of-the-art venue
- Cutting edge features include a telescopic retractable platform and modular scenic area
- Hosts over 75 events annually including major concerts, family shows, sporting and community events
- Palais 12 is located on the campus of the Brussels Expo, home to Belgium's most successful conference and exhibition facilities attracting 3 million people annually
- AEG provides consulting services



ROTTERDAM AHOY

Ahoy-weg 10
Rotterdam, 3084 BA
Netherlands



- Began providing venue services in 2009 (2009 – present)
- 15,000 seat multi-purpose arena
- A unique multi-purpose venue combining an arena, exhibition and event halls and a congress and meeting center
- Hosts over 200 events annually including major concerts, family shows, and sporting events
- Holland's most successful multi-purpose arena
- Home of ABN AMRO ATP Tennis Tournament since 1974
- AEG provides venue services



EUROPEAN ARENAS & STADIA

THE SSE HYDRO

Exhibition Way
Glasgow, G3 8YW
United Kingdom



- Began providing services in 2010 (2010 – present)
- 13,000 seat multi-purpose arena
- Located in the heart of Glasgow it expands the successful Scottish Exhibition and Conference Center (SECC) site
- Hosts over 120 events annually including major concerts, family shows, and sporting events
- AEG was responsible for selling venue naming rights to SSE totaling over \$20M for ten years
- Host to 2014 Commonwealth Games
- AEG Live delivered opening events including four nights of Rod Stewart and Jesus Christ Superstar
- AEG provides all booking and sponsorship services



TELE2 ARENA

Gobentorget 2
Stockholm-Globen
12127, Sweden

TELE2 Arena

- Began providing pre-opening services in 2009 and full management services in 2013 after developing and building the venue (2009 – present)
- 30,000 seat multi-purpose stadium
- Multi-use venue with a retractable roof and in-ground ice making capability allowing for full ice hockey and band in multiple configurations
- Home of Djurgårdens IF Fotbollsförening and Hammarby IF
- Hosts over 50 events a year including soccer, major concerts, and family events
- Part of the Stockholm Live! entertainment district which includes Ericsson Globe, Annexet, Hovet and Skyview
- AEG provided pre-opening services including venue planning, design, construction, marketing, and event booking as well as currently provides all management, operational and marketing services including: general management and operation services; maintenance, engineering and custodial services; security and crowd control; event operations; capital management and planning; financial and operational reporting; vendor negotiation and procurement; landscape and maintenance; and marketing and event booking

home of



HAMMARBY
FOTBOLL



EUROPEAN ARENAS & STADIA

STADIO DELLA ROMA

Viale dei Gladiatori,
00135 Roma, Italy

STADIO DELLA ROMA

- Began providing pre-opening services in 2016 (2016 -present)
- 52,000 seat stadium
- Estimated to open in 2019
- Designed to be the most flexible and multi-use stadium ever designed while representing the city of Rome and its traditions
- Future home of AS Roma Futbol Club
- AEG provides pre-opening services including venue planning, design, construction, marketing, and event booking and will provide full management services after opening

home of





AUSTRALIAN ARENAS & STADIA

BRISBANE ENTERTAINMENT CENTER

Melaleuca Dr.
Boondall QLD 4034
Australia



BRISBANE ENTERTAINMENT CENTRE
It All Happens Here!

- Began providing full management services in 2009 (2009 – present)
- 15,000 seat multi-purpose arena
- Adjacent to a 2,000 seat sports center, restaurants, taverns, private hospitality lounges and function rooms
- Home of Queensland Firebirds of the Suncorp Super Netball League and Brisbane Bullets of the National Basketball League
- Hosts over 140 events per year including major concerts, family shows, special events and ice shows
- AEG provides all management, operational and marketing services including: general management and operation services; maintenance, engineering and custodial services; security and crowd control; event operations; capital management and planning; financial and operational reporting; vendor negotiation and procurement; landscape and maintenance; and marketing and event booking

home of



CAIRNS ARENA

3 Sheridan St
Cairns City QLD 4870
Australia



- AEG began providing management services in 1994 (1994-present)
- 5,000 seat arena at the Cairns Convention Centre
- Full capability to host a range of sport, entertainment and other events
- Home of the Cairns Taipans (Australian National Basketball League)
- AEG provided pre-opening services including venue planning, design, construction, marketing, and event booking as well as currently provides all management, operational and marketing services including: general management and operation services; maintenance, engineering and custodial services; security and crowd control; event operations; capital management and planning; financial and operational reporting; vendor negotiation and procurement; landscape and maintenance; and marketing and event booking



AUSTRALIAN ARENAS & STADIA

PERTH ARENA

700 Wellington Street
Perth, WA 6000
Australia



- Began providing services in 2010 (2010 – present)
- 15,500 seat multi-purpose arena with 36 suites and a variety of meeting and function rooms
- Home of Perth Wildcats of National Basketball League
- Hosts over 100 events annually including major concerts, sporting events, family shows and Hopman Cup, Perth's International Tennis Tournament
- AEG provided pre-opening services including venue planning, design, construction, marketing, and event booking as well as currently provides all management, operational and marketing services including: general management and operation services; maintenance, engineering and custodial services; security and crowd control; event operations; capital management and planning; financial and operational reporting; vendor negotiation and procurement; landscape and maintenance; and marketing and event booking

home of



QUDOS BANK ARENA

Olympic Blvd.
Sydney Olympic Park
NSW 2127, Australia



- Began providing full management services in 2009 (2009 – present)
- 21,000 seat multi-purpose arena with 40 suites and 500 club seats
- Home of Sydney Kings of the National Basketball League and NSW Swifts of the Suncorp Super Netball League
- Hosts over 160 events per year including major concerts, family shows and sporting events
- Initially developed for the Sydney 2000 Olympic Games, the arena was the host of the ATP World Tour Finals Tennis Masters Cup and the MTV Australia Awards
- AEG provides all management, operational and marketing services including: general management and operation services; maintenance, engineering and custodial services; security and crowd control; event operations; capital management and planning; financial and operational reporting; vendor negotiation and procurement; landscape and maintenance; and marketing and event booking

home of



AUSTRALIAN ARENAS & STADIA

SUNCORP STADIUM

40 Castlemaine St.
Milton, Brisbane, QLD 4064
Australia



- Began providing full management services in 2009 (2009 – present)
- 52,000 seat multi-purpose stadium
- Home of Brisbane Broncos rugby team, Queensland Reds rugby team, and Brisbane Roar soccer team
- Hosts over 85 events annually including international football and rugby union fixtures as well as large scale stadium concerts
- AEG provides all management, operational and marketing services including: general management and operation services; maintenance, engineering and custodial services; security and crowd control; event operations; capital management and planning; financial and operational reporting; vendor negotiation and procurement; landscape and maintenance; and marketing and event booking

home of





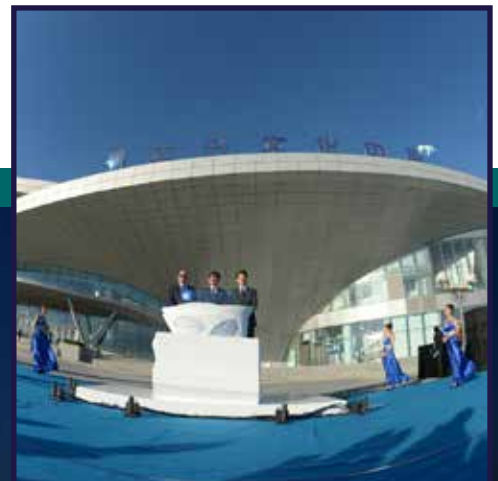
ASIAN ARENAS & STADIA

DAMAI CENTER

699-6 Lanling Road
Ganjinzi District
Dalian Liaoning, 11600
China



- Began providing pre-opening services in 2010 (2010 – present)
- 18,000 seat, multi-purpose arena
- Hosts over 100 events annually including major concerts including the Closing Ceremony for the 2013 National China Games
- Cornerstone of the Dalian sports and entertainment district which consists of Dalian Sports Center Stadium, tennis center, natatorium, and baseball stadium
- AEG provided pre-opening services including venue planning, design, construction, marketing, and event booking as well as currently provides all management, operational and marketing services including: general management and operation services; maintenance, engineering and custodial services; security and crowd control; event operations; capital management and planning; financial and operational reporting; vendor negotiation and procurement; landscape and maintenance; and marketing and event booking

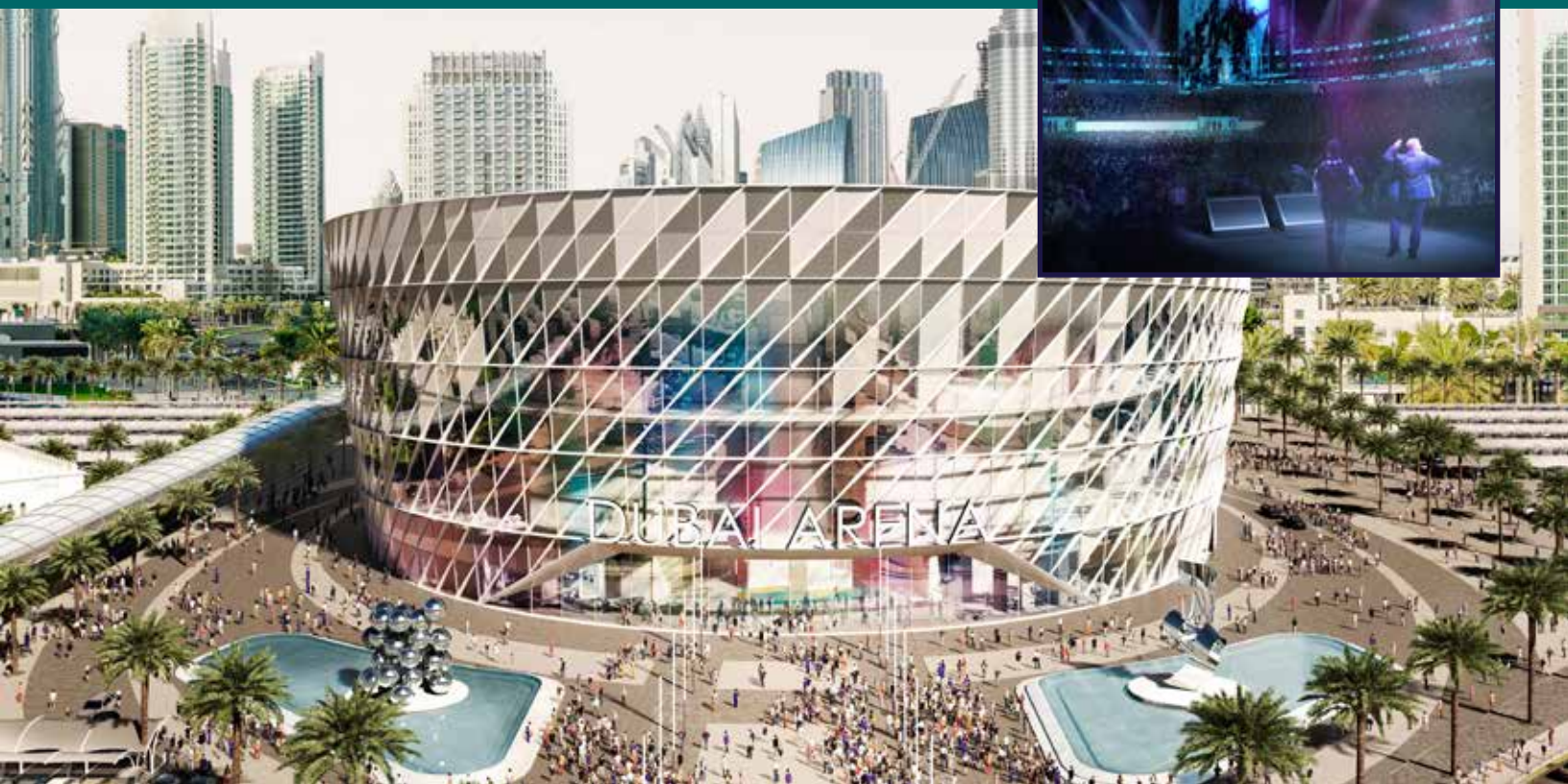


DUBAI ARENA

City Walk
Dubai, United Arab Emirates

**DUBAI
ARENA**

- Began providing services in 2016 (2016 – present)
- 17,000 seat multipurpose arena with 40 suites and multiple lounge and club facilities as well as Royal and VVIP suites
- Gross floor area of 580,000 square feet
- Estimated to open in December 2018
- Strategically positioned to capitalize on acts coming out of flying to Europe via AEG's established network of venues in Australia and Asia
- Will be the “go to” venue in the Middle East Region for large scale international concerts and international hockey and basketball
- Located at CITY WALK with close proximity to the Dubai International Airport and accessible via the Dubai Metro
- AEG provides pre-opening services including venue planning, design, construction, marketing, and event booking and will provide full management services after opening



ASIAN ARENAS & STADIA

LESports CENTER

69 Fuxing Road
Haidian District
Beijing, China



- Began providing sponsorship and consulting services in 2010 (2010 – present)
- 18,000 seat, multi-purpose arena
- Home of the Beijing Ducks of the Chinese Basketball Association
- Hosts over 30 events annually including major concerts, sporting, cultural and theatrical events
- Was built as the basketball venue for the 2008 Olympics
- AEG provides sponsorship and consulting services

home of



MERCEDES-BENZ ARENA

No. 1200 Expo Ave.
Pudong District
Shanghai, 200126
China



- Began providing full management series in 2009 after developing and building the venue (2009 – present)
- 18,000 seat, multi-purpose arena
- Hosts over 75 events annually including major concerts, sporting, cultural and theatrical events and hosted the 2010 World Expo Shanghai
- AEG provided pre-opening services including venue planning, design, construction, marketing, and event booking as well as currently provides all management, operational and marketing services including: general management and operation services; maintenance, engineering and custodial services; security and crowd control; event operations; capital management and planning; financial and operational reporting; vendor negotiation and procurement; landscape and maintenance; and marketing and event booking



AMPHITHEATRES

Bright House Networks Amphitheatre
Bakersfield, California

Classic Amphitheatre
Richmond, Virginia

Central Park SummerStage
New York, New York

Constellation Brands Marvin Sands
Performing Arts Center
Canandaigua, New York

Heritage Park Amphitheatre
Simpsonville, South Carolina

Humphrey's Concerts by the Bay
San Diego, California

Mann Center for Performing Arts
Philadelphia, Pennsylvania

Red Rocks Amphitheatre
Morrison, Colorado

Santa Barbara Bowl
Santa Barbara, California

Skyline Stage at the Mann
Philadelphia, Pennsylvania

The Mountain Winery Amphitheatre
Saratoga, California

Thompson's Point
Portland, Maine

THEATRES & CLUBS

Agora Theatre
Cleveland, Ohio

Arvest Bank Theatre at the Midland
Kansas City, Missouri

Bearsville Theater
Woodstock, New York

Bluebird Theater
Denver, Colorado

Boot & Saddle
Philadelphia, Pennsylvania

Brooklyn Bowl
Las Vegas, Nevada

Brooklyn Bowl
Brooklyn, New York

Brooklyn Bowl
London, England

Capitol Theatre
Port Chester, New York

Colosseum at Caesars Palace
Las Vegas, Nevada

Constellation Room
Santa Ana, California

El Rey Theatre
Los Angeles, California

Electric Factory
Philadelphia, Pennsylvania

Eventim Apollo
London, England

Fete Music Hall
Providence, Rhode Island

Fox Theater Pomona
Pomona, California

Foxwoods Casino - Fox Theatre
Mashantucket, Connecticut

Gasa Gasa
New Orleans, Louisiana

Gothic Theatre
Englewood, Colorado

Great Scott
Boston, Massachusetts

indigo at The O2
Greenwich, England

Infinite Energy Theater
Duluth, Georgia

iPlay America's Event Center
Freehold, New Jersey

Keswick Theatre
Glenside, Pennsylvania

Microsoft Theater
Los Angeles, California

Moscow Theatre
Moscow, Russia

Music Hall Of Williamsburg
Brooklyn, New York

Newcastle Entertainment Centre
Newcastle, Australia

Ogden Theatre
Denver, Colorado

Palm Springs Air Museum
Palm Springs, California

Playstation Theater
New York, New York

Port City Music Hall
Portland, Maine

Rabobank Theatre
Bakersfield, California

Rams Head Live!
Baltimore, Maryland

Republic NOLA
New Orleans, Louisiana

Rough Trade
Brooklyn, New York

Royal Oak Music Theatre
Royal Oak, Michigan

Royale Boston
Boston, Massachusetts

San Manuel Indian Bingo and Casino
Highland, California

Saturn
Birmingham, Alabama

Shrine Auditorium
Los Angeles, California

Shrine Expo Hall
Los Angeles, California

Silver Legacy Casino
Reno, Nevada

Social Hall SF
San Francisco, California

Starland Ballroom
Sayreville, New Jersey

State Theatre
Portland, Maine

Terminal 5
New York, New York

The Civic Theatre
New Orleans, Louisiana

The Fonda Theatre
Los Angeles, California

**The Grand Theater at
Foxwoods Resort Casino**
Mashantucket, Connecticut

The Joint
Las Vegas, Nevada

The Joy Theater
New Orleans, Louisiana

The National
Richmond, Virginia

The NorVa
Norfolk, Virginia

The NOVO
Los Angeles, California

The Observatory - San Diego
San Diego, California

The Observatory - Santa Ana
Santa Ana, California

The Plaza Live
Orlando, Florida

The Regency Ballroom
San Francisco, California

The Roxy Theatre
West Hollywood, California

The Sinclair
Cambridge, Massachusetts

The Space At Westbury
Westbury, New York

The Trocadero Theatre
Philadelphia, Pennsylvania

The Venetian Theatre
Las Vegas, Nevada

Underground Arts
Philadelphia, Pennsylvania

Union Transfer
Philadelphia, Pennsylvania

Warfield Theatre
San Francisco, California

CONVENTION CENTERS

Hawaii Convention Center
Honolulu, Hawaii

Infinite Energy Forum
Duluth, Georgia

Los Angeles Convention Center
Los Angeles, California

Puerto Rico Convention Center
San Juan, Puerto Rico

Rabobank Convention Center
Bakersfield, California

Kuala Lumpur Convention Centre
Kuala Lumpur, Malaysia

Oman Convention & Exhibition Centre
Muscat, Oman

Brisbane Convention and Exhibition Centre
Brisbane, Australia

Cairns Convention Centre
Cairns, Australia

Darwin Convention Centre
Darwin, Australia

International Convention Centre Sydney
Sydney, Australia

Sydney Exhibition Centre @ Glebe Island
Sydney, Australia

CONTRACTUAL LITIGATION

AEG and Hudson Pacific do not have any contractual litigation, arbitration, or mediation cases in the last five years that are material or relevant to this proposal.



RAY CHARLES • THE EXCITERS • THE BEACH BOYS • LOUIS ARMSTRONG • THE KINKS • THE SEATTLE
SUPERSONICS • THE WAILERS • THE MONKEES • THE WHO • THE JIMI HENDRIX EXPERIENCE • RAY CHARLES
• THE DOORS • THE ROLLING STONES • CROSBY, STILLS, NASH & YOUNG, • CREEDENCE CLEARWATER
REVIVAL • JETHRO TULL • LED ZEPPLIN • SANTANA • STEELY DAN • B.B. KING • AEROSMITH • 1974 NBA ALL-
STAR GAME • THE ALLMAN BROTHERS • WHL SEATTLE TOTEMS • WHL SEATTLE THUNDERBIRDS • KC AND
THE SUNSHINE BAND • SUPERTRAMP • BEE GEES • GRATEFUL DEAD • BUFFALO SPRINGFIELD • 1978 NBA
FINALS • STYX • STEVE MILLER BAND • THE KINKS • REO SPEEDWAGON • 1979 NBA FINALS • CHUCK BERRY
• AC/DC • FOREIGNER • VAN HALEN • THE ANIMALS • ROBERT PLANT • SCORPIONS • ZZ TOP • THE CARS •
JOHN COUGAR MELLENCAMP • HUEY LEWIS & THE NEWS • TOM PETTY AND THE HEARTBREAKERS • BLACK
SABBATH • MARILYN MANSON • ALANIS MORISSETTE • BILLY JOEL • ANDREA BOCELLI • N'SYNC • ROD
STEWART • ELTON JOHN • CHER • 1987 NBA ALL-STAR FEST • NEIL DIAMOND • R.E.M. • THE IRISH TENORS
• THE MOODY BLUES • THE SEATTLE STORM • SEATTLE UNIVERSITY REDHAWKS MEN'S BASKETBALL • THE
BEATLES • ELVIS PRESLEY BETTE MIDLER • AMY GRANT • WOMEN'S BASKETBALL PAC-12 CONFERENCE
TOURNAMENT • TLC • KORN • DMX • CREED • RED HOT CHILI PEPPERS • TONY BENNETT • BARENAKED
LADIES • CHRISTINA AGUILERA • PEARL JAM • TINA TURNER • MATCHBOX TWENTY • CHAMPIONS ON ICE
• WWE • 98 DEGREES • BEN HARPER • JANET JACKSON • 3 DOORS DOWN • MICHAEL FLATLEY • SADE
• ERIC CLAPTON • STEVIE NICKS • JAMES TAYLOR • RINGLING BROS. AND BARNUM & BAILEY CIRCUS •
EARTH, WIND & FIRE • BOB DYLAN • RAT CITY ROLLERGIRLS • THE GUESS WHO • GEORGE STRAIT • ALICIA
KEYS • WEEZER • KIRK FRANKLIN • DC TALK • INCUBUS • USHER • NICKLEBACK • WOMEN'S FLAT TRACK
DERBY ASSOCIATION • USHER • MARY J BLIGE • MARC ANTHONY • CHER • TOOL • BOB DYLAN • NO DOUBT
• NELLY • TORI AMOS • CHER • PETER GABRIEL • DAVID GRAY • MISSY ELLIOTT • BON JOVI • TIM MCGRAW
• YANNI • DIXIE CHICKS • DEF LEPPARD • SIMON & GARFUNKEL • GOOD CHARLOTTE • DAVE MATTHEWS
BAND • NEWSBOYS • SARAH BRIGHTMAN • BRITNEY SPEARS • CISL SEATTLE SEADOGS • METALLICA •
KELLY CLARKSON • CLAY AIKEN • DAVID BOWIE • NCAA WASHINGTON HUSKIES • YES • KID ROCK • SHANIA
TWAIN • SARAH MCLACHLAN • ERIC CLAPTON • ALAN JACKSON • INCUBUS • U2 • BRUCE SPRINGSTEEN
& THE E STREET BAND • DESTINY'S CHILD • THE KILLERS • DAVID GRAY • FOOD FIGHTERS • THE ROLLING
STONES • PAUL MCCARTNEY • DEPECHE MODE • GWEN STEFANI • ANDRÉ RIEU • COLDPLAY • QUEEN • TIM
MCGRAW & FAITH HILL • BILL GAITHER & FRIENDS "HOMECOMING" • THE CHEETAH GIRLS • PAUL SIMON
• THE WHO • DEATH CAB FOR CUTIE • BOB SEGER & THE SILVER BULLET BAND • JAMIE FOXX • SNOW
PATROL • THE POLICE • NICOLE C. MULLEN • JOSH GROBAN • MUSE • KEITH URBAN • OZZY OSBOURNE •
MILEY CYRUS • MICHAEL MOORE • DANE COOK • TOUR OF GYMNASTICS CHAMPIONS • 107.7 THE END DECK
THE HALL BALL • BLUE SCHOLARS • KANYE WEST • THOMAS AND FRIENDS LIVE! • GEORGE MICHAEL •
NINE INCH NAILS • LIL WAYNE • DISNEY LIVE! • BEYONCÉ • TAYLOR SWIFT • MANDISA • WALKING WITH
DINOSAURS • JAMIE FOXX • "STAR WARS: IN CONCERT" • JAY Z • KISS • ELTON JOHN & BILLY JOEL • JOHN
MAYER • MICHAEL BUBLÉ • THE AVETT BROTHERS • EAGLES • ARCADE FIRE • ALICE IN CHAINS • GORILLAZ
• JOEL OSTEEN • THE BLACK KEYS • MADONNA • CARRIE UNDERWOOD • JIMMY BUFFETT • RED HOT CHILI
PEPPERS • RIHANNA • BRUNO MARS • EAGLES • PINK • SELENA GOMEZ • MICHAEL BUBLÉ • MACKLEMORE
& RYAN LEWIS • JUSTIN TIMBERLAKE • USHER • SEATTLE STORM • PHISH • LIONEL RICHIE • TOBYMAC
• TRANS-SIBERIAN ORCHESTRA • BASTILLE • IMAGINE DRAGONS • DECK THE HALL BALL • OPRAH'S
THE LIFE YOU WANT WEEKEND • JAMES TAYLOR • JESUS CHRIST SUPERSTAR ARENA SPECTACULAR •
WWE • GONZAGA'S BATTLE IN SEATTLE • CHER • 2015 PAC-12 WOMEN'S BASKETBALL TOURNAMENT
• LADY GAGA • ELTON JOHN • THE HARLEM GLOBETROTTERS • STEVIE WONDER • 2015 NCAA MEN'S
BASKETBALL TOURNAMENT • PBR • CHRIS TOMLIN • ARIANA GRANDE • ERIC CHURCH • NEIL DIAMOND •
BARRY MANILOW • BETTE MIDLER • SHANIA TWAIN • THE INTERNATIONAL DOTA 2 CHAMPIONSHIP • RUSH
• 5 SECONDS OF SUMMER • KELLY CLARKSON • KEVIN HART • ALT-J • FLORENCE AND THE MACHINE •
SEATTLE UNIVERSITY REDHAWKS • 107.7 THE END PRESENTS DECK THE HALL BALL 2015 • JUSTIN BIEBER
• MUSE • WASHINGTON FEDERAL BATTLE IN SEATTLE: GONZAGA VS TENNESSEE • ADELE • AMY SCHUMER
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Hudson Pacific Properties (NYSE: HPP) is a premier, publicly traded real estate investment trust focused on acquiring, repositioning, developing and operating high-quality office and state-of-the-art media and entertainment properties in select West Coast markets. Founded in 2006, Hudson Pacific completed an initial public offering in 2010. Since that time, the company's market cap has grown from just over \$500 million to nearly \$8 billion, and its portfolio from just over one million to more than 17 million square feet, including land for development. To facilitate this growth, Hudson Pacific invests across the risk-return spectrum, favoring opportunities where it can employ leasing, operations and capital investment to create additional value. Since its inception, Hudson Pacific has maintained a conservative balance sheet with excellent capital access, achieving investment grade credit ratings from Moody's, S&P and Fitch in 2015. Hudson trades as a component of the Russell 2000 and the Russel 3000 indices.

Additional information, including Hudson Pacific Properties' financial capacity, is demonstrated in their public filings which can be found at:

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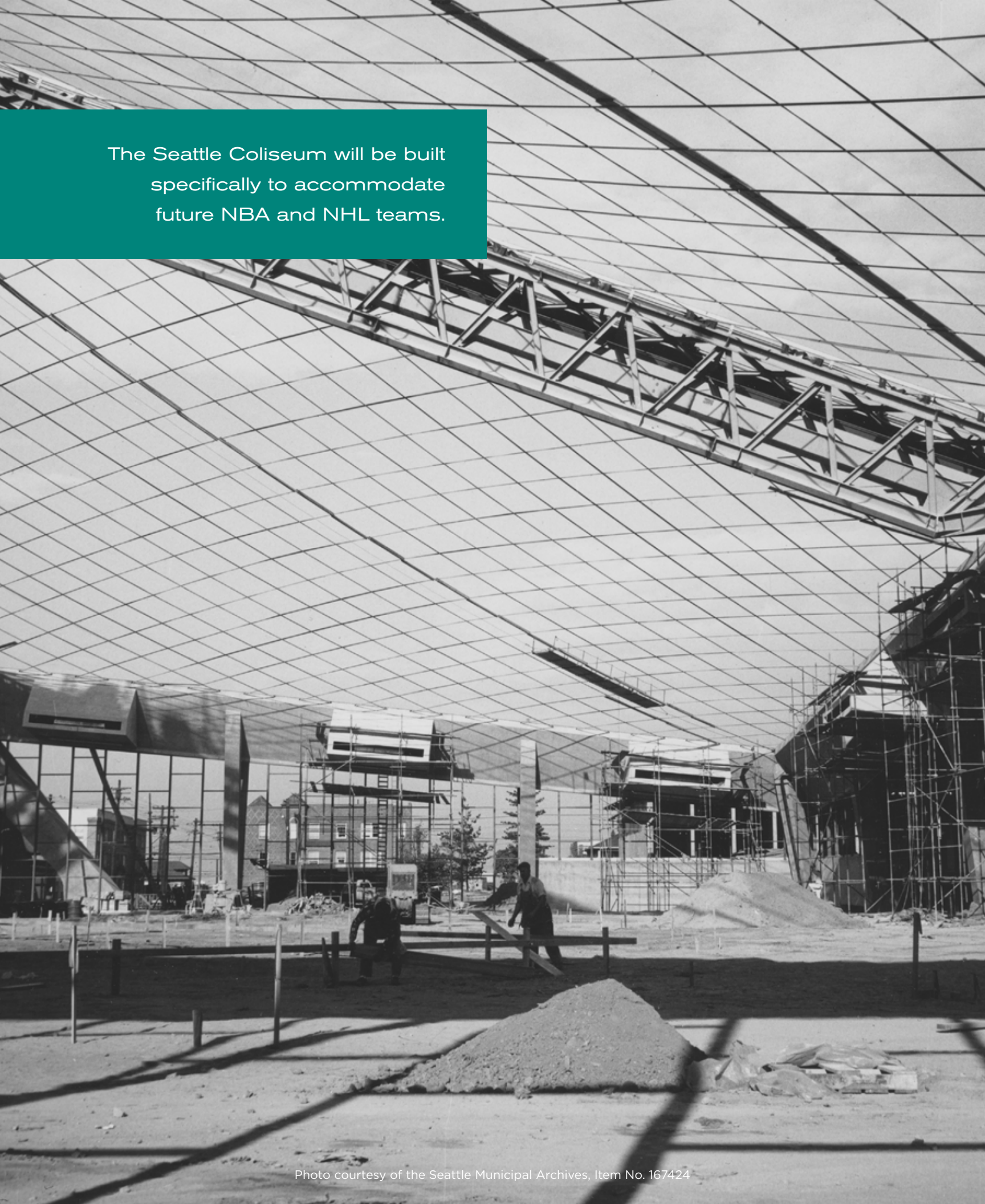
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The Seattle Coliseum will be built specifically to accommodate future NBA and NHL teams.



SEATTLE ADVANTAGE

Seattle Partners Development Agreement and Lease Agreement Terms

- No new taxes
- No risk to the City
- 100% of project cost guaranteed by Seattle Partners
- Shovel ready...and not team contingent
- A true partnership with the City of Seattle
- Guaranteed on-going capital reinvestment
- City maintains current tax generation levels
- No financial burdens placed on Seattle Center
- Favorable structure to attract NBA and NHL franchises
- City to receive and estimated \$144 million in direct surplus revenues over the initial term

“AEG is invested both financially and emotionally in the well-being of our city and region, and I do not hesitate to recommend them for the Seattle Coliseum.”

—Sylvester “Sly” James, Jr.
Mayor of Kansas City, Missouri



Development/Lease Agreement Terms

The summary below presents the principal terms of the Development Agreement and Lease Agreement proposed by AEG and Hudson Pacific Properties, L.P. (“**Hudson**”) in connection with the redevelopment of KeyArena (the “**Arena**”) and certain other facilities within the Seattle Center campus (the “**Redevelopment Site**”). If selected for the Project, AEG and Hudson, or one or more of their respective affiliates, intend to form a joint venture to complete the redevelopment, and are herein referred to together as “**Seattle Partners**.” Though this summary does not create any legally binding obligations, we expect the definitive agreements that we enter into with the City of Seattle (“**City**”) to be consistent with the below terms. Any capitalized terms used but not otherwise defined in this summary shall have the meanings ascribed to them in the Request for Proposals for Redevelopment of KeyArena at Seattle Center, issued by City through its Office of Economic Development (the “**RFP**”).

LEASE TERM AND STRUCTURE

Lease for an initial term of 35 years, with the option to extend for three additional terms of ten years each.

Structure of lease(s) expected to be a traditional real estate ground lease or similar structure; Seattle Partners will work with City to jointly determine optimal lease structure to achieve the following objectives:

- Preserving public ownership of the Redevelopment Site while facilitating private development of the existing improvements and on other portions of the Redevelopment Site;
- Providing Seattle Partners with full development and operating control and responsibility for the Arena redevelopment and ancillary Redevelopment Site development opportunities; and
- Ensuring that (a) construction costs incurred to redevelop the Arena as contemplated in this proposal are not subject to the imposition of sales, use or business and occupational taxes, and (b) the Arena does not become subject to the imposition of any property, possessory interest or similar tax during construction or operation.

To the extent that such a structure cannot be achieved and the Project does become subject to the imposition of these taxes, then Seattle Partners would seek to modify certain of the economic terms set forth in this proposal to account for the impact of those additional taxes.

RENT AND OTHER PAYMENTS

RENT

Seattle Partners will pay to City rent of \$5,000,000 per year during the term of the Lease Agreement (“**Rent**”) until the City Bonds (as defined below) are fully repaid, satisfied and discharged. Rent will escalate annually at the lesser of CPI and 2% per annum.

City shall have rent-free use of the Arena for up to 14 days for City events.

FACILITY FEE

Seattle Partners will impose and be responsible for collecting a facility fee (the “**Facility Fee**”) in the amount of \$5.00 per ticket sold for all publicly-ticketed events at the Arena. Seattle Partners will remit the Facility Fee to the City on an annual basis.

CAMPUS SPONSORSHIP PAYMENT

Seattle Partners will additionally make an annual payment to City (the “**Seattle Center Sponsorship Payment**”) for the exclusive right to sell sponsorship rights as they relate to the Seattle Center campus (but not to the Redevelopment Site) (“**Campus Sponsorships**”). Such payment shall be an amount equal to the historical baseline average of revenues derived by City over the last three fiscal years (*i.e.*, 2014–2016) in respect of such Campus Sponsorships.

DEVELOPMENT COSTS, CAPITAL RESERVE ACCOUNT

Subject to City’s contribution of City Bond proceeds, Seattle Partners will bear all costs of development and operation of the Project. Seattle Partners will fund a capital reserve account to support ongoing capital projects at the Arena. Seattle Partners will make annual deposits to the capital reserve account as follows: an amount no less than (i) \$500,000 per fiscal year for the first five years of the term of the Lease Agreement; (ii) \$750,000 per fiscal year for the sixth through tenth years of the term of the Lease Agreement and (iii) \$1,000,000 per fiscal year for the remaining years of the term of the Lease Agreement.

SEATTLE PARTNERS CONTINGENCIES

Seattle Partners intends to request reasonable and customary contingencies in the Development Agreement for other similar construction and development projects of this type, including but not limited to the receipt of all required entitlements and State, city, county or other applicable governmental approvals (the “**Approval Contingency**”). However, as evidence of our dedication to the Project, Seattle Partners will not request a financing contingency for our portion of the financial contributions to the Project.

We can confirm that no later than the execution of the Development Agreement, we will place into escrow a deposit in the amount of \$5,000,000 (the “**Deposit**”). This deposit shall not be refundable to Seattle Partners unless the Approval Contingency is not met or in the event of City’s (1) uncured default or (2) termination of the Development Agreement for reasons other than Seattle Partners’ uncured default. Upon satisfaction of the Approval Contingency, completion of the Project and commencement of the Lease Agreement, the Deposit will be credited toward rent due under the Lease Agreement.

“EXCLUSIVE” RIGHTS

In support of Seattle Partners’ substantial investment in the Project, City will not, during construction and for the first thirty years during which the Arena is operational, directly or indirectly, finance, subsidize, provide any incentives for or otherwise assist any Alternative Venue (as defined herein) within the City of Seattle, which could compete with the Arena for events of a type appropriate for or historically held by the Arena. Seattle Partners considers an “Alternative Venue” to be any multi-purpose sports and/or entertainment arena with a capacity between 10,000 and 25,000 seats.

NAMING RIGHTS, SPONSORSHIPS AND PROMOTIONS

Seattle Partners will have the sole and exclusive right to sell any and all types of sponsorship, naming and premium seating rights relating to the Arena, the Redevelopment Site and the Seattle Center campus and, subject to Seattle Partners’ obligation to pay City the Seattle Center Sponsorship Payment described above, to control all revenue derived therefrom. However, agreements governing Campus Sponsorships shall be subject to City’s reasonable review and approval.

Seattle Partners will honor the existing rights granted to exclusive sponsors and tenants provided in Exhibit 1 to the RFP in accordance with the terms of the agreements with such sponsors and tenants.

GOVERNMENTAL ASSISTANCE

BOND ISSUANCE

Seattle Partners requests that City issue approximately \$250,000,000 principal amount of municipal bonds (the “**City Bonds**”), the proceeds of which will be applied to the construction of the Arena. Seattle Partners will fund the remainder of all costs of development and operation of the Project and, as described below, will make significant financial commitments to support City’s repayment of its obligations under the City Bonds.

SOURCES OF REPAYMENT FOR CITY BONDS

The City Bonds will be repaid from the following sources:

- Rent paid by Seattle Partners;
- The Facility Fee; and
- City’s share of incremental taxes from the operation of the redeveloped Arena (excluding NBA or NHL events), including the following:
 - o Taxes assessed on ticket sales;
 - o Business and occupancy taxes; and
 - o Parking taxes;

in each case as such taxes are measured relative to a historical baseline average over the last three fiscal years (*i.e.*, 2014-2016).

SEATTLE PARTNERS GUARANTEE OF REPAYMENT

Seattle Partners will provide a guarantee of any annual shortfall between City's repayment obligations on the City Bonds and the above-mentioned sources. For any fiscal year during the term of the Lease Agreement in which the payment of Rent and the Facility Fee and City's receipt of incremental tax revenues do not fully satisfy City's annual repayment obligations on the City Bonds, Seattle Partners will make a payment to City in the amount of such shortfall. Such repayment obligation shall be made on a cumulative basis, such that any surplus in any given fiscal year shall be carried forward and applied toward any future shortfalls.

UTILITY COST PROTECTION

Seattle Partners will be responsible for payment of all charges for utilities used or consumed at the Arena during both development and operations, but City shall work with Seattle Partners in order to provide reasonable assurance that such costs shall not exceed their historical baseline average over the last three fiscal years (*i.e.*, 2014–2016), subject to standard negotiated escalation.

NBA/NHL PROFESSIONAL FRANCHISE

We are fully supportive of and will actively engage in the ongoing efforts to bring a professional NBA or NHL professional franchise to the City of Seattle and the current operation of a WBNA franchise. Accordingly, our conceptual designs are intended to comply with applicable NBA and NHL requirements, and our considerable experience in both constructing and managing arenas hosting such professional franchises reinforces our confidence in such designs.

SEATTLE PARTNERS COMMITMENT

If selected for the Project, AEG and Hudson (or one or more of their respective affiliates) intend to form a joint venture to execute the Lease Agreement and Development Agreement and perform the obligations thereunder. Each of AEG and Hudson are fully committed to the success of the Project and accordingly are prepared to provide reasonable and customary assurances to City regarding the financial resources of the joint venture.

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TWAIN • SARAH MCLACHLAN • ERIC CLAPTON • ALAN JACKSON • INCUBUS • U2 • BRUCE SPRINGSTEEN
& THE E STREET BAND • DESTINY'S CHILD • THE KILLERS • DAVID GRAY • FOOD FIGHTERS • THE ROLLING
STONES • PAUL MCCARTNEY • DEPECHE MODE • GWEN STEFANI • ANDRÉ RIEU • COLDPLAY • QUEEN • TIM
MCGRAW & FAITH HILL • BILL GAITHER & FRIENDS "HOMECOMING" • THE CHEETAH GIRLS • PAUL SIMON
• THE WHO • DEATH CAB FOR CUTIE • BOB SEGER & THE SILVER BULLET BAND • JAMIE FOXX • SNOW
PATROL • THE POLICE • NICOLE C. MULLEN • JOSH GROBAN • MUSE • KEITH URBAN • OZZY OSBOURNE •
MILEY CYRUS • MICHAEL MOORE • DANE COOK • TOUR OF GYMNASTICS CHAMPIONS • 107.7 THE END DECK
THE HALL BALL • BLUE SCHOLARS • KANYE WEST • THOMAS AND FRIENDS LIVE! • GEORGE MICHAEL •
NINE INCH NAILS • LIL WAYNE • DISNEY LIVE! • BEYONCÉ • TAYLOR SWIFT • MANDISA • WALKING WITH
DINOSAURS • JAMIE FOXX • "STAR WARS: IN CONCERT" • JAY Z • KISS • ELTON JOHN & BILLY JOEL • JOHN
MAYER • MICHAEL BUBLÉ • THE AVETT BROTHERS • EAGLES • ARCADE FIRE • ALICE IN CHAINS • GORILLAZ
• JOEL OSTEEN • THE BLACK KEYS • MADONNA • CARRIE UNDERWOOD • JIMMY BUFFETT • RED HOT CHILI
PEPPERS • RIHANNA • BRUNO MARS • EAGLES • PINK • SELENA GOMEZ • MICHAEL BUBLÉ • MACKLEMORE
& RYAN LEWIS • JUSTIN TIMBERLAKE • USHER • SEATTLE STORM • PHISH • LIONEL RICHIE • TOBYMAC
• TRANS-SIBERIAN ORCHESTRA • BASTILLE • IMAGINE DRAGONS • DECK THE HALL BALL • OPRAH'S
THE LIFE YOU WANT WEEKEND • JAMES TAYLOR • JESUS CHRIST SUPERSTAR ARENA SPECTACULAR •
WWE • GONZAGA'S BATTLE IN SEATTLE • CHER • 2015 PAC-12 WOMEN'S BASKETBALL TOURNAMENT
• LADY GAGA • ELTON JOHN • THE HARLEM GLOBETROTTERS • STEVIE WONDER • 2015 NCAA MEN'S
BASKETBALL TOURNAMENT • PBR • CHRIS TOMLIN • ARIANA GRANDE • ERIC CHURCH • NEIL DIAMOND •
BARRY MANILOW • BETTE MIDLER • SHANIA TWAIN • THE INTERNATIONAL DOTA 2 CHAMPIONSHIP • RUSH
• 5 SECONDS OF SUMMER • KELLY CLARKSON • KEVIN HART • ALT-J • FLORENCE AND THE MACHINE •
SEATTLE UNIVERSITY REDHAWKS • 107.7 THE END PRESENTS DECK THE HALL BALL 2015 • JUSTIN BIEBER
• MUSE • WASHINGTON FEDERAL BATTLE IN SEATTLE: GONZAGA VS TENNESSEE • ADELE • AMY SCHUMER
• WWE MONDAY NIGHT RAW • HARLEM GLOBETROTTERS • MARVEL UNIVERSE LIVE! • 2016 WOMEN'S PAC
12 TOURNAMENT • THE COMEDY GET DOWN • PAUL MCCARTNEY • THE WHO • ANDREA BOCELLI • STING
AND PETER GABRIEL • THE INTERNATIONAL DOTA 2 CHAMPIONSHIP • KELLOGG'S TOUR OF GYMNASTICS
CHAMPIONS • BLINK-182 • SIA • KANYE WEST • 107.7 THE END PRESENT DECK THE HALL BALL 2016 • SAM
SMITH • MAROON 5 • STEVIE NICKS • ARIANA GRANDE • 2017 PAC-12 WOMEN'S BASKETBALL TOURNAMENT
• CHRIS STAPLETON • RAY CHARLES • THE EXCITERS • THE BEACH BOYS • LOUIS ARMSTRONG • THE KINKS

Hudson Pacific has a long standing
commitment to the communities
in which they are a part of.



AEG has committed over \$100 million
in financial and in-kind support
of charitable, community
and civic programs globally.

SEATTLE ADVANTAGE

Seattle Partners Narrative Description

- Seattle Partners' proposal for the Seattle Coliseum offers the City and its residents a vision to renovate an iconic City asset into a world-class sport and entertainment attraction.
- The City of Seattle will benefit from an investment of roughly \$500 million—with no up-front cost or risk to the City.
- The City will receive an estimated \$144 million in surplus revenues and over \$3 billion of direct taxes will be generated by Seattle Partners' plan according to an Independent Financial Analysis.
- Seattle Partners is ready to start immediately, our proposal is not contingent on an NBA or NHL team commitment, thus it is easier for any prospective team owner to seriously consider Seattle! AEG is the only company with a proven track record of success in attracting NBA and NHL teams to its venues.
- Seattle Partners believes the Seattle Coliseum is a crucial, iconic civic asset. The 1962 World's Fair created a vision for Seattle's future shared by the region's civic, government and business leaders. The redevelopment of the Seattle Coliseum carries this legacy forward to create a new shared vision for Seattle's future.
- Seattle Partners is honored to be a steward of this inclusive vision for the Seattle Coliseum that incorporates the Seattle Storm, the resident organizations on the Seattle Center campus, the surrounding neighborhood and the entire region.
- Seattle Partners will commit up to \$5 million to accelerate existing transportation strategies and create a shared mobility hub adjacent to the Coliseum to encourage multimodal transportation to and from Coliseum events.
- Seattle Partners will enthusiastically partner and collaborate with diverse stakeholders, resident organizations and neighborhood groups to ensure the Seattle Coliseum is truly an arena for all.
- Diversity and inclusion are core values of AEG. AEG is the only company in the industry to partner with the National Gay & Lesbian Chamber of Commerce (NGLCC) to identify potential suppliers from the LGBTQ community.

SEATTLE ADVANTAGE *(con't)*

- AEG developed an industry-leading diversity and inclusion program for our own company, AEG 1FORCE, that guides our hiring and development of our team members. The program also guides our supplier relationships to ensure a diverse portfolio.
- Seattle Partners embraces the Uptown neighborhood's desire to create an Arts & Culture District. Seattle Partners will help create this district through support of local organizations such as KEXP and Vera Project, engaging youth in the arts through programming and partnerships, and creating physical spaces such as the Art and Fitness Walk, that coexist with the campus's and neighborhood's current design to increase accessibility.
- Seattle Partners supports many community organizations in Seattle including the Seattle/King County Clinic, King County Parks Foundation, Motely Zoo Animal Rescue, the Center for Infectious Disease Research, the Vera Project, KEXP, SIFF, Plymouth Housing Group, Friends of Waterfront Seattle, Downtown Seattle Alliance, Seattle Foundation: GiveBig Seattle, Alliance for Pioneer Square, Bread of Life Mission, and Upstream Music Fest.
- Seattle Partners will give the City of Seattle 14 rent-free days annually to create additional community programming such as the Seattle/King County Clinic, which AEG currently sponsors.
- Seattle Partners' technology plans for the Seattle Coliseum position it as a "Venue of the Future" while also adding the highest levels of acoustical upgrades, guest services and operational efficiencies.
- Seattle Partners will provide the City with a partner that has long standing, local presence in Seattle, and one that has deep and ongoing successful partnerships with many of Seattle's largest stakeholders including Microsoft, Amazon, T-Mobile, and the Seattle Sports Commission.

“AEG has contributed to organizations working to address homelessness in many of its cities across the globe, and I am pleased to say that a partnership between Plymouth Housing and AEG is now underway...AEG will be a good partner for the City of Seattle and this treasured civic asset.”

—Paul Lambros
Plymouth Housing Group

Narrative Description

Seattle is a world-class city. It deserves a world-class arena that is accessible to all, integrated into the fabric of the community and is a testament to the city's historic legacy.

Seattle Partners is committed to creating a Seattle Coliseum that will meet and exceed the City of Seattle's redevelopment objectives and serve as a lasting civic asset that will honor Seattle's culture, history and values.

This proposal fulfills all of the City's Arena Objectives which will:

- ✓ Provide a world-class civic arena that will attract and present premier music, entertainment, and sports events, potentially including NBA and NHL events, to Seattle and the region;
- ✓ Provide a project design and arena operations in a manner that integrates with and enhances connections to Uptown and adjoining neighborhoods, and advances the Urban Design Framework;
- ✓ Provide design, permitting, development, and construction of the arena with minimal financial participation from the City;
- ✓ Provide continuous, successful, sustainable operation of the arena as a world-class civic venue with minimal financial participation from the City;
- ✓ Provide a comprehensive plan, with investments, to mitigate the transportation impacts resulting from the construction and operation of the arena;
- ✓ Provide construction and operations of the arena in a manner that is equitable for workers, consistent with the City's Race and Social Justice Initiative, and prioritizes inclusion and workforce diversity;
- ✓ Provide arena design and operational integration with Seattle Center, contributing positively to the vibrancy of the campus and its many arts and culture institutions.



WORLD-CLASS CIVIC ARENA

The Seattle Coliseum will be a world-class venue that honors Seattle's history while looking to the future.

Seattle is defined by pushing—and reimagining—boundaries. The city's deep-rooted culture of innovation and forward-looking entrepreneurialism, its convention-shattering companies and world-changing organizations, and its legacy of progressiveness form the foundation of Seattle's singular identity. Paired with the region's stunning natural environment, rich Native American heritage, and historic ties to both community and place, the soul of Seattle is dynamic, vibrant and strong.

Celebrating a multifaceted, inclusive worldview was a prominent theme in 1962 when Seattle hosted the Century 21 Exposition, also known as Seattle's World's Fair. With the world's eyes trained on Seattle, the region's civic, government and business leaders created a shared vision of Seattle's future, and in turn helped redefine the role technology, science and art would play in urban design. The fair's vision conveyed a fundamentally optimistic approach to technology and how it would transform society. Like the World's Fair, the redevelopment of the Seattle Coliseum creates a similar opportunity today to bring people together with a shared vision.

The Exposition left behind many public buildings and structures that remain some of Seattle's most iconic and beloved assets—including the Space Needle, the Monorail and the Washington State Pavilion, later renamed the Seattle Coliseum and known today as KeyArena.

With its iconic hyperbolic paraboloid roof designed by Paul Thiry, the Seattle Coliseum was designed and built to be a multi-purpose arts and entertainment facility.

We are committed to celebrating the storied history of the Seattle Coliseum and Seattle Center as bedrocks of Seattle's civic and cultural identity. This commitment has guided our proposal to renovate the Seattle Coliseum, rather than rebuilding a new facility on the same location. The revitalization of the Seattle Coliseum shows a dedication to sustainability. The adaptive reuse of an existing civic asset will preserve and enhance Seattle's history, while creating the state-of-the-art, world-class arena Seattle deserves.

AEG has been a part of
the Seattle community
for more than a decade.

We are stewards of an inclusive vision for not just the Seattle Coliseum, but for the Seattle Center campus, the surrounding neighborhood and the region more broadly. Seattle Partners will enthusiastically partner and collaborate with diverse stakeholders, such as Uptown Alliance, Seattle Storm, KEXP, Pacific Science Center and other resident organizations and neighbors, to ensure this project supports a facility for all.

The Seattle World's Fair was all about the future and promise. Our proposal draws heavily on this history, including the design, themes and imagery, while looking to a bright future for both the new Seattle Coliseum, Seattle Center and the surrounding neighborhoods.

At Seattle Partners, we are driven to create venues that reflect the very best of the communities we serve. Our proposal shows we are already part of the Seattle fabric, and we are eager to build an even deeper, long-term relationship. We know and love this community, and we would be honored to be the City's partner to help shape and benefit Seattle with a world-class arena at Seattle Center.

“Without organizations like AEG who are invested in the community and who recognize the importance of balancing commercial ventures with public benefit, it would be impossible to provide this service [Seattle King County Clinic] to people in need here.”

—Gretchen Taylor
Volunteer & Patient Services Coordinator, Seattle/King County Clinic

SPORTS & ENTERTAINMENT

SPORTS

The Seattle Coliseum and KeyArena have a proud legacy of hosting world-class professional and collegiate sports teams and events. The venue is the home of the two-time WNBA Champion Seattle Storm, a highly valued community asset and future resident of the redeveloped Seattle Coliseum. It is also the current home to the Seattle University men's basketball team and hosts several important sports events throughout the year, including this year's Pac-12 women's basketball tournament. Renovating the Seattle Coliseum in close collaboration with existing users, especially the Seattle Storm, is a high priority for Seattle Partners, and we have already begun conversations with Storm leadership on their goals for a new facility.

Through the last nine years providing marketing services at the KeyArena, AEG has worked closely with the Storm and Seattle University to help market and advertise their games. Seattle Partners will enhance this collaboration to ensure both teams and their fan bases are supported and celebrated. Our efforts to work with future NHL and NBA teams at the Seattle Coliseum will only augment and benefit these existing partnerships.

AEG has unparalleled experience in sports, entertainment, and venue ownership.

AEG's experience owning professional sports teams—16 around the world—and managing venues—more than 120 spread over five continents—uniquely positions us to build and operate a world class facility that meets the needs of various stakeholders, including teams, entertainers, corporate meeting planners, and others.

AEG has extensive partnerships with professional sports teams across the globe, including ownership stakes in NBA, NHL, AHL and ECHL teams. AEG understands the needs of teams and the importance of schedule coordination. As a manager of venues in which teams are the principal tenant, we also know well how to manage the financial and operational needs of the venue, while still providing the team with crucial elements for their success. Further, as the owner of venues in which two teams in the same league play with concurrent schedules, we have mastered the art of balancing competing interests and needs within a single facility—while making the experience seamless for the fans.

ENTERTAINMENT

The Seattle Coliseum will tap into the AEG network of facilities through AEG Event Connect as an event booking resource. AEG Event Connect maximizes our company and national relationships with artists, agents, and promoters as well as increasing sales through creative and cutting edge ideas shared by our network of marketers. These initiatives enable AEG to stay at the forefront of the sports, entertainment, and venue management industries as all employees are experts in their fields and constantly share and seek out new information and ideas. AEG Event Connect effectively delivers increased event bookings, industry awareness,

recognition, identity and branding. This resource is beneficial to the success of maximizing quality events at the Seattle Coliseum.

The Seattle Coliseum will receive the same cutting edge tools and local, regional and corporate support, dedication and attention that AEG gives to all its elite venues, as part of AEG Event Connect.

- Direct access for the venue booking team to the proprietary AEG Event Connect software which allows for master avails and calendars to be sent for all AEG Facilities' venues in one concise and easy to read format that the agents and promoters are all used to utilizing to actively book our venues on a regular basis
- Direct access to the venue for agents, managers and promoters nationwide through our regularly held booking meetings and booking conference calls
 - o AEG has extensive relationships with all promoters, including those active in the Northwest: Live Nation, AEG Presents, Goldenvoice, Messina Touring Group, Beaver Productions, Outback Concerts, Marshall Arts and more
 - o Our family show promoter relationships are well established, including: Feld Entertainment, VStar Entertainment, the Harlem Globetrotters and WWE
 - o We are active with the UFC for MMA events and regularly host boxing through our relationship with WME-IMG

CONNECTIONS TO UPTOWN AND ADJOINING NEIGHBORHOOD

Seattle's Uptown neighborhood is a diverse, dynamic community with iconic businesses, incredible arts and cultural amenities, and wide-ranging housing types. Uptown's richness and the community's deep connection to Seattle's cultural identity feeds Seattle Center's vibrancy—and Uptown is similarly fed by the campus. This is a critical backdrop for the Coliseum renovation project. Seattle Partners' confidence and interest in redeveloping the Coliseum draws in large part from the surrounding community's character and energy—and desire for the Coliseum to be successful.

AEG's nearly 10 years working in the Uptown neighborhood as part of the operations team for KeyArena means our company understands the unique opportunities the venue presents, as well as the challenges that must be addressed through this process. As a good neighbor, we are already expanding our partnership efforts within the neighborhood. If selected, AEG will further deepen its collaboration with the Uptown Alliance neighborhood association and Queen Anne Community Council as well as engage new community groups and stakeholder associations, such as the Uptown Arts & Culture Group and a future business association.

AEG has a proven positive track record of being a great neighbor.

RENOVATION & DEVELOPMENT WITH MINIMAL CITY FINANCIAL PARTICIPATION

Seattle Partners combines unmatched expertise and world-class experience with deep local roots. The combination of worldwide experience in development and renovations with the local knowledge of Seattle allows us to assume all risk in the renovation and development of the Seattle Coliseum.

In addition, our strategic partners include those with deep local roots: Nyhus Communications, Gensler, Sellen Construction, Nelson/Nygaard and Seattle Structural, along with industry leaders Rosetti and AECOM-Hunt, ensure that the Seattle Coliseum will be a best-in-class arena that is an authentic the vibrancy, culture and values of Seattle.

Seattle Partners will assume all risk in the development of the Seattle Coliseum.

EXPECTED REDEVELOPMENT TERMS

Seattle Partners generally intends to comply with all elements of the City's RFP including, without limitation, Section 3 except where as noted in this RFP response.

PROVIDING FOR THE CONTINUOUS, SUCCESSFUL, SUSTAINABLE OPERATION OF THE ARENA

AEG is the world leader in venue management bringing successful, leading-edge, proprietary programs to its venues worldwide. Creating indelible experiences for fans, guests, and communities is what we do. Seattle Partners' operation and management plan will ensure that the Seattle Coliseum is a world-class venue, operated in a manner that is equitable for workers and closely aligned with the Seattle's Race and Social Justice Initiative.

One critical way the Seattle Coliseum will contribute to the vibrancy of Seattle Center is consistent, predictable, long-term profitability. AEG's proven Operations Management System will drive this effort, as it is the business plan responsible for establishing profit maximization principals and business goals in our venues across the world.

AEG's Operations Management System provides assurance that Seattle Coliseum's operations will be held to the award-winning standards for which AEG venues are renowned—standards which will complement the location, design and functionality of what will undoubtedly be the Northwest's premier venue.

Key elements of the Seattle Coliseum Operations Plan include:

- Organizational structure governed by diversity initiatives; AEG 1FORCE guides workforce and cultural diversity, while AEG 1SOURCE governs diversity supplier initiatives including partnering with certifying bodies, such as National Gay & Lesbian Chamber of Commerce (NGLCC), Women's Business Enterprise National Council (WBENC), and National Minority Supplier Development Council (NMSDC), to ensure supplier diversity objectives are met
- The Seattle Coliseum will have a robust, exceptional team. In addition to traditional roles, Seattle Partners will create two custom roles for the Seattle Coliseum: Director of Community Engagement and Director of Transportation Management

- Unmatched customer service and safety programs, AEG Encore and AEG S.A.F.E.; AEG is the only company in the industry that can provide terrorism liability protection for the Seattle Coliseum under the U.S. Safety Act
- Unprecedented revenue enhancement capabilities from premium seating and suites sales and AEG Global Partnerships for sponsorship revenues; while ensuring that all sponsorship activations are in line with the aesthetics of the venue and Seattle Center, reflecting a Northwest sensibility
- A new and enhanced food and beverage concept, Flavor of the Northwest, will feature local restaurateurs, vendors, and farmers
- AEG 1EARTH, will help the Seattle Coliseum navigate the LEED Gold certification process, as they have done for other AEG venues

MITIGATION OF TRANSPORTATION IMPACTS

Seattle Partners knows the importance of implementing robust transportation strategies to ensure our arenas can be easily accessed and minimize impact on the surrounding communities. Our experience developing and operating urban arenas like the Seattle Coliseum, and our partnership with transportation experts that have a deep understanding of Seattle's infrastructure, position us to develop a comprehensive transportation program that will deliver meaningful results.

Our approach builds on the work already underway by the City of Seattle, Commute Seattle, King County, and many other partners. Many great plans and management strategies and structures are already in place. We believe that “doubling-down” on the implementation of critical programs and infrastructure is the best way to ensure success.

Seattle Partners transportation strategy for Seattle Center is transformative for Uptown and the adjacent neighborhoods.

Seattle Partners will make pointed investments addressing the specific transportation challenges of the site, up to \$5 million towards related capital projects surrounding the Seattle Coliseum including improvements in the Thomas Street Greenway, Lake2Bay, trail and other pedestrian and bike friendly initiatives. We are also committed to creating a Seattle Coliseum Mobility Hub to encourage multi-modal transportation to and from Coliseum events.

Alliances with local stakeholder groups are important and Seattle Partners will be an active participant in transportation-related groups such as Commute Seattle, Mercer Corridor Stakeholders, and the Uptown Alliance to improve transportation and parking infrastructure and advocacy. We will create a dedicated, Seattle-based team member, Seattle Partners' Director of Transportation, to administer and supervise our commitment to improving transportation and parking in the Uptown neighborhood, and serve as liaison with the City.

EQUITY FOR WORKERS AND CONSISTENT WITH THE CITY'S RACE AND SOCIAL JUSTICE INITIATIVE

Seattle Partners is driven to provide opportunities and experiences that expand horizons, build bridges, and advance equity and social justice. Diversity and inclusion are core values for our company and critical factors for our global success.

We recognize and appreciate the unique talents and experiences our partners bring to our work, projects and activities—including employees, vendors, and suppliers. Our hiring practices are guided by diversity and inclusion, ensuring that we attract and retain a rich pool of top talent drawn from a wide range of backgrounds and experiences. This same breadth extends to the suppliers, vendors, and the community and civic organizations with whom we partner.

We have developed our own diversity and inclusion program called AEG 1FORCE to enhance the innovation, productivity and profitability of our workforce. We commit to honoring these values if chosen to redevelop the Seattle Coliseum. Equality and social justice are Seattle Partners values just as they are Seattle values.

Though AEG is a worldwide company, we prefer a neighbor-to-neighbor approach. We believe in two-way communication and true collaboration with all—especially those that have a different point of view.

We see both the sports and live entertainment industries as instrumental in providing opportunities and venues for the expansion of our customers' horizons. One way AEG does this is by ensuring our workforce reflects the diversity of the many places we call "home" across the world.

AEG developed an industry-leading diversity and inclusion program for our own company, AEG 1FORCE, that guides our hiring and development of our team members. The program also guides our supplier relationships to ensure a diverse portfolio.

COMMUNITY & CIVIC ORGANIZATIONS: LGBTQ ENGAGEMENT

Though society has made great strides with respect to LGBTQ equality, homophobia is still prevalent in many professions—including sports and athletics. Seattle Partners strongly supports equality for all people worldwide. We were one of the earliest advocates of the movement for equal treatment of LGBTQ athletes and fans in sports. Seattle Partners is at the center of a growing coalition that supports social change, diversity and inclusion, with a focus on LGBTQ athletes, musicians and fans.

In Seattle, AEG is a proud member of the Greater Seattle Business Association, the largest LGBTQ chamber in the United States. With this partnership, Seattle Partners will collaborate with local businesses, during both the redevelopment and ongoing operations of the Coliseum, to ensure the Coliseum is an accessible and inclusive facility, that LGBTQ businesses have contracting and supplier opportunities, and that the arena embodies the community's commitment to ending inequality.

We have also added our name to Washington Won't Discriminate, a coalition of businesses opposed to discrimination and devoted to defending the rights of the transgender community. In the fall of 2017, citizens of Washington state will vote on a measure that would repeal legal safeguards currently in place for transgender persons. AEG strongly supports this campaign to fight discrimination, and is actively working to defeat Initiative 1552.

On the field, AEG is a participant in "You Can Play," a social activism campaign dedicated to the eradication of homophobia in sport, centered on the slogan: "If you can play, you can play." AEG's Los Angeles Galaxy has actively promoted LGBTQ equality with Robbie Rogers, the first openly gay Major League Soccer player leading the way, and former coach Bruce Arena winning awards for his support. AEG is proud to be a partner in equality with the Los Angeles Kings, the LA Galaxy, the Ontario Reign, AXS, AEG Presents and all AEG properties.

“The LA Galaxy, AEG, and Mr. Anschutz have always been extremely welcoming of me and my family. From the onset, the organization has provided me with the support and resources to be the best player I can be on the field and the best person I can be off of it.”

—Robbie Rogers
LA Galaxy

INTEGRATING WITH AND CONTRIBUTING POSITIVELY TO THE VIBRANCY OF SEATTLE CENTER

In a dense, urban environment like Seattle, Seattle Partners knows that operational decisions are best informed by insights and input from diverse stakeholders. Communication and collaboration with neighbors, city officials and local leaders is our top priority, and a critical component of our success in communities around the world.

The Seattle Coliseum site is a unique gem for Seattle—an urban park with ties to the city's cultural and civic history and a bridge between the City's burgeoning high-tech corridor and its celebrated waterfront. Seattle Center itself is home to extraordinary organizations and businesses that embody the soul of the city and spur community engagement and shared experiences.

Our team in Seattle has developed close working relationships with Seattle Center staff and other officials at the City. The revenue that our proposed partnership at the Seattle Coliseum brings to the Center—and the rest of the campus—will contribute meaningfully to the important arts and cultural programming that these organizations provide. Our partnership supports Seattle Center as a strong and celebrated civic and City asset, rather than a financial burden that threatens the future of other Center tenants.

When exploring future arena partnerships or locations, it is always about far more than the square footage or financials. In the case of the Seattle Coliseum, our partnership, which began in 2008, appealed to the AEG team precisely because of the vibrancy and dynamism already present on the Seattle Center campus. The compilation of arts and cultural institutions was inspiring. And the partnership we developed with the Seattle Center team was based on a mutual understanding and respect that the Coliseum could offer so much to other stakeholders, and they to us.

ARTS AND CULTURE

AEG is not a newcomer to Seattle. In fact, we have quietly been a part of the community for more than a decade. AEG helps the City of Seattle manage and promote events at KeyArena today. Our privately-held company runs Bumbershoot, the venues at Marymoor Park and Showbox Market and SoDo Theaters.

The redevelopment of the Seattle Coliseum will be a catalyst for a stronger, more interconnected Seattle Center. Seattle Partners is eager to lend our global expertise to support the broader vision of Seattle Center and wholeheartedly embrace the neighborhood's desire to create an Arts & Culture District.

Seattle Center's surrounding neighborhoods offer residents and visitors a place to experience arts, culture, science, entertainment and sports, as well as open space for quiet respite. It is poised to take its place as Seattle's own Central Park.

While the World's Fair was largely focused on science and technology, it also featured the largest arts exhibition ever experienced on the West Coast. The works of 50 international and 50 contemporary American artists were displayed at the exhibition, including the artwork of Northwest Coastal Native Americans.

The Fair also developed many arts and cultural buildings on the campus, including what are now the Seattle Repertory Theatre, the Opera House, the Exhibition Hall and the Northwest Rooms, as well as the Seattle Coliseum. The legacy of those buildings, and of the arts and cultural organizations that inhabit them, is a critical element of Seattle's rich cultural landscape. However, many in Seattle, and even the Uptown neighborhood itself, do not think of Seattle Center as their neighborhood park. So much of the day-to-day cultural opportunities of Seattle Center are under-realized and unexplored by Seattle residents, though Seattle Center leadership are clearly dedicated to supporting a fully-activated and welcoming campus.

With the redevelopment of the Seattle Coliseum there is extraordinary potential for Seattle Center to simultaneously become a more successful and celebrated regional asset as well as a safe, welcoming open space for locals.

We are keenly interested in how the built environment influences people—and is influenced by them. Light, free flow and transparency invite people to linger and enjoy. The neighborhood surrounding Seattle Center is changing and a Seattle Coliseum redevelopment should magnify opportunities to create porousness between the Center and the Uptown neighborhood.

For example, to prepare its new space in the Northwest Rooms, KEXP peeled back concrete walls and replaced them with floor-to-ceiling glass doors, low-barrier-to-entry retail and a community gathering space. New apartment buildings such as the Expo and its adjacent retail are transforming Republican Street into a more human-scale "room" that could also function as a future festival street. Stakeholders have been gathering to discuss the future

of the Campus' northeast quadrant as well as how to further enliven plaza space along the northwest, and whether and how to redevelop several existing structures along Mercer Street. A future Sound Transit station in the vicinity will increase access to this important part of the campus and neighborhood even more.

Seattle Partners' vision for a revitalized Seattle Coliseum and surrounding area will draw heavily on Seattle's robust history of arts and culture, augmenting existing structures and institutions, to foster an even more vibrant and creative community. This could take the shape of collaboration and amplification of existing programs as well as physical improvements to or the creation of new cultural spaces.

Among our ongoing community engagement, we have met with and learned from KEXP, Vera Project, SIFF, Friends of Waterfront Seattle, the Queen Anne Historical Society, El Centro de la Raza, Greater Seattle Business Association, Urban League of Metropolitan Seattle, Pacific Science Center, Pottery Northwest, ArtsFund, Chihuly Garden and Glass, Seattle Center executive team, Seattle Parks Foundation, Seattle Opera, Pacific Northwest Ballet, Seattle Center Foundation, On The Boards, and Art/Not Terminal.

Senior AEG representatives actively participated in the Uptown's workshop on the Arts & Culture District. In the workshop, organizations expressed their desire for AEG to:

- Support and collaborate with the emerging Arts & Culture District in Uptown
- Support and amplify existing programs already doing excellent work connecting our community and youth to art and performance
- Activate and enliven physical spaces on the campus with art, community spaces and gathering spaces
- Pursue the effort through the lens of racial equity and social justice

Several important themes have emerged in our ongoing discussions with Seattle Center tenants, Uptown and other neighborhood groups, and civic organizations. Based on these conversations and our existing collaboration with the Seattle Center staff and the City of Seattle, Seattle Partners supports the following components as part of our renovation of the Seattle Coliseum: Uptown Arts & Culture District; diverse programming and programming partnership; and integration of art.

“The Arts & Culture District of Kansas City, known as The Power and Light District, benefits greatly from having Sprint Center as a partner...Events increase foot traffic in our district which has created a sense of community for our city where people of all interests can find something they will enjoy here.”

—Sylvester “Sly” James, Jr.
Mayor of Kansas City, Missouri

UPTOWN ARTS & CULTURE DISTRICT

Seattle Partners enthusiastically supports the efforts underway to create and strengthen an Uptown Arts & Culture District. It is clear that local arts organizations—including many cornerstone tenants on the campus such as KEXP, Seattle Opera and Pacific Northwest Ballet—have potential to expand and grow their visitor bases and to create physical and metaphorical perforations along the edges of Seattle Center, welcoming a greater flow of both locals and tourists.

As the Uptown neighborhood shifts and grows, it is critically important that these organizations, whether large or small, for-profit or nonprofit, can continue to enrich the lives of neighbors and the broader Seattle region.

Seattle Partners intends to play a strong, supportive role in this effort by ensuring a dedicated team member is proactively engaged with community stakeholders. We will also explore goals outlined by the group, including partnering with the Seattle Center and others to explore branding, communications and promotional opportunities to draw more visitors and locals, further enriching our community. Seattle Partners could provide advocacy and financial support as the district evolves and develops.

PROGRAMMING

Engaging youth in the arts is a central tenet of Seattle Partners' mission. The next generation's artists, musicians and entertainers are those who have experienced the richness of the arts firsthand. The Seattle Center campus already offers myriad opportunities to local students, and Seattle Partners will work to expand this programming to reach more young people, especially low-income and under-represented youth in the region. Seattle Partners also places special emphasis on reaching diverse audiences—from communities of color to LGBTQ people and seniors.

We see many exciting opportunities for programming partnerships, and look forward to continuing our successful collaboration with the campus' tenants and Seattle's nonprofit community to find impactful ways to engage youth in the arts.

Seattle Partners proposes to begin the effort by collaborating with regional school districts throughout King County on arts programming, both on-site and in schools. This effort could take a number of forms, including bringing school groups to Seattle Center to experience live music, performing arts or dance, as well as providing opportunities for local artists and musicians to visit schools and talk about how arts education influenced their lives.

We believe our growing relationships with KEXP, the Vera Project, SIFF, and Art/Not Terminal will help set the stage for continued community collaboration. Seattle Partners is an enthusiastic supporter of efforts to activate the courtyard between these organizations and the Seattle Coliseum, and we intend to work collaboratively to support its success as a true gateway to the Seattle Center campus that everyone can enjoy year-round.

PHYSICAL SPACES

We will give special consideration to connecting the multitude of existing arts and music organizations on the Seattle Center campus and the surrounding Uptown neighborhood. The Seattle Coliseum's footprint and relationship to the surrounding campus and neighborhood creates opportunities for cultural experiences not only within the venue, but immediately around the arena.

RETAIN PAUL THIRY'S HISTORIC BUTTRESSED ROOFLINE

The existing Seattle Coliseum roofline is inextricable from the identity of Seattle Center in general and the arena in particular. Completely remove the roofline and the historic legacy of the institution is greatly diminished. The design is culturally significant and unique, and engineering research proves that a renovation and expansion of the interior spaces for today's and tomorrow's audiences can be accomplished without a complete demolition.

Seattle Partners is drawn to iconic locations around the world—like Seattle—that have a sense of place and history. By preserving the Seattle Coliseum's roof, and thereby the architectural legacy of this historic facility, we can make the Seattle Coliseum redevelopment a paragon of sustainability and creativity, reflecting and extending Seattle's own values well into the future.

NORTHWEST NATIVE AMERICAN ART

The Seattle Center campus notably lacks art that celebrates the history and contributions of Native American's in the region. Previous efforts to create Native American cultural spaces on the Campus have not yet come to fruition. Seattle Partners proposes to change this by designating a space on the Seattle Center campus that will incorporate and honor Native art.

We propose a large-scale, specially commissioned art piece with plaques or other educational content to tell the story, specifically of the Snohomish, Tulalip, Puyallup and Duwamish peoples. Seattle Partners will work with area tribes to identify a local artist to design and create a meaningful piece that honors the original people upon whose land the Seattle Coliseum now sits. We will also join ongoing conversations on identifying a new Native cultural space at Seattle Center.

INCLUDE ART WORKSPACES IN NEW DESIGN

At our more than 120 venues around the world, AEG partners with local artists and arts organizations to connect people, and specifically youth, to art. We are partnering with dozens of local organizations on and off-campus at the Seattle Center campus to help designate the Uptown neighborhood as an Arts & Culture District.

One approach we will consider is working with existing artist space providers, such as Art/Not Terminal, to discuss supporting an additional multi-use community art center nearby that would provide expanded gallery and work space. Making the space visible to passers-by, offering daytime art programs and a teaching space for the community and school groups would positively influence our youth for generations to come.

Seattle Partners is also exploring locations for a rotating public art installation featuring local and Native American artists, which would be open and available to visitors and locals alike, and additional permanent art that doubles as open-air seating.

EMBRACING KEXP'S VISION

KEXP is a perfect example of what makes Seattle special. Its legacy in Seattle's music history is unmatched and its future could not be more exciting. Already a cornerstone of Seattle, KEXP's move to Seattle Center showed the world yet again that arts and culture succeed when they are in the middle of everything, accessible to the most people and amplifying the full diversity of a city. We are honored to call them a neighbor and are excited about what future partnerships could bring for both Seattle Partners and KEXP.

Another opportunity is the courtyard between KEXP and the Seattle Coliseum. We are excited not only by the preliminary ideas coming from KEXP's stakeholder process, but also the cultural values driving the conversation: how can we activate this under-utilized space so that everyone can enjoy it? We look forward to continuing to engage with KEXP and the courtyard's immediate neighbors so that we can be a part of what we believe is an incredible opportunity to activate the courtyard 365 days per year.



HONORING INTERNATIONAL FOUNTAIN

Some big cities have a tall statue of a founding father, some small towns have a local watering hole. Seattle has the International Fountain. No matter what the fixture, each serves as a communal gathering space during times of celebration and times of mourning. Nirvana fans gathered at the International Fountain to mourn the passing of Kurt Cobain, families play in the water to cool off in the hot days of August. Seattleites from all backgrounds came together at the fountain to be among their neighbors after the horrific tragedy of 9/11. The Sounders Champions March and Rally gathered there to celebrate the club's first MLS Cup victory last year. These are just a few of the dozens of times that Seattle has come together at the International Fountain, displaying the deep sentiment that Seattle has for the fountain—and the Seattle Center campus as a whole—as a safe and welcome place to come together. Our proposal for the Seattle Coliseum seeks to honor the fountain, not just as a nearby water feature on the campus, but as the place that it occupies in Seattle's civic fabric.

COMMUNITY

At AEG, we give the world reason to cheer. We have been proudly cheering with Seattleites for more than a decade. We consider ourselves part of this community, tightly tied to the people we serve, the teams we love and the music that defines this vibrant region.

Our driving philosophy is that entertainment and sports are powerful forces for creating hope, understanding and goodwill. People of all walks of life, all backgrounds and all ages come together to be entertained at AEG facilities across the world. We are so proud to help make these moments happen.

We know that there are enormous opportunities to expand and amplify those moments throughout local communities. Professional sports leagues inspire the next generation of players, which is why we sponsor youth leagues and support youth sports venues in many of the cities where we operate. Entertainment, performance art and music can be an important motivator for young learners, and that's why we partner with organizations such as the Grammy Museum in Los Angeles to connect at-risk youth to professional musicians, inspiring them to pursue their dreams. AEG 1COMMUNITY was created to ensure that all our venues work with their City and community counterparts to give back to our communities.

Since 2002, AEG contributed over \$100M in financial and in-kind support of charitable, community, and civic programs.

In Seattle, we will continue current partnerships and establish more with organizations throughout King County and invest in programs that connect young people and families with opportunities for growth through sport, entertainment and music.

YOUTH SPORTS AND EDUCATION

AEG's team creates physical, educational and event-based connections between future professional sports teams and our local youth. We know from experience around the globe that young people in the Puget Sound area will be some of the biggest fans for future teams, so we propose a suite of programming that will connect youth to professional sports, players to fans, and inspire the next generation. We foresee partnering with the team and local organizations such as the Boys and Girls Club and the YMCA to offer reduced price tickets for youth beyond what is required by the leagues.

Programs for young people could include supporting regional basketball and hockey clubs, offering discounted school-based fan nights, organizing a professional athlete speakers bureau to come to local schools and talk about commitment, hard work and ethics, and much more. We look forward to working with local school districts, youth sport leagues and charities to further refine programming and event opportunities around their core needs and interests.

YOUTH MUSIC AND EDUCATION

Funding for arts and music programs have long been on the decline in public schools across the country. Musicians and performance artists who practice their craft professionally were almost certainly inspired at a young age by a singer or dancer or other artist who touched their lives in a lasting way. Seattle Partners wants to ensure the next generation has those experiences as well.

The Seattle Center campus already offers myriad opportunities to local students, and Seattle Partners will work to expand this programming to reach more young people, especially low-income and under-represented youth in the region. Seattle Partners also places special emphasis on reaching diverse audiences—from communities of color to LGBTQ people and seniors.

Seattle Partners proposes to begin the effort by collaborating with regional school districts throughout King County on arts programming, both on-site and in schools. This effort could take a number of forms, including bringing school groups to Seattle Center to experience the opera, ballet or performing arts. There are also opportunities for Seattle Partners to support local artists and musicians to visit schools to talk about how an arts education influenced their lives.

HOMELESSNESS AND SOCIAL SERVICES

Homelessness is a heartbreaking reality that impacts many cities. Seattle Partners is deeply connected to this complex issue and committed to working toward solutions. We applaud Mayor Ed Murray, the City Council and business leaders, and the Chamber and Downtown Seattle Association on their collaborative work toward addressing homelessness. Seattle Partners has been participating in conversations with housing and homelessness leaders around Seattle as they work together toward a solution to end homelessness. We understand, as experts have stressed, that ending homelessness starts with providing safe, secure housing for those in need.



Seattle Partners will partner with housing providers such as Plymouth Housing (with whom we've met and are developing a joint program), as well as United Way of King County. We look forward to partnering with organizations like YouthCare and Mary's Place and the two Uptown neighborhood men's shelters, in their efforts to bring people indoors and house those in greatest need in the Seattle community.

Seattle Partners will continue to support the Seattle/King County Clinic to ensure those most in need of healthcare services are able to see medical professionals free of charge.

OLDER ADULTS

The City of Seattle recently joined the AARP's Network of Age-Friendly Communities. The initiative seeks to make cities more age-friendly by improving the quality of life for all residents, especially older adults. We know from experience that entertainment programming attracts audiences of all ages, and we have heard from many in the community that high-quality access for older persons to and from Seattle Center is critical to the sustained health of both the renovated Seattle Coliseum and the Center itself. While this is addressed further in our transportation sections, Seattle Partners will work with the City of Seattle and the Seattle Center team to make multi-modal access improvements to and from the Campus to help ensure a clean, well-lit, and safe environment.

1ST COMMUNITY BENEFITS AGREEMENT IN THE INDUSTRY

CASE STUDY

AEG was the first company in the industry to develop and adopt a comprehensive Community Benefits Agreement. This agreement, for L.A. LIVE in Downtown Los Angeles, outlined the substantial community investments that AEG would make, and did make, concurrent to the development of L.A. LIVE. The agreement was developed by a diverse group of stakeholders including residents, community based organizations, faith based organization, and labor.

Key aspects of the program included:

- **Affordable Housing** - AEG invested more than \$6 million toward affordable housing development projects within a 3-mile radius of L.A. LIVE.
- **Parks & Recreation** - AEG invested \$1 million towards the development of a local park as well as a recreation center for youth

AEG 1COMMUNITY

As a leader in the sports, entertainment, and facility management industries, AEG believes that corporate philanthropy and community engagement play a critical role in helping communities thrive. We strive to be civic leaders by working to improve the economic and social well-being of local communities. We aim to be industry leaders by incorporating philanthropy and community engagement in all our business divisions.

Our primary mission is to help improve the quality of life for children and families. Our work is focused in the following areas:

- Education (K-12)
- Music & Art Education for Youth
- Community & Economic Development
- Health & Social Services

SEATTLE

SEATTLE/KING COUNTY CLINIC

Since the clinic's inception in 2014, AEG has supported the Seattle/King County Clinic through monetary and in-kind services donations. Each October, KeyArena and other Seattle Center spaces transform into a giant free health clinic. Produced by the Seattle Center Foundation, the four-day volunteer-driven clinic provides a full range of free dental, vision and medical care to underserved and vulnerable populations in the region. Nearly every space in the arena is utilized as treatment areas with over 100 dental chairs on the arena floor and other ancillary spaces used for eye-exams and physical therapy. The KeyArena suites serve as private rooms for doctors to provide wellness exams from ultrasounds to wound care and many other services. In 2016 alone, 4,492 patients received the equivalent of \$3.94 million in free medical, dental and vision care.



KING COUNTY PARKS/KING COUNTY PARKS FOUNDATION

AEG is a partner with King County Parks and is the producer for the Marymoor Park Concert Series. Additionally, guests purchasing an online ticket to Marymoor Park Concert Series performances are encouraged to donate to King County Parks Foundation. All revenue generated by King County is used to support the operations and maintenance at over 200+ King County parks. King County Parks stewards 200 parks, 175 miles of regional trails and 28,000 acres of open space, including such regional treasures as Marymoor Park, Cougar Mountain Regional Wildland Park, and the world-class Weyerhaeuser King County Aquatic Center. By cultivating strong relationships with non-profit, corporate and community partners, King County Parks provides recreational opportunities for King County residents and protects the region's public lands, leaving a legacy for future generations.

The King County Parks Foundation is devoted to cultivating private-sector philanthropy to connect communities to regional trails, open space and parks and to support the resiliency of the parks system for future generations.



MOTLEY ZOO

AEG provides access at many high-profile events where animals are matched with performers and celebrities for private meet and greets. Motley Zoo uses these opportunities to create marketing assets and further their public outreach and fundraising efforts for their organization.

Motley Zoo Animal Rescue is dedicated to improving the lives of animals locally, nationally and internationally; alleviating their suffering and elevating their status in society through the rescue and rehabilitation of animals in need and through the education of their community on responsible pet ownership and animal welfare, advocating the value of all animal life, in hopes to end the neglect and abuse of all animals and to end the devastating pet overpopulation through spay and neuter advocacy.

Motley Zoo Animal Rescue dedicates its work to end pet overpopulation and the resulting euthanization of healthy, adoptable animals due to limited space and funds of our local, national, and international animal welfare organizations as well as working to end abuse and neglect of all animals resulting from lack of information and education of the community, all the while advocating the value of all animal life.



CENTER FOR INFECTIOUS DISEASE RESEARCH

The Center for Infectious Disease Research (CIDR) was the official Non-Profit Partner of Bumbershoot in 2015 and 2016. Their mission is to make transformative scientific advancements that lead to the prevention and treatment of infectious diseases.

CIDR advances the science to develop vaccines, drugs, and diagnostics for the infectious diseases that claim the lives of 14 million people every year. They concentrate their efforts on the people that need it most – those in developing nations throughout the world. Progress for those most affected has moved at a slow and inhumane pace. In 1815, the average life expectancy was 47 years in the United States. In Africa, in 2015, 200 years later, the life expectancy is still only 47 years.

CIDR develops and employs systems biology approaches to accelerate progress in the development of vaccines to prevent, drugs to treat, and diagnostics to detect lethal and debilitating infectious diseases.

AEG is proud to be part of the public support in advancing their research, as CIDR seeks to build a healthier, more hopeful world.



VERA PROJECT

AEG is proud to support the Vera Project and engage with them as a Resident Organizational Partner of Bumbershoot as we have similar goals. The Vera Project fuels personal and community transformation through collaborative, youth-driven engagement in music and art.

VERA is an all-ages volunteer-fueled music and arts venue. By engaging participants at all levels of music production and community organizing, Vera fulfills its mission to foster a participatory creative culture through popular music concerts, arts programs, experiential learning and volunteer opportunities for all ages, especially young people. Vera's programs are always all ages, with a focus on young people ages 14 to 24.

These activities are initiated and driven collaboratively by Vera's volunteers, staff, Board of Directors and youth-led Membership.

Weekly concerts promote artistic experimentation and excellence in a professional setting, leveraging industry-standard technology to showcase music and arts. Classes fuse with experiential learning opportunities and a volunteer-driven structure that engages young people in the arts, fosters inter-generational communication and gives constituents the skills necessary to pursue their creative and professional passions. The skills participants gain at Vera activate future creativity, careers and leadership within Vera and in the greater creative community. Vera engages thousands in the arts, develops the future of the music industry and supports a vibrant Seattle culture.



KEXP

KEXP's curatorial staff of 40 DJs, who are widely recognized as experts in their field, present the newest emerging popular artists alongside established bands. KEXP's programming features both variety and specialty shows that brings you the emerging sounds and long-time favorites from the Pacific Northwest, the country, and throughout the world.

Artists championed by KEXP are not typically supported by traditional non-profit arts organizations or commercial media outlets. They are inventive, contemporary musicians creating new work in popular genres that include rock, hip hop, reggae, country, Latin, modern global and more. AEG is proud to support their efforts and engage with them as a Resident Organizational Partner of Bumbershoot.

Seattle Partners' proposal embraces KEXP's plans for a vibrant, engaging outdoor courtyard.



SIFF

Film is a powerful art form, and it is the experiences we have with film that can transform our lives. SIFF does just that: our mission is to create experiences that bring people together to discover extraordinary films from around the world. It is through the art of cinema that we foster a community that is more informed, aware, and alive.



AEG is proud to provide support and work with SIFF as a Resident Organizational Partner of Bumbershoot as SIFF has been bringing great film experiences to SIFF Education, SIFF Cinema, the and Seattle International Film Festival.

MUSICARES

MusiCares provides a safety net of critical assistance for music people in times of need. MusiCares' services and resources cover a wide range of financial, medical and personal emergencies, and each case is treated with integrity and confidentiality. MusiCares also focuses the resources and attention of the music industry on human service issues that directly impact the health and welfare of the music community. AEG contributes financial support to MusiCares to support their mission.

“AEG financially supports the arts education efforts of Angelica Center for Arts and Music as well as a number of other organizations doing positive and necessary work in the inner city of Los Angeles.”

—Ellen Sell
Director, Angelica Center for Arts and Music

PLANS FOR TECHNOLOGY - VENUE OF THE FUTURE

Seattle is home to many of the world's largest and most advanced technology firms, making it a recognized leader for tech innovation and adoption. The region, however, currently lacks a state-of-the-art sports and entertainment facility worthy of the tech-savvy population. Seattle Partners' vision of the Seattle Coliseum as a "Venue of the Future" will include solutions to today's IT challenges and innovative features that leverage the technology of tomorrow.

AEG's Digital Services group is tasked with designing the Venue of the Future, taking into consideration advances in all aspects of technology, by using AEG's preeminent position in designing cutting-edge technologies for the world's busiest and best venues. Our management and implementation of world-class venue technology is geared toward enhancing the fan experience and creating the greatest possible operating efficiencies. We do this by introducing the very latest in technology and implementation methods. We work closely with all the professional sports leagues to ensure our technology platforms meet or exceed their standards while delivering on AEG's internal requirement for best-in-class service.

Below we share Seattle Partners' philosophies regarding a few areas that will highly impact the Seattle Coliseum: Business Intelligence, Customer Connectivity, Operational Technology and Data Center Operations.

BUSINESS INTELLIGENCE

Operating a venue as advanced as the Seattle Coliseum will be a complicated endeavor with many simultaneous information flows. Every event has multiple factors determining its logistic success, including traffic management, parking capacity, concession inventory and staffing.

Currently, this information is segregated and difficult to view holistically. To address this problem, we are designing proprietary systems to aggregate the information and house it in an inter-connected, cloud-based infrastructure. This advance in our technology will provide robust and intelligent analytics for the Coliseum team, who are tasked daily with making critical decisions impacting customer satisfaction and profitability.

This infrastructure will enable the Seattle Coliseum team to make smarter decisions about what to stock and when to staff, and enable them to forecast per capita income much more accurately. As part of our approach, we will use this information to make big picture decisions, in partnership with Seattle Partners' vendors, to collect, process and act on relevant datasets to support the bottom line for all.

CUSTOMER IDENTITY

Identity means much more than just knowing a Seattle Coliseum customer's name. It means knowing what a customer wants, needs and where they are in their buyer journey. It means realizing the opportunities to improve the relationship by solving their problems, anticipating their needs or purely delighting. Identity is the connecting point between all customer interactions, online and off, past and present. It is the foundation for all customer engagements—across the web, mobile apps, box office, email, digital ads, ticket takers and beyond.

Presently, our industry only has access to basic information collected at the time of purchase, but AEG is working to change that. Our social media pilot program is monitoring specific hashtags, keywords, and geo-tagged tweets and posts to better interact with our customers. We are culling through massive amounts of dialogue across multiple social media platforms to learn what our customers are most interested in and want to connect with.

Our analysis of these data will enable real-time interaction with customers and fans visiting our facilities worldwide. When the analysis is complete, this information is highlighted for the venue operator, the security team, the customer service team and any other relevant venue staff, so that they can track trending topics, conversations, and, when appropriate, interact with the customer through their preferred platform.

Seattle Coliseum, as a Venue of the Future, will organize around identity, working with an always-on identity solution that serves as the central nervous system for all customer dialogue. Integrating behavioral data and simultaneously syncing these insights with offline historical data, marketers can respond and engage with contextual relevance at the speed of the customer. The starting point and quickest payback starts with improving current media initiatives to achieve more targeted ads, reduce waste and, ultimately, drive more positive customer experiences and increased loyalty over time.

CUSTOMER CONNECTIVITY

The age of the smart phone, which started in 2007 with the introduction of the iPhone, brought with it a need for broadband data that simply hadn't existed before. At that time, the existing "Edge" or 2G networks were more than capable of delivering text messages and phone calls. But the emergence of data-hungry mobile applications far exceeded the mobile telecom carriers' available bandwidth. This brought on the need for an alternative: Wi-Fi networks. Wi-Fi networks served not only the needs of data throughput, but in some cases also supplemented the carriers' inability to provide data capacity in rural areas.

Successive improvements, particularly in the United States where mobile data competition is fierce, are at a point now where the mobile data network is actually providing the Wi-Fi network for other devices. Verizon is leading the way, but all carriers are actively pursuing what will someday be gigabit data speeds over the mobile data network, establishing the network as the central source for data communications, and serving as a replacement for existing Wi-Fi networks.

This future will also support Internet of Things devices, from security cameras to remote parking point-of-sale (POS) positions, to advertising content that is delivered based not only on the identity of the customer, but to the disposition of the customer at a specific time. For this reason, AEG is counseling our venues to focus on High Density Mobile Data connectivity and deemphasizing public Wi-Fi networks. Our exhaustive research shows that fewer people are using public Wi-Fi and we expect this trend to continue with the transition to high density mobile networks. The recent commitment to unlimited data plans by all major carriers in the U.S. only emphasizes this point as it eliminates one of the major reasons a consumer would attempt to use a public Wi-Fi network. The Venue of the Future will be built around a robust mobile data connectivity solution, supporting not only consumer needs but also those of the venue's operating infrastructure. This is our plan for the Seattle Coliseum.

AEG is developing a technology that converts an arena's ambient humidity into potable drinking water.

OPERATIONAL TECHNOLOGY

AEG is constantly innovating and trying new technologies to provide smarter, more efficient, and cleaner solutions to market.

Much of what we have done thus far combines increased efficiencies with lowering the venue's environmental footprint. Examples of this include:

- Converting gray wastewater to playable hockey ice
- Capturing ambient building humidity and turning it into potable drinking water
- Utilizing Bloom Energy's breakthrough solid oxide fuel cell technology to generate clean highly-efficient energy onsite from alternative energy sources
- Installing Tesla batteries to pull electrical power from the grid in off-peak periods to then power a venue during peak periods
- Implementing cloud-based technology to gather and store work flow and process

Beyond these efficiency uses, AEG is engaged in several beta tests designed to help shape the Venue of the Future. While of many these developments are covered under non-disclosure agreements, they focus on new technologies in several micro industries including energy efficiency, people movement, consumer mood assessment, predictive modeling, use of virtual and augmented reality as a legitimate business tool, and creating a network neurostructural fabric that interconnects all the venue's operating systems.

DATA CENTER OPERATIONS

Our venues are in varying states of technology modernization, with considerations and requirements unique for each. However, there is one constant that should always be considered when making strategic, forward looking decisions: what kind of data center to run. We are actively engaged in answering this question for the Seattle Coliseum.

Thankfully, the technology marketplace is making this decision less complicated: The future is in the clouds. Literally.

Investing in large, protected, on-site data centers no longer makes financial or technological sense. Cloud-based systems with Amazon, Google, Microsoft or Rackspace are preferable to housing a data center in a venue. There will be a continued need to house and protect network equipment and there may even be a need for a one-off application that must reside locally, but these should be minimized.

This cloud-focused mindset also applies to new applications for the Seattle Coliseum. For example, Point of Sale (POS) operations should be able to operate locally, but sync up and be managed via the cloud. This common infrastructure approach should be followed wherever possible. Freeing up technology investment dollars so they can be spent on more engaging purposes that will positively impact the customer.

With these advances in technology and Seattle Partners' willingness to explore and implement cutting-edge innovations, we will continue to improve customer satisfaction. We will get more customers online and engaged with a robust mobile data connectivity solution at the Seattle Coliseum.



RAY CHARLES • THE EXCITERS • THE BEACH BOYS • LOUIS ARMSTRONG • THE KINKS • THE SEATTLE
SUPERSONICS • THE WAILERS • THE MONKEES • THE WHO • THE JIMI HENDRIX EXPERIENCE • RAY CHARLES
• THE DOORS • THE ROLLING STONES • CROSBY, STILLS, NASH & YOUNG, • CREEDENCE CLEARWATER
REVIVAL • JETHRO TULL • LED ZEPPLIN • SANTANA • STEELY DAN • B.B. KING • AEROSMITH • 1974 NBA ALL-
STAR GAME • THE ALLMAN BROTHERS • WHL SEATTLE TOTEMS • WHL SEATTLE THUNDERBIRDS • KC AND
THE SUNSHINE BAND • SUPERTRAMP • BEE GEES • GRATEFUL DEAD • BUFFALO SPRINGFIELD • 1978 NBA
FINALS • STYX • STEVE MILLER BAND • THE KINKS • REO SPEEDWAGON • 1979 NBA FINALS • CHUCK BERRY
• AC/DC • FOREIGNER • VAN HALEN • THE ANIMALS • ROBERT PLANT • SCORPIONS • ZZ TOP • THE CARS •
JOHN COUGAR MELLENCAMP • HUEY LEWIS & THE NEWS • TOM PETTY AND THE HEARTBREAKERS • BLACK
SABBATH • MARILYN MANSON • ALANIS MORISSETTE • BILLY JOEL • ANDREA BOCELLI • N'SYNC • ROD
STEWART • ELTON JOHN • CHER • 1987 NBA ALL-STAR FEST • NEIL DIAMOND • R.E.M. • THE IRISH TENORS
• THE MOODY BLUES • THE SEATTLE STORM • SEATTLE UNIVERSITY REDHAWKS MEN'S BASKETBALL • THE
BEATLES • ELVIS PRESLEY BETTE MIDLER • AMY GRANT • WOMEN'S BASKETBALL PAC-12 CONFERENCE
TOURNAMENT • TLC • KORN • DMX • CREED • RED HOT CHILI PEPPERS • TONY BENNETT • BARENAKED
LADIES • CHRISTINA AGUILERA • PEARL JAM • TINA TURNER • MATCHBOX TWENTY • CHAMPIONS ON ICE
• WWE • 98 DEGREES • BEN HARPER • JANET JACKSON • 3 DOORS DOWN • MICHAEL FLATLEY • SADE
• ERIC CLAPTON • STEVIE NICKS • JAMES TAYLOR • RINGLING BROS. AND BARNUM & BAILEY CIRCUS •
EARTH, WIND & FIRE • BOB DYLAN • RAT CITY ROLLERGIRLS • THE GUESS WHO • GEORGE STRAIT • ALICIA
KEYS • WEEZER • KIRK FRANKLIN • DC TALK • INCUBUS • USHER • NICKLEBACK • WOMEN'S FLAT TRACK
DERBY ASSOCIATION • USHER • MARY J BLIGE • MARC ANTHONY • CHER • TOOL • BOB DYLAN • NO DOUBT
• NELLY • TORI AMOS • CHER • PETER GABRIEL • DAVID GRAY • MISSY ELLIOTT • BON JOVI • TIM MCGRAW
• YANNI • DIXIE CHICKS • DEF LEPPARD • SIMON & GARFUNKEL • GOOD CHARLOTTE • DAVE MATTHEWS
BAND • NEWSBOYS • SARAH BRIGHTMAN • BRITNEY SPEARS • CISL SEATTLE SEADOGS • METALLICA •
KELLY CLARKSON • CLAY AIKEN • DAVID BOWIE • NCAA WASHINGTON HUSKIES • YES • KID ROCK • SHANIA
TWAIN • SARAH MCLACHLAN • ERIC CLAPTON • ALAN JACKSON • INCUBUS • U2 • BRUCE SPRINGSTEEN
& THE E STREET BAND • DESTINY'S CHILD • THE KILLERS • DAVID GRAY • FOOD FIGHTERS • THE ROLLING
STONES • PAUL MCCARTNEY • DEPECHE MODE • GWEN STEFANI • ANDRÉ RIEU • COLDPLAY • QUEEN • TIM
MCGRAW & FAITH HILL • BILL GAITHER & FRIENDS "HOMECOMING" • THE CHEETAH GIRLS • PAUL SIMON
• THE WHO • DEATH CAB FOR CUTIE • BOB SEGER & THE SILVER BULLET BAND • JAMIE FOXX • SNOW
PATROL • THE POLICE • NICOLE C. MULLEN • JOSH GROBAN • MUSE • KEITH URBAN • OZZY OSBOURNE •
MILEY CYRUS • MICHAEL MOORE • DANE COOK • TOUR OF GYMNASTICS CHAMPIONS • 107.7 THE END DECK
THE HALL BALL • BLUE SCHOLARS • KANYE WEST • THOMAS AND FRIENDS LIVE! • GEORGE MICHAEL •
NINE INCH NAILS • LIL WAYNE • DISNEY LIVE! • BEYONCÉ • TAYLOR SWIFT • MANDISA • WALKING WITH
DINOSAURS • JAMIE FOXX • "STAR WARS: IN CONCERT" • JAY Z • KISS • ELTON JOHN & BILLY JOEL • JOHN
MAYER • MICHAEL BUBLÉ • THE AVETT BROTHERS • EAGLES • ARCADE FIRE • ALICE IN CHAINS • GORILLAZ
• JOEL OSTEEN • THE BLACK KEYS • MADONNA • CARRIE UNDERWOOD • JIMMY BUFFETT • RED HOT CHILI
PEPPERS • RIHANNA • BRUNO MARS • EAGLES • PINK • SELENA GOMEZ • MICHAEL BUBLÉ • MACKLEMORE
& RYAN LEWIS • JUSTIN TIMBERLAKE • USHER • SEATTLE STORM • PHISH • LIONEL RICHIE • TOBYMAC
• TRANS-SIBERIAN ORCHESTRA • BASTILLE • IMAGINE DRAGONS • DECK THE HALL BALL • OPRAH'S
THE LIFE YOU WANT WEEKEND • JAMES TAYLOR • JESUS CHRIST SUPERSTAR ARENA SPECTACULAR •
WWE • GONZAGA'S BATTLE IN SEATTLE • CHER • 2015 PAC-12 WOMEN'S BASKETBALL TOURNAMENT
• LADY GAGA • ELTON JOHN • THE HARLEM GLOBETROTTERS • STEVIE WONDER • 2015 NCAA MEN'S
BASKETBALL TOURNAMENT • PBR • CHRIS TOMLIN • ARIANA GRANDE • ERIC CHURCH • NEIL DIAMOND •
BARRY MANILOW • BETTE MIDLER • SHANIA TWAIN • THE INTERNATIONAL DOTA 2 CHAMPIONSHIP • RUSH
• 5 SECONDS OF SUMMER • KELLY CLARKSON • KEVIN HART • ALT-J • FLORENCE AND THE MACHINE •
SEATTLE UNIVERSITY REDHAWKS • 107.7 THE END PRESENTS DECK THE HALL BALL 2015 • JUSTIN BIEBER
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A revitalized Seattle Coliseum will be an anchor for a renewed Seattle Center and support the activity and vibrancy of the neighboring organizations.



SEATTLE ADVANTAGE

Redevelopment Site

- Seattle Partners has designed a modern world-class arena while celebrating the historical legacy of the Seattle Coliseum and preserving the core design elements of Seattle Center.
- Seattle Partners' redevelopment of the Seattle Coliseum site embraces the urban fabric of the surrounding neighborhood and honors the Century 21 Master Plan, the Uptown Urban Design Framework and KEXP's planned courtyard expansion.
- The redevelopment embraces a pedestrian and bicycle friendly environment to encourage non-automobile access to the site.
- Seattle Partners will add outdoor civic amenities to the Campus, including facilities such as open-air basketball courts, multi-purpose activity courts and skate park.
- Seattle Partners proposes an Art/Culture/Fitness Trail weaving throughout the Seattle Center campus. This trail will become a community asset and will encourage more pedestrian access to the nearby mobility hubs.
- Office and residential buildings offer ground floor retail and restaurant space to enliven the streetscape around the Coliseum.
- The Coliseum's loading dock, the residential building and the office building will all feature subterranean parking to decrease curbside parking demand.
- Our design brings an 800% improvement to loading area speed and efficiency, and removes current truck congestion on nearby streets.
- Seattle Partners will invest in the greening of Thomas Street, in coordination with the Lake to Bay Initiative, to enhance pedestrian access, lighting, landscaping and street-level amenities.
- AEG 1EARTH, AEG's industry leading sustainability program, will navigate the LEED Gold certification process for the Seattle Coliseum, as they have done for other AEG LEED Gold certified venues.



Redevelopment Site

REDEVELOPMENT SITE DURING CONSTRUCTION

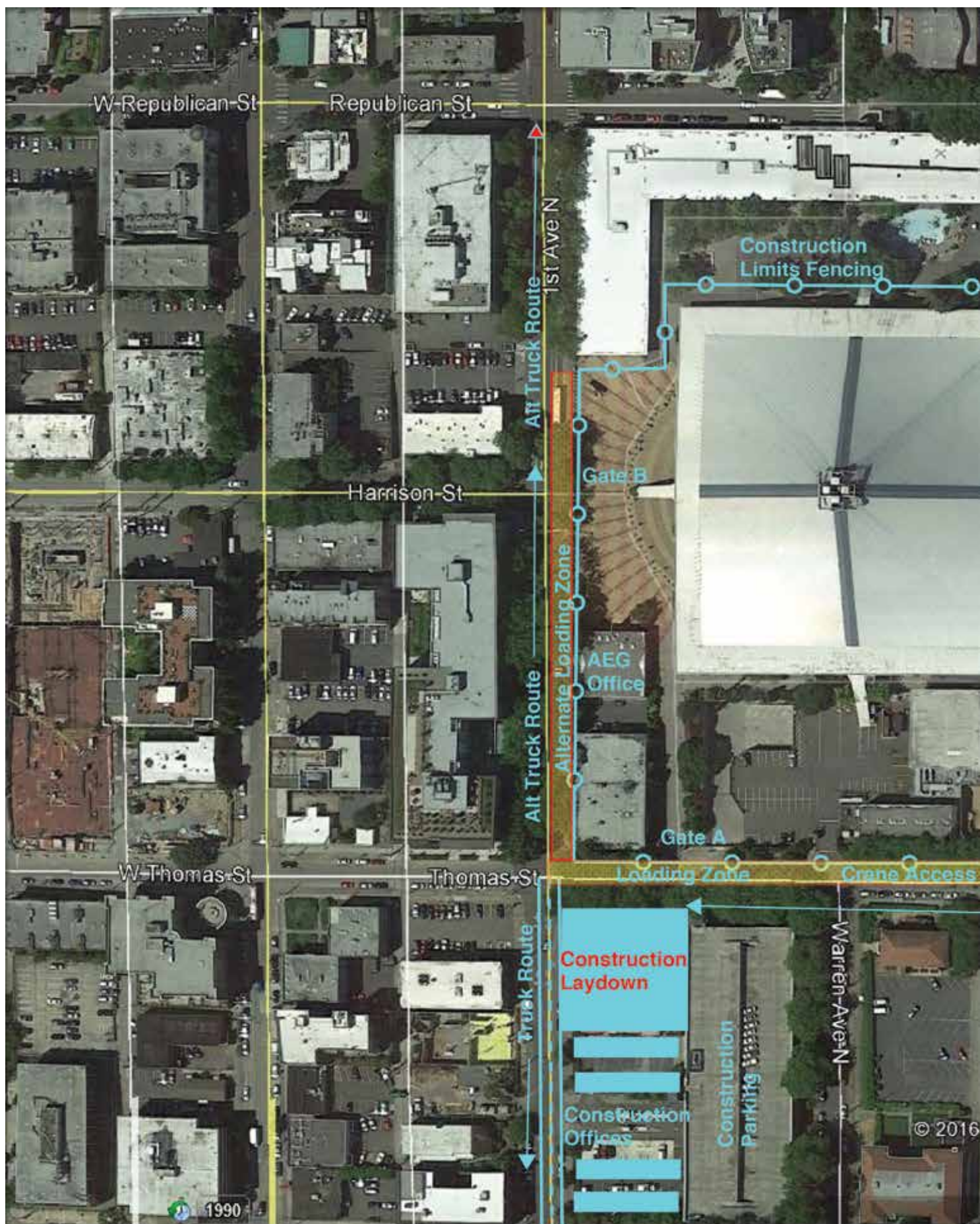
The following plan outlines the preliminary construction logistics plan for the renovation of the Seattle Coliseum. It is our intent to ensure a safe and secure perimeter around the construction site while minimizing the impact to adjacent Seattle Center tenants and park visitors. Safe and secure access to existing operations outside of the planned development area is of paramount importance. Furthermore, it is our intent to minimize usage of bordering streets.

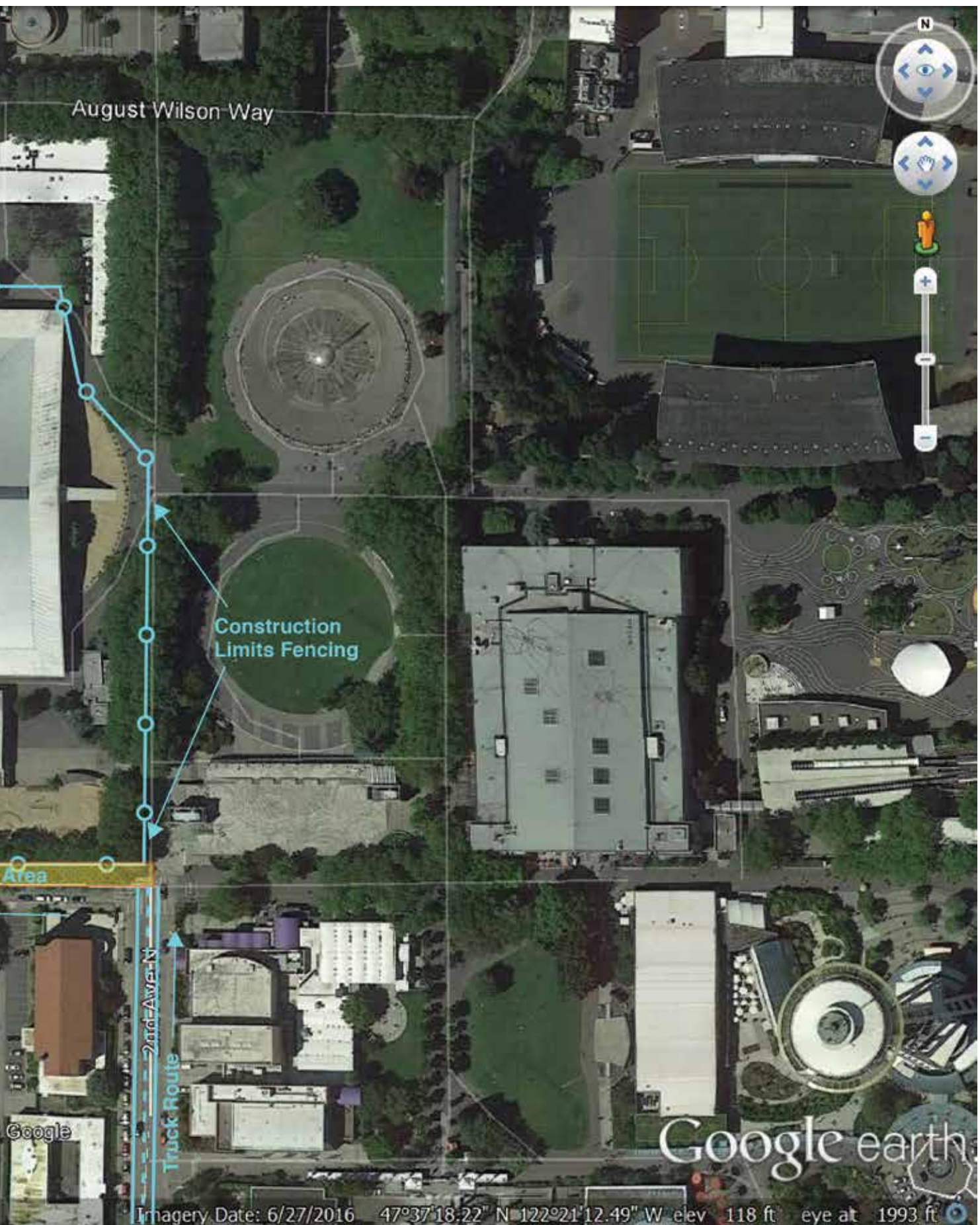
Our plan is to utilize the redevelopment area contemplated within the RFP. The redevelopment area to the north of Thomas St will be secured for the renovation of the arena, including the extensive excavation work that will be undertaken. Our initial concept will seek to use Thomas Street as the primary access points for truck deliveries as well as the site for the crane. Thus, our initial plans would close Thomas Street between 1st and 2nd Avenues for the duration of construction. Meanwhile, the redevelopment parcel to the south of Thomas Street will initially be used for a construction laydown area as well as for contractor offices. As the Seattle Coliseum reconstruction progresses, construction offices may be relocated into the Seattle Coliseum so the south redevelopment parcel can be constructed.

We will collaborate with the Access Seattle Construction Coordination Program throughout the development, including coordination of haul routes and street closures. Furthermore, a development construction hotline will be established for members of the community to convey concerns, make inquiries or ask questions regarding development construction activities.

REDEVELOPMENT SITE DURING ARENA OPERATION

Once construction is complete, the goal of the Seattle Coliseum management team is to minimize the impact of the daily operations on Thomas Street, Warren Avenue, and 1st Avenue North. The design of the Coliseum loading dock space allows for traffic needing access to avoid staging on Thomas Street and surrounding streets. Whether for daily deliveries or trucks on event days, initial security screening will take place at street level and then vehicles can access the subterranean loading dock facilities. This will minimize the traffic impact at street level. When truck staging is necessary for large shows, our intent is to secure off-site truck parking and stage as few trucks and buses as possible along Thomas Street and Warren Avenue as is currently the practice. Seattle Coliseum staff will insure an orderly flow of vehicles in to and out of the arena dock space, and fully expect the design we envision will reduce on-street traffic and staging significantly from its current levels.





SHOWBOX
SODA

RAY CHARLES • THE EXCITERS • THE BEACH BOYS • LOUIS ARMSTRONG • THE KINKS • THE SEATTLE
SUPERSONICS • THE WAILERS • THE MONKEES • THE WHO • THE JIMI HENDRIX EXPERIENCE • RAY CHARLES
• THE DOORS • THE ROLLING STONES • CROSBY, STILLS, NASH & YOUNG, • CREEDENCE CLEARWATER
REVIVAL • JETHRO TULL • LED ZEPPLIN • SANTANA • STEELY DAN • B.B. KING • AEROSMITH • 1974 NBA ALL-
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• THE MOODY BLUES • THE SEATTLE STORM • SEATTLE UNIVERSITY REDHAWKS MEN'S BASKETBALL • THE
BEATLES • ELVIS PRESLEY BETTE MIDLER • AMY GRANT • WOMEN'S BASKETBALL PAC-12 CONFERENCE
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• WWE • 98 DEGREES • BEN HARPER • JANET JACKSON • 3 DOORS DOWN • MICHAEL FLATLEY • SADE
• ERIC CLAPTON • STEVIE NICKS • JAMES TAYLOR • RINGLING BROS. AND BARNUM & BAILEY CIRCUS •
EARTH, WIND & FIRE • BOB DYLAN • RAT CITY ROLLERGIRLS • THE GUESS WHO • GEORGE STRAIT • ALICIA
KEYS • WEEZER • KIRK FRANKLIN • DC TALK • INCUBUS • USHER • NICKLEBACK • WOMEN'S FLAT TRACK
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The revitalization of the Seattle Coliseum shows a dedication to sustainability. The adaptive reuse of an existing civic asset will preserve and enhance Seattle's history, while creating the state-of-the-art, world-class arena Seattle deserves.

SEATTLE ADVANTAGE

Seattle Partners Drawings and Plans

- The new Seattle Coliseum design embraces the historic roofline designed by Paul Thiry for the 1962 World's Fair.
- Seattle Partners will invest \$5 million to accelerate transportation strategies and create a shared mobility hub adjacent to the Coliseum.
- An expanded lower seating bowl brings capacities that exceed modern NBA and NHL arenas, enhanced sight lines, new technologies, guest services and modern amenities.
- New entrances on the south side of the Coliseum allow for a more walkable gateway between First Avenue and Seattle Center and open the Coliseum to and from all directions.
- Larger seats will improve guest comfort with a wide array of clubs and entertainment spaces at all levels of the arena.
- A larger event level allows for dedicated team spaces, including facilities for the Seattle Storm and Seattle University, and unique artist areas.
- The subterranean loading dock and marshaling areas allow for more efficient event set-ups and less truck and bus traffic on Thomas Street.
- All concourses will be expanded, yet remain within the footprint of the iconic roof design, bringing new social, gathering, and functional spaces to the Coliseum.

See Drawings and Plans sent under separate cover.

“AEG’s commitment to environmental innovation is clear, and they have shown leadership in the industry by implementing greening initiatives across their broad portfolio of properties. We support these initiatives and appreciate that we have a partner that shares our values.”

—Justin Zeulner
Executive Director, Green Sports Alliance



RAY CHARLES • THE EXCITERS • THE BEACH BOYS • LOUIS ARMSTRONG • THE KINKS • THE SEATTLE
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Seattle Partners has a proven track record
of delivering venue construction and
renovations on-time and on-budget.



Photo courtesy of the Seattle Municipal Archives, Item No. 167426

SEATTLE ADVANTAGE

Seattle Partners Schedule

- Seattle Partners and its partners AECOM-Hunt and Sellen will collaborate with the Access Seattle Construction Coordination Program throughout the development of the Seattle Coliseum.
- A construction hotline will be established for members of the Uptown community to convey concerns, make inquiries or ask questions regarding development construction activities.
- Seattle Partners will pursue a 26-month construction schedule from ground-breaking to completion.
- All construction activities will be contained within the redevelopment site. The redevelopment site south of the Seattle Coliseum will be used for construction staging and execution for the work on the arena.
- Concurrent with construction, Seattle Partners will immediately begin ramping up its operation looking toward a grand re-opening celebration. Seattle Partners will execute staffing, transportation enhancements, event booking, marketing, and community engagement early in the timeline.

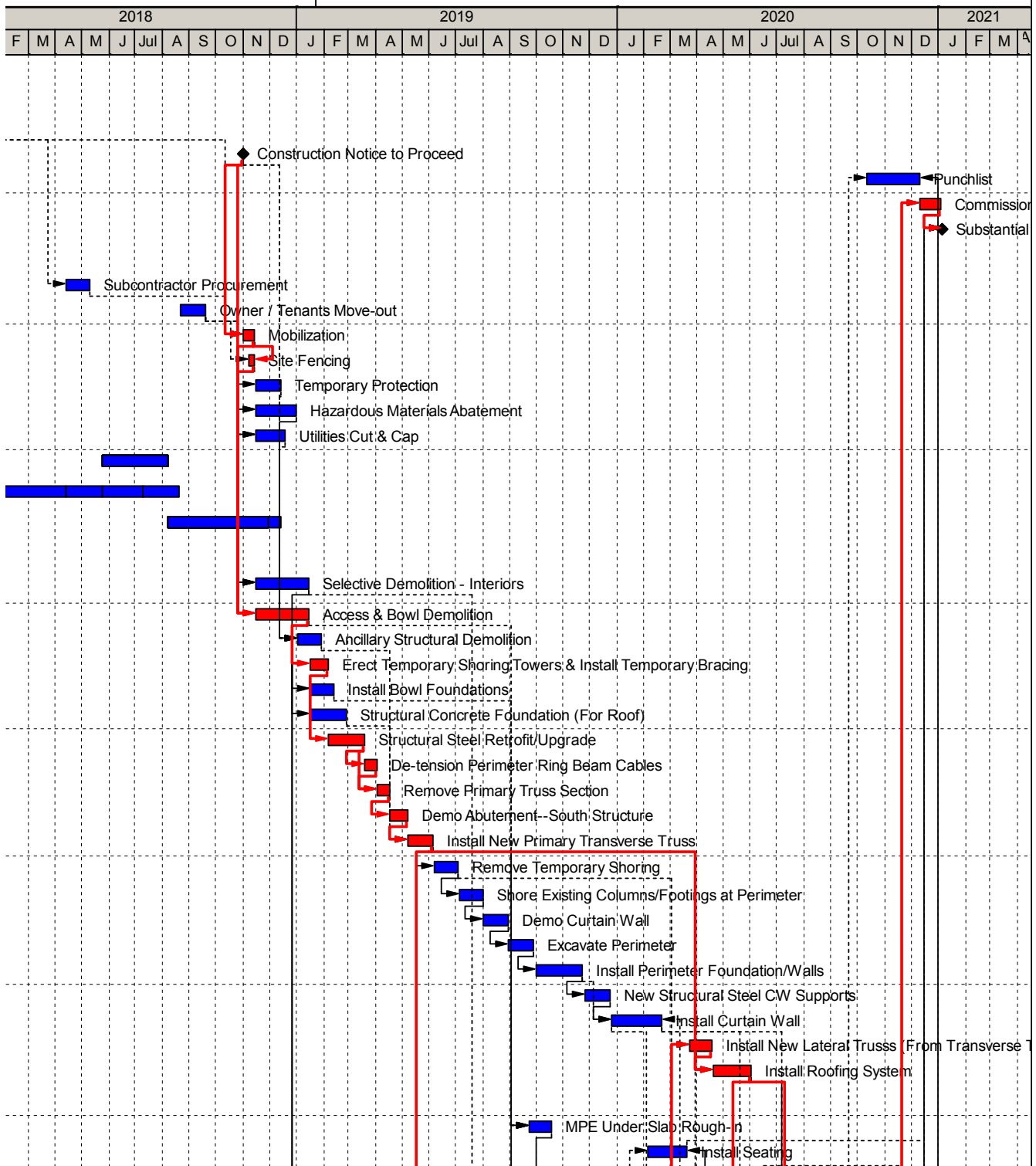
“AEG and their staff approach events with a can-do attitude to make their venues as user friendly and as pleasant an experience as possible for both the Artist and the Fan alike. This is a philosophy AEG has ingrained in their corporate culture and it shows.”

—Andrew Forstadt
Senior Director, Global Live Event Booking, WWE

Page 1 of 2

SEATTLE COLISEUM
DRAFT #3d SCHEDULE.

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RENOVATION
--March 31, 2017

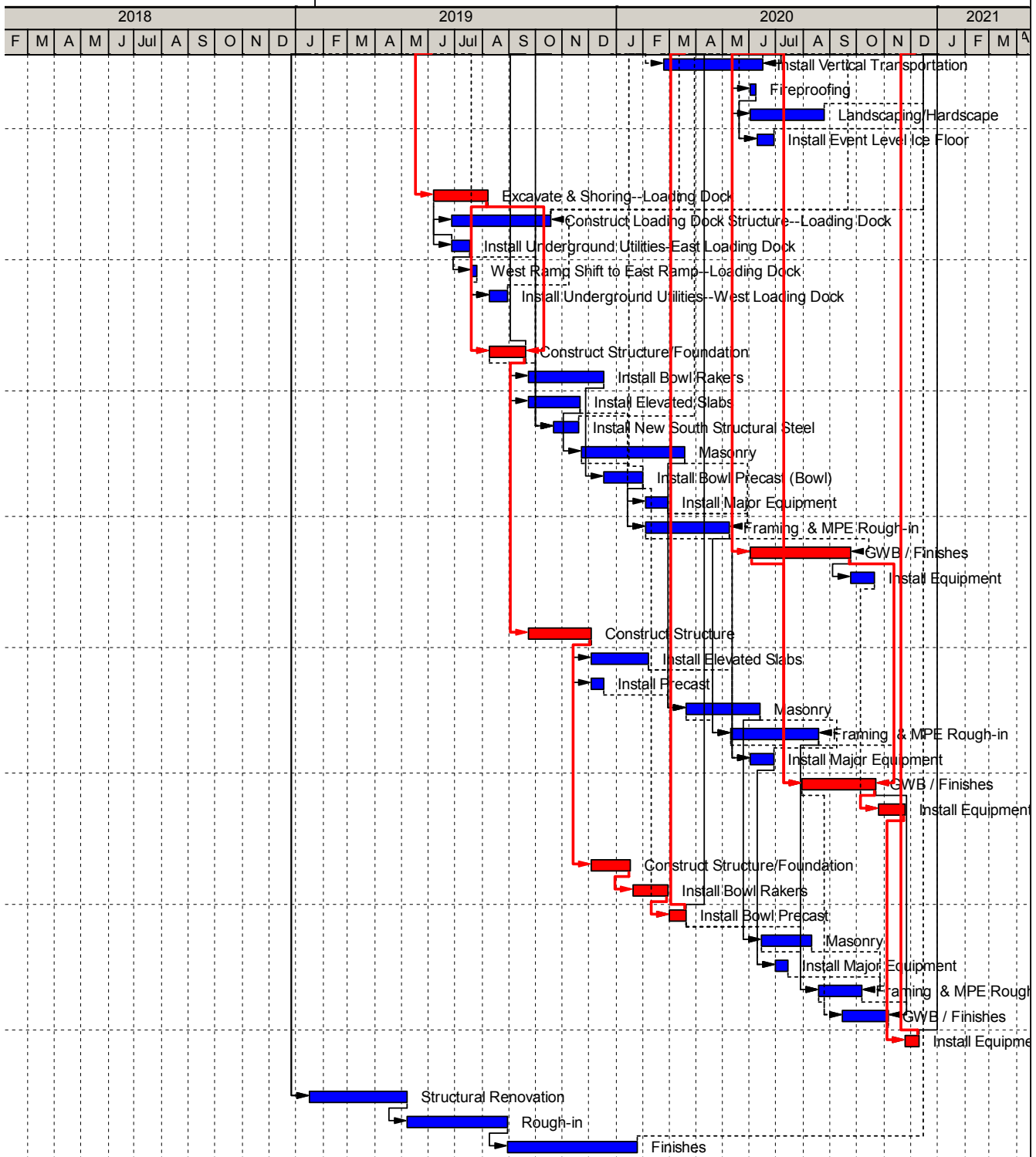
AECOM HUNT

Current Schedule--Seattle Coliseum Renovation

Activity ID	Activity Name	Original Duration	Start	Finish	Total Float	2017											
						J	Jul	A	S	O	N	D	J				
SCAL104	Install Vertical Transportation	80	24-Feb-20	15-Jun-20	137												
SCAL102	Fireproofing	5	02-Jun-20	08-Jun-20	127												
SCAL103	Landscaping/Hardscape	60	02-Jun-20	25-Aug-20	87												
SCAL105	Install Event Level Ice Floor	15	09-Jun-20	29-Jun-20	127												
LOADING DOCK/PARKING																	
SCLD101	Excavate & Shoring--Loading Dock	45	06-Jun-19	08-Aug-19	0												
SCLD103	Construct Loading Dock Structure--Loading Dock	80	27-Jun-19	18-Oct-19	262												
SCLD102	Install Underground Utilities-East Loading Dock	15	27-Jun-19	18-Jul-19	168												
SCLD104	West Ramp Shift to East Ramp--Loading Dock	5	19-Jul-19	25-Jul-19	277												
SCLD106	Install Underground Utilities--West Loading Dock	15	09-Aug-19	29-Aug-19	267												
SOUTH LOWER BOWL & CONCOURSE																	
SCLB101	Construct Structure/Foundation	30	09-Aug-19	20-Sep-19	0												
SCLB103	Install Bowl Rakers	60	23-Sep-19	17-Dec-19	17												
SCLB104	Install Elevated Slabs	44	23-Sep-19	21-Nov-19	38												
SCLB102	Install New South Structural Steel	22	21-Oct-19	19-Nov-19	103												
SCLB105	Masonry	80	22-Nov-19	19-Mar-20	38												
SCLB106	Install Bowl Precast (Bowl)	30	18-Dec-19	31-Jan-20	17												
SCLB107	Install Major Equipment	20	03-Feb-20	28-Feb-20	67												
SCLB108	Framing & MPE Rough-in	70	03-Feb-20	08-May-20	17												
SCLB109	GWB / Finishes	80	02-Jun-20	23-Sep-20	0												
SCLB110	Install Equipment	20	24-Sep-20	21-Oct-20	2												
SOUTH SUITES																	
SCSE101	Construct Structure	50	23-Sep-19	03-Dec-19	0												
SCSE102	Install Elevated Slabs	44	04-Dec-19	06-Feb-20	68												
SCSE108	Install Precast	10	04-Dec-19	17-Dec-19	102												
SCSE104	Masonry	60	20-Mar-20	12-Jun-20	38												
SCSE105	Framing & MPE Rough-in	70	11-May-20	18-Aug-20	17												
SCSE103	Install Major Equipment	20	02-Jun-20	29-Jun-20	52												
SCSE106	GWB / Finishes	60	31-Jul-20	23-Oct-20	0												
SCSE107	Install Equipment	20	26-Oct-20	24-Nov-20	0												
SOUTH UPPER BOWL & CONCOURSE																	
SCUB101	Construct Structure/Foundation	30	04-Dec-19	17-Jan-20	0												
SCUB102	Install Bowl Rakers	30	20-Jan-20	28-Feb-20	0												
SCUB103	Install Bowl Precast	15	02-Mar-20	20-Mar-20	0												
SCUB105	Masonry	40	15-Jun-20	10-Aug-20	48												
SCUB104	Install Major Equipment	10	30-Jun-20	14-Jul-20	77												
SCUB106	Framing & MPE Rough-in	35	19-Aug-20	07-Oct-20	17												
SCUB107	GWB / Finishes	40	14-Sep-20	06-Nov-20	10												
SCUB108	Install Equipment	10	25-Nov-20	10-Dec-20	0												
NORTH EXISTING AREA REMOVATION ALL LEVELS																	
SCLNE101	Structural Renovation	80	16-Jan-19	07-May-19	237												
SCLNE102	Rough-in	80	08-May-19	29-Aug-19	237												
SCLNE103	Finishes	100	30-Aug-19	24-Jan-20	237												

- Remaining Level of Effort
- Actual Level of Effort
- Actual Work
- Remaining Work
- Critical Remaining Work

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RENOVATION
--March 31, 2017

AECOM HUNT

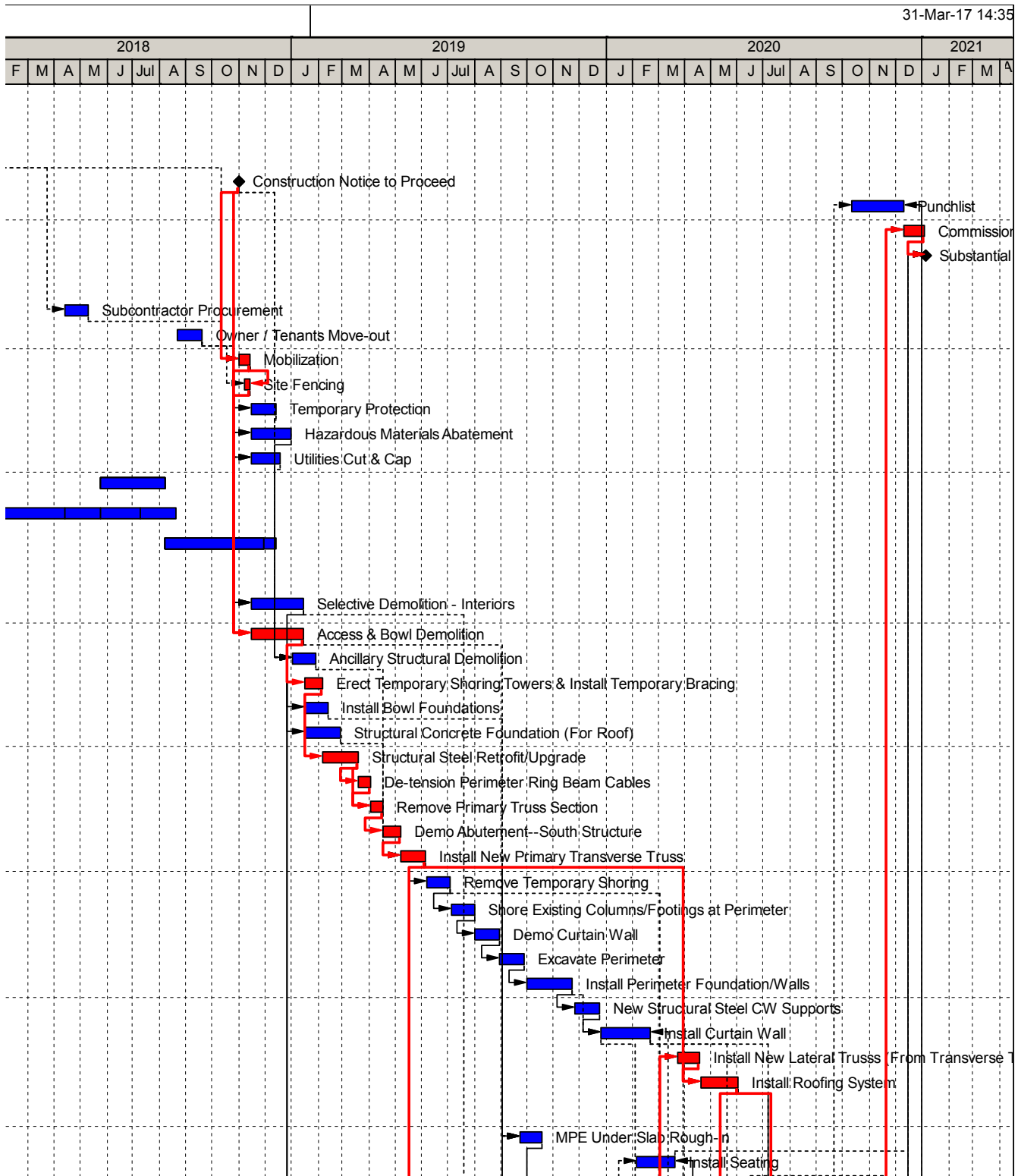
CONSTRUCTION SCHEDULE

Current Schedule--Seattle Coliseum Renovation																	
Activity ID	Activity Name	Original Duration	Start	Finish	Total Float	2017											
						J	Jul	A	S	O	N	D	J				
SEATTLE COLISEUM RENOVATION																	
KEY MILESTONES & ACTIVITIES																	
SCM100	Project Notice to Proceed	0	15-Jun-17*		31	◆ Project Notice to Proceed											
SCM101	Construction Notice to Proceed	0	01-Nov-18*		0												
SCM102	Punchlist	40	12-Oct-20	10-Dec-20	15												
SCUB109	Commissioning	15	11-Dec-20	04-Jan-21	0												
SCM103	Substantial Completion	0	05-Jan-21		0												
PRE-CONSTRUCTION																	
SCPC101	Subcontractor Procurement	20	13-Apr-18	10-May-18	121												
SCPC100	Owner / Tenants Move-out	20	21-Aug-18	18-Sep-18	31												
SCPC102	Mobilization	10	01-Nov-18	14-Nov-18	0												
SCPC103	Site Fencing	5	08-Nov-18	14-Nov-18	0												
SCPC106	Temporary Protection	20	15-Nov-18	14-Dec-18	80												
SCPC104	Hazardous Materials Abatement	30	15-Nov-18	31-Dec-18	70												
SCPC105	Utilities Cut & Cap	22	15-Nov-18	18-Dec-18	78												
SUBMITTALS																	
DESIGN																	
PROCUREMENT																	
MAJOR STRUCTURAL COLISEUM																	
SCMJ101	Selective Demolition - Interiors	40	15-Nov-18	15-Jan-19	145												
SCMJ103	Access & Bowl Demolition	40	15-Nov-18	15-Jan-19	0												
SCMJ102	Ancillary Structural Demolition	20	02-Jan-19	29-Jan-19	70												
SCMJ104	Erect Temporary Shoring Towers & Install Temporary Braci	15	16-Jan-19	05-Feb-19	0												
SCMJ105	Install Bowl Foundations	20	16-Jan-19	12-Feb-19	258												
SCMJ106	Structural Concrete Foundation (For Roof)	30	16-Jan-19	26-Feb-19	50												
SCMJ107	Structural Steel Retrofit/Upgrade	30	06-Feb-19	19-Mar-19	0												
SCMJ117	De-tension Perimeter Ring Beam Cables	10	20-Mar-19	02-Apr-19	0												
SCMJ109	Remove Primary Truss Section	10	03-Apr-19	16-Apr-19	0												
SCMJ110	Demo Abutement--South Structure	15	17-Apr-19	07-May-19	0												
SCMJ111	Install New Primary Transverse Truss	20	08-May-19	05-Jun-19	0												
SCMJ112	Remove Temporary Shoring	20	06-Jun-19	03-Jul-19	177												
SCMJ113	Shore Existing Columns/Footings at Perimeter	20	05-Jul-19	01-Aug-19	177												
SCMJ114	Demo Curtain Wall	20	02-Aug-19	29-Aug-19	177												
SCMJ115	Excavate Perimeter	20	30-Aug-19	27-Sep-19	177												
SCMJ118	Install Perimeter Foundation/Walls	40	30-Sep-19	22-Nov-19	177												
SCMJ108	New Structural Steel CW Supports	20	25-Nov-19	24-Dec-19	177												
SCMJ119	Install Curtain Wall	40	26-Dec-19	21-Feb-20	177												
SCMJ120	Install New Lateral Trusss (From Transverse Truss)	20	23-Mar-20	17-Apr-20	0												
SCMJ116	Install Roofing System	30	20-Apr-20	01-Jun-20	0												
NON-STRUCTURAL ALL AREAS																	
SCAL101	MPE Under Slab Rough-in	20	23-Sep-19	18-Oct-19	103												
SCAL106	Install Seating	33	05-Feb-20	20-Mar-20	197												

Remaining Level of Effort ◆ ◆ Milestone
Actual Level of Effort
Actual Work
Remaining Work
Critical Remaining Work

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SEATTLE COLISEUM
DRAFT #3d SCHEDULE



RENOVATION
--March 31, 2017

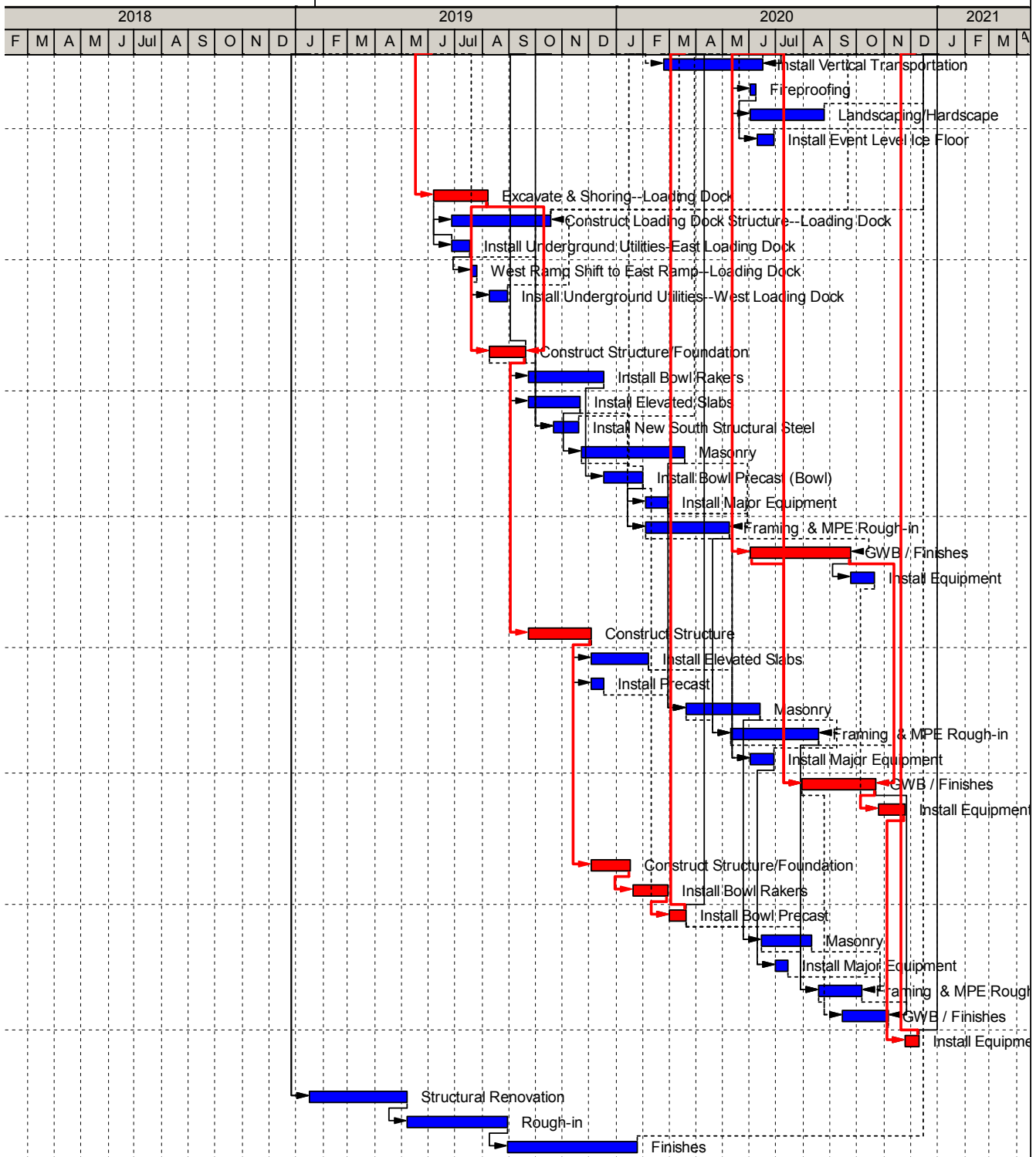
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Current Schedule--Seattle Coliseum Renovation

Activity ID	Activity Name	Original Duration	Start	Finish	Total Float	2017											
						J	Jul	A	S	O	N	D	J				
SCAL104	Install Vertical Transportation	80	24-Feb-20	15-Jun-20	137												
SCAL102	Fireproofing	5	02-Jun-20	08-Jun-20	127												
SCAL103	Landscaping/Hardscape	60	02-Jun-20	25-Aug-20	87												
SCAL105	Install Event Level Ice Floor	15	09-Jun-20	29-Jun-20	127												
LOADING DOCK/PARKING																	
SCLD101	Excavate & Shoring--Loading Dock	45	06-Jun-19	08-Aug-19	0												
SCLD103	Construct Loading Dock Structure--Loading Dock	80	27-Jun-19	18-Oct-19	262												
SCLD102	Install Underground Utilities-East Loading Dock	15	27-Jun-19	18-Jul-19	168												
SCLD104	West Ramp Shift to East Ramp--Loading Dock	5	19-Jul-19	25-Jul-19	277												
SCLD106	Install Underground Utilities--West Loading Dock	15	09-Aug-19	29-Aug-19	267												
SOUTH LOWER BOWL & CONCOURSE																	
SCLB101	Construct Structure/Foundation	30	09-Aug-19	20-Sep-19	0												
SCLB103	Install Bowl Rakers	60	23-Sep-19	17-Dec-19	17												
SCLB104	Install Elevated Slabs	44	23-Sep-19	21-Nov-19	38												
SCLB102	Install New South Structural Steel	22	21-Oct-19	19-Nov-19	103												
SCLB105	Masonry	80	22-Nov-19	19-Mar-20	38												
SCLB106	Install Bowl Precast (Bowl)	30	18-Dec-19	31-Jan-20	17												
SCLB107	Install Major Equipment	20	03-Feb-20	28-Feb-20	67												
SCLB108	Framing & MPE Rough-in	70	03-Feb-20	08-May-20	17												
SCLB109	GWB / Finishes	80	02-Jun-20	23-Sep-20	0												
SCLB110	Install Equipment	20	24-Sep-20	21-Oct-20	2												
SOUTH SUITES																	
SCSE101	Construct Structure	50	23-Sep-19	03-Dec-19	0												
SCSE102	Install Elevated Slabs	44	04-Dec-19	06-Feb-20	68												
SCSE108	Install Precast	10	04-Dec-19	17-Dec-19	102												
SCSE104	Masonry	60	20-Mar-20	12-Jun-20	38												
SCSE105	Framing & MPE Rough-in	70	11-May-20	18-Aug-20	17												
SCSE103	Install Major Equipment	20	02-Jun-20	29-Jun-20	52												
SCSE106	GWB / Finishes	60	31-Jul-20	23-Oct-20	0												
SCSE107	Install Equipment	20	26-Oct-20	24-Nov-20	0												
SOUTH UPPER BOWL & CONCOURSE																	
SCUB101	Construct Structure/Foundation	30	04-Dec-19	17-Jan-20	0												
SCUB102	Install Bowl Rakers	30	20-Jan-20	28-Feb-20	0												
SCUB103	Install Bowl Precast	15	02-Mar-20	20-Mar-20	0												
SCUB105	Masonry	40	15-Jun-20	10-Aug-20	48												
SCUB104	Install Major Equipment	10	30-Jun-20	14-Jul-20	77												
SCUB106	Framing & MPE Rough-in	35	19-Aug-20	07-Oct-20	17												
SCUB107	GWB / Finishes	40	14-Sep-20	06-Nov-20	10												
SCUB108	Install Equipment	10	25-Nov-20	10-Dec-20	0												
NORTH EXISTING AREA REMOVATION ALL LEVELS																	
SCLNE101	Structural Renovation	80	16-Jan-19	07-May-19	237												
SCLNE102	Rough-in	80	08-May-19	29-Aug-19	237												
SCLNE103	Finishes	100	30-Aug-19	24-Jan-20	237												

- Remaining Level of Effort ◆ ◆ Milestone
- Actual Level of Effort
- Actual Work
- Remaining Work
- Critical Remaining Work

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RENOVATION
--March 31, 2017

AECOM HUNT

ARENA OPERATIONS

AEG Global Support Services (GSS) supports AEG venues to deliver efficient management of venue renovations, transitions, and openings. In the case of the Seattle Coliseum, we will be transitioning out of an active construction process and into a fully-functioning arena. The 26-month planned construction period allows AEG GSS to properly plan and successfully execute our tasks. The key elements to our success are: 1) utilizing the many developed AEG resources outlined below, and 2) working in advance with our existing Seattle staff and history with Seattle Center to execute the plan. As AEG has done all over the globe, we will focus on the lead up time to the opening of the Seattle Coliseum to make sure no detail is overlooked.

Our first priority with any transition is people. The Employee Services department ensures that all employees are properly welcomed and introduced to the company. That they will assist in the retention of qualified workers as outlined in the RFP. The Business Services department implements AEG 1FORCE, AEG 1EARTH, AEG Energy Services and AEG 1SOURCE, enterprise wide initiatives that improve quality and services, while committing to diversity, environment and cost savings.

AEG Global Support Services has created project plans and timelines to outline the major tasks and processes associated with a transition. The management transition plan for the Seattle Coliseum will address the following areas:

- Assess current operations status at the arena
- Solicit input from the City of Seattle and existing management
- Identification of key transition departments and staff
- Identification of project needs
- Detailed department schedules for implementation
 - o Business Services (Energy Services, Strategic Sourcing, Sustainability, Global Diversity and Inclusion and Global Travel programs)
 - o Employee Services (Human Resources, Benefits, Payroll, Reporting and Tax)
 1. Integration to AEG employee payment solution
 2. End-to-end hosted solution for mass employee event scheduling, labor costing and single user payroll interface
 3. Integration to HR and payroll systems platform
 4. Integration to data center and data security

- o Benefits
 - 1. Integration to AEG Health & Welfare (Employee Enrollment)
 - 2. FSA
 - 3. 401(k)
- o Finance
- o Information Technology
- o Risk Management & Loss Control
- o Staffing timeline and hiring plan
 - 1. Recruitment
 - 2. Pre-screening
 - 3. Background checks
 - 4. On-boarding
- o Orientation and training schedules
 - 1. AEG Encore
 - 2. AEG 1EARTH
 - 3. AEG 1SOURCE
- Collect and review current service/vendor agreements
 - o Develop MBE/WBE and small/local business sourcing plan
- Collect and review all collective bargaining agreements
- Assess safety and security programs and introduce AEG S.A.F.E. program to full/part time employees
- Perform spend analytics and identify cost savings initiatives and leverage opportunities with suppliers
- Identify energy savings and conservation opportunities – both short-term and long-term for supply and demand side
- Implement monthly reporting and quarterly compliance guidelines for MBE/WBE
- Roll-out AEG 1EARTH vision and goals
 - o Educate employees (new-hire process and on-going training)
 - o Implement environmental messaging within Seattle Coliseum
 - o Raise awareness with guests and inspire “green initiatives”
- Create and align AEG processes and procedures to those of the Seattle Coliseum and the City of Seattle

ARENA OPERATIONS SCHEDULE

AEG Facilities Pre-Opening Plan and Timeline

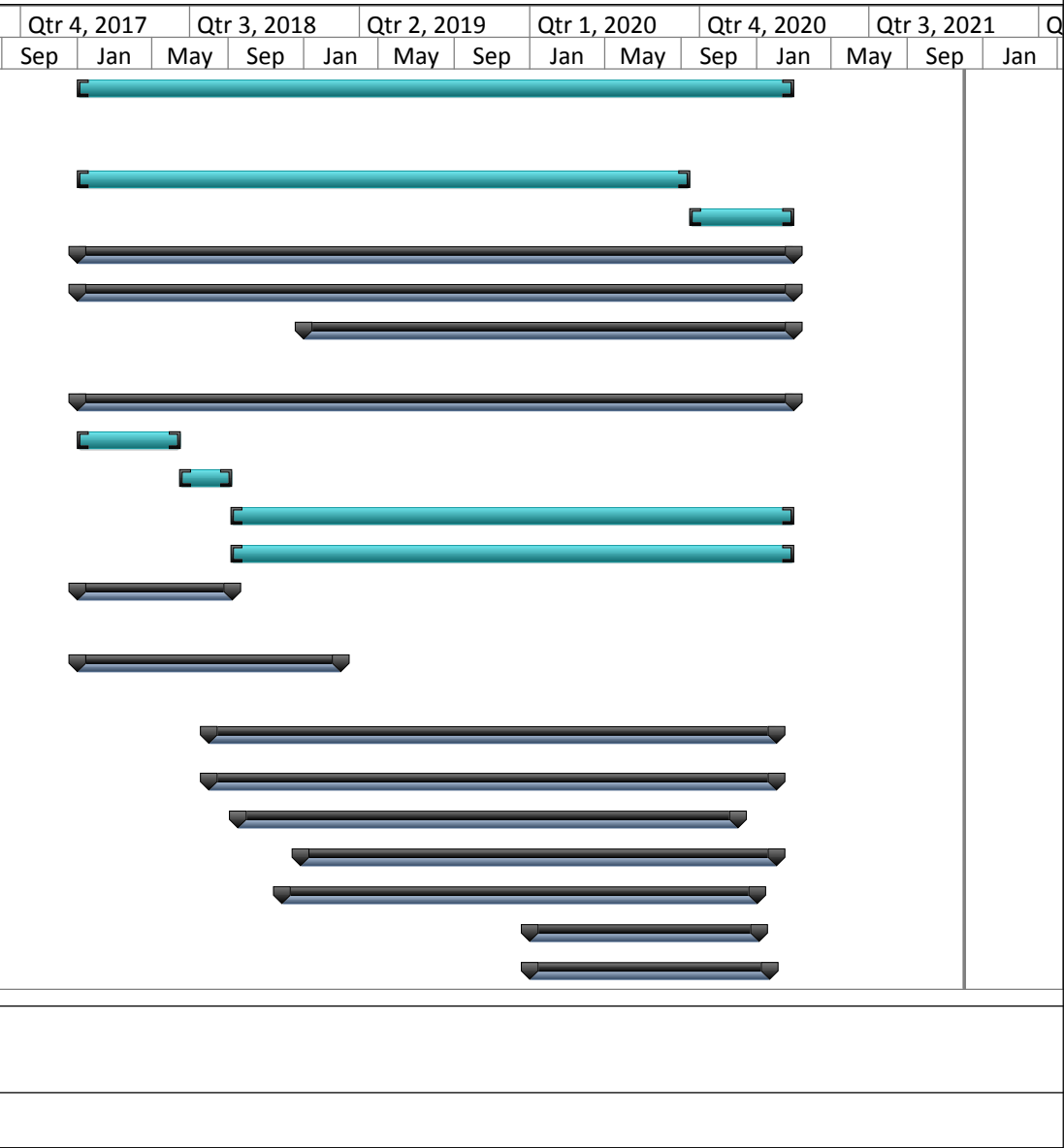


ID	Task Name	Duration	Start	Finish	2016	Qtr 1, 2017	
					Sep	Jan	May
1	AEG Facilities Pre-Opening Master Timeline - Seattle Coliseum	826 days	Mon 1/1/18	Mon 3/1/21			
2	Pre-Opening Planning	706 days	Mon 1/1/18	Mon 9/14/20			
3	Venue Turnover and Opening	120 days	Tue 9/15/20	Mon 3/1/21			
4	Design and Construction	826 days	Mon 1/1/18	Mon 3/1/21			
5	Operator Input into Design Process	826 days	Mon 1/1/18	Mon 3/1/21			
8	Operator Input and Inspection During Construction	565 days	Tue 1/1/19	Mon 3/1/21			
11	Business Reporting	826 days	Mon 1/1/18	Mon 3/1/21			
12	Review of Pre-Opening Business Plan	120 days	Mon 1/1/18	Fri 6/15/18			
13	Draft report for Final Presentation	60 days	Fri 6/15/18	Thu 9/6/18			
14	Monthly Reports to Commence	648 days	Thu 9/6/18	Mon 3/1/21			
15	Presentation of Monthly Operating Report	648 days	Thu 9/6/18	Mon 3/1/21			
16	Preparation of Business Plan For First Year of Operations	180 days	Mon 1/1/18	Fri 9/7/18			
21	Pre-Construction Business Services Analysis	305 days	Mon 1/1/18	Fri 3/1/19			
33	Hiring Timeline	654 days	Wed 8/1/18	Mon 2/1/21			
34	Organization Structure & Compensation	654 days	Wed 8/1/18	Mon 2/1/21			
39	Administration Department	577 days	Mon 9/17/18	Tue 12/1/20			
48	Operations Department	548 days	Thu 12/27/18	Mon 2/1/21			
61	Sales & Marketing Department	549 days	Tue 11/27/18	Fri 1/1/21			
65	Guest Services Department	264 days	Wed 1/1/20	Mon 1/4/21			
70	Security Department	277 days	Wed 1/1/20	Thu 1/21/21			

Project: Seattle Coliseum

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Seattle Coliseum
Seattle, Washington



AEG Facilities Pre-Opening Plan and Timeline

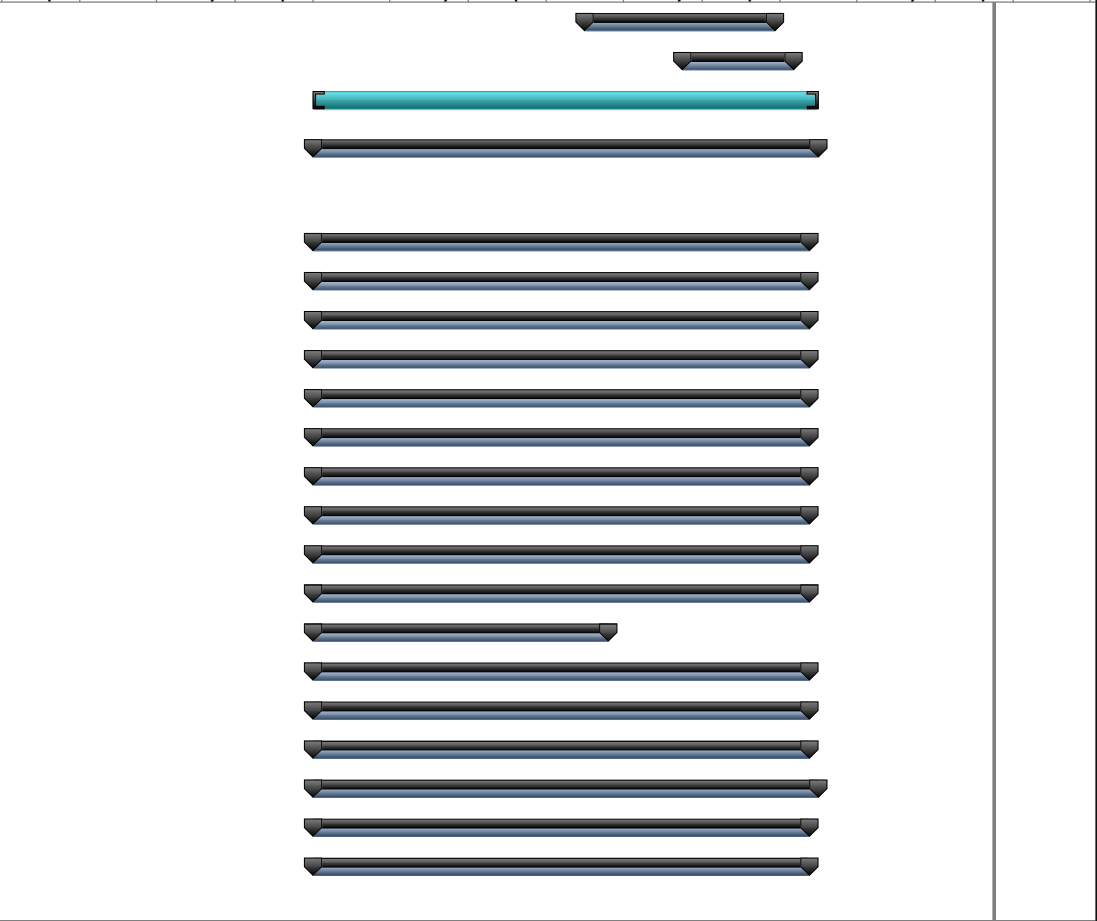


ID	Task Name	Duration	Start	Finish	2016	Qtr 1, 2017	
					Sep	Jan	May
74	Finance Department	214 days	Sun 3/1/20	Wed 12/23/20			
81	Ticketing Department	125 days	Sat 8/1/20	Thu 1/21/21			
86	Arena Operations	565 days	Tue 1/1/19	Mon 3/1/21			
87	Major Building Systems, Operations and Services	565 days	Tue 1/1/19	Mon 3/1/21			
88	Lifts / Escalators	555 days	Tue 1/1/19	Mon 2/15/21			
99	Food & Beverage	555 days	Tue 1/1/19	Mon 2/15/21			
110	Housekeeping / Cleaning Provider	555 days	Tue 1/1/19	Mon 2/15/21			
124	Beverage Systems	555 days	Tue 1/1/19	Mon 2/15/21			
135	Riser Systems	555 days	Tue 1/1/19	Mon 2/15/21			
146	Natural Gas	555 days	Tue 1/1/19	Mon 2/15/21			
157	Electricity	555 days	Tue 1/1/19	Mon 2/15/21			
168	Waste Management	555 days	Tue 1/1/19	Mon 2/15/21			
179	Plumbing	555 days	Tue 1/1/19	Mon 2/15/21			
191	HVAC	555 days	Tue 1/1/19	Mon 2/15/21			
202	Pest Control	330 days	Tue 1/1/19	Mon 4/6/20			
208	Sponsorship Signage	555 days	Tue 1/1/19	Mon 2/15/21			
219	Scoreboard System	555 days	Tue 1/1/19	Mon 2/15/21			
230	LED Display Package	555 days	Tue 1/1/19	Mon 2/15/21			
241	Arena Floor Management	565 days	Tue 1/1/19	Mon 3/1/21			
253	Landscaping	555 days	Tue 1/1/19	Mon 2/15/21			
267	Arena Fixtures, Furniture and Equipment (FF&E)	555 days	Tue 1/1/19	Mon 2/15/21			

Project: Seattle Coliseum
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Seattle Coliseum
Seattle, Washington

Qtr 4, 2017			Qtr 3, 2018			Qtr 2, 2019			Qtr 1, 2020			Qtr 4, 2020			Qtr 3, 2021			Qtr 2, 2022		
Sep	Jan	May	Sep	Jan	May	Sep			Jan	May		Sep	Jan	May	Sep	Jan				



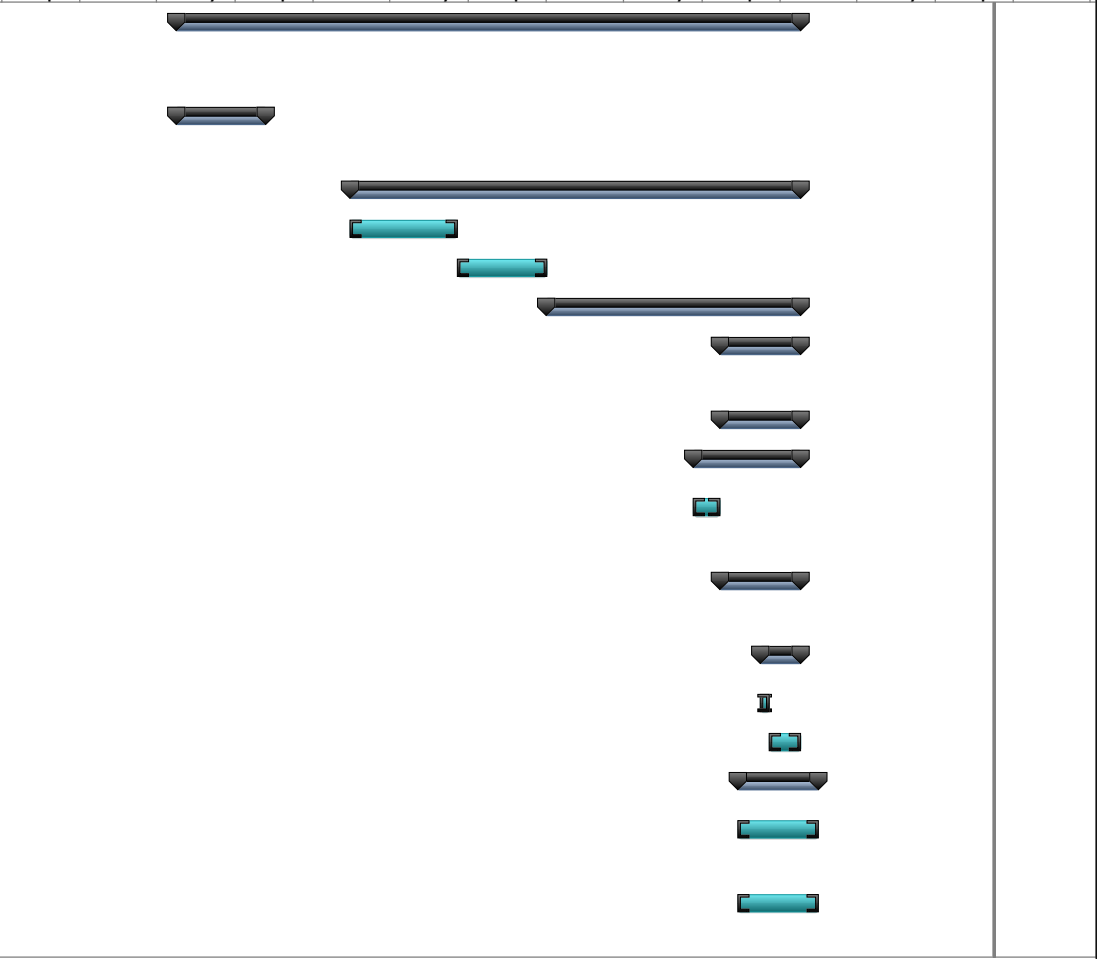
AEG Facilities Pre-Opening Plan and Timeline



ID	Task Name	Duration	Start	Finish	2016	Qtr 1, 2017	
					Sep	Jan	May
278	Asset Management - Operating Plans	697 days	Fri 6/1/18	Mon 2/1/21			
279	Environmental Management Plan (Operations)	100 days	Fri 6/1/18	Thu 10/18/18			
284	Asset Management Plan	503 days	Thu 2/28/19	Mon 2/1/21			
285	Input Into Life Cycle Costing	120 days	Thu 2/28/19	Wed 8/14/19			
286	Draft Asset Management Plan	100 days	Thu 8/15/19	Wed 1/1/20			
287	Review Maintenance Requirements	284 days	Wed 1/1/20	Mon 2/1/21			
322	Asset and Arena Operations and Maintenance	90 days	Tue 9/29/20	Mon 2/1/21			
333	Building Finishes, Signage & Lighting	90 days	Tue 9/29/20	Mon 2/1/21			
336	Event and Arena Conversions	120 days	Tue 8/18/20	Mon 2/1/21			
337	Determine All Events and Possible Conversions for Arena Event Set-Up	30 days	Tue 8/18/20	Mon 9/28/20			
338	Develop Policies and Procedures for Each Conversion Type	90 days	Tue 9/29/20	Mon 2/1/21			
351	Commissioning of Building	45 days	Tue 12/1/20	Mon 2/1/21			
352	Witness Commissioning Test	10 days	Tue 12/1/20	Mon 12/14/20			
353	Obtain Certificate of Occupancy	35 days	Tue 12/15/20	Mon 2/1/21			
354	Turnover Schedule for Arena	90 days	Tue 10/27/20	Mon 3/1/21			
355	Develop Schedule to Turnover Spaces Within Arena	90 days	Tue 10/27/20	Mon 3/1/21			
356	Work with Construction Team on Substantial Completion Dates	90 days	Tue 10/27/20	Mon 3/1/21			

Project: Seattle Coliseum
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Seattle, Washington

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AEG Facilities Pre-Opening Plan and Timeline

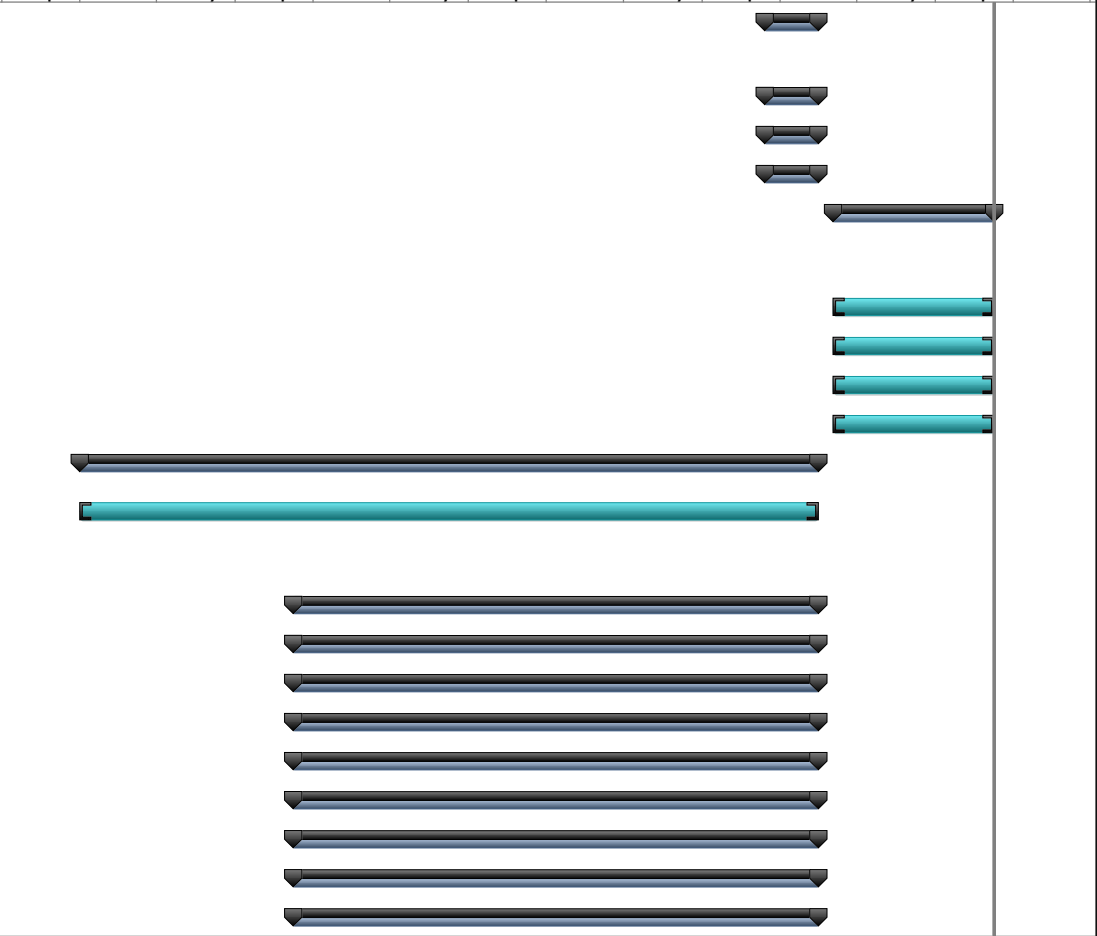


ID	Task Name	Duration	Start	Finish	2016	Qtr 1, 2017	
					Sep	Jan	May
357	Develop Occupancy Matrix of Critical Spaces	60 days	Tue 12/8/20	Mon 3/1/21			
358	Event Level	60 days	Tue 12/8/20	Mon 3/1/21			
364	Private Areas	60 days	Tue 12/8/20	Mon 3/1/21			
372	Public Areas	60 days	Tue 12/8/20	Mon 3/1/21			
382	Management of Rectification of Defects	180 days	Thu 3/25/21	Wed 12/1/21			
383	Assistance in Preparation of Defects List	180 days	Thu 3/25/21	Wed 12/1/21			
384	Develop Process for Rectification	180 days	Thu 3/25/21	Wed 12/1/21			
385	Develop Approval Process	180 days	Thu 3/25/21	Wed 12/1/21			
386	Defects Rectification Monitoring	180 days	Thu 3/25/21	Wed 12/1/21			
387	AEG Global Support Services	826 days	Mon 1/1/18	Mon 3/1/21			
388	Employee Services / AEG Facilities-HR	826 days	Mon 1/1/18	Mon 3/1/21			
389	Benefits	587 days	Sat 12/1/18	Mon 3/1/21			
392	Administrative	587 days	Sat 12/1/18	Mon 3/1/21			
395	Recruitment (Ongoing)	587 days	Sat 12/1/18	Mon 3/1/21			
409	Policies & Procedures	587 days	Sat 12/1/18	Mon 3/1/21			
410	AEG Employee Handbook	587 days	Sat 12/1/18	Mon 3/1/21			
413	AEG Policies & Procedures Manual	587 days	Sat 12/1/18	Mon 3/1/21			
419	Union	587 days	Sat 12/1/18	Mon 3/1/21			
424	Payroll and Payroll System	587 days	Sat 12/1/18	Mon 3/1/21			
440	New Hire Orientation (Ongoing)	587 days	Sat 12/1/18	Mon 3/1/21			

Project: Seattle Coliseum

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Seattle Coliseum
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AEG Facilities Pre-Opening Plan and Timeline

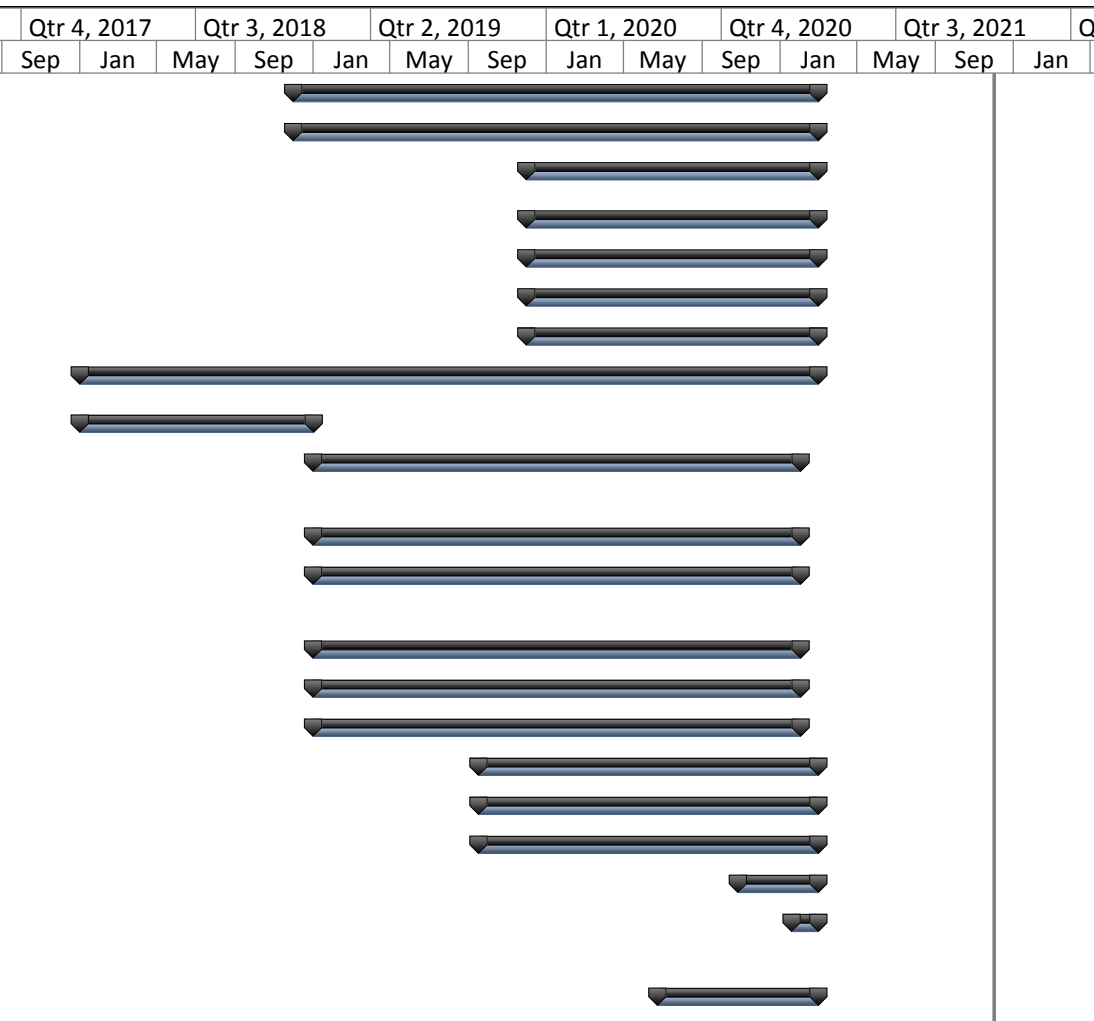


ID	Task Name	Duration	Start	Finish	2016	Qtr 1, 2017	
					Sep	Jan	May
447	Training (Ongoing)	587 days	Sat 12/1/18	Mon 3/1/21			
455	Miscellaneous Tasks	587 days	Sat 12/1/18	Mon 3/1/21			
461	Business Services	327 days	Sun 12/1/19	Mon 3/1/21			
462	Strategic Sourcing	327 days	Sun 12/1/19	Mon 3/1/21			
480	AEG 1EARTH & AEG Energy Services	327 days	Sun 12/1/19	Mon 3/1/21			
489	Global Diversity & Inclusion	327 days	Sun 12/1/19	Mon 3/1/21			
493	Travel Management Services	327 days	Sun 12/1/19	Mon 3/1/21			
498	Information Technology	826 days	Mon 1/1/18	Mon 3/1/21			
499	Pre-Planning	262 days	Mon 1/1/18	Tue 1/1/19			
504	Review Architectural and Space Programming Needs	545 days	Tue 1/1/19	Mon 2/1/21			
508	Review Fiber and Copper Riser Diagram	545 days	Tue 1/1/19	Mon 2/1/21			
518	Review Mechanical Design For Main Computer / Low Voltage Room	545 days	Tue 1/1/19	Mon 2/1/21			
522	Crucial Wiring and Requirements	545 days	Tue 1/1/19	Mon 2/1/21			
523	Review Low Voltage Drawings	545 days	Tue 1/1/19	Mon 2/1/21			
540	Technology System Plans	545 days	Tue 1/1/19	Mon 2/1/21			
555	AV / IT Sponsorships	380 days	Tue 9/17/19	Mon 3/1/21			
558	Implementation	380 days	Tue 9/17/19	Mon 3/1/21			
562	Review All IT Plans with Vendor	380 days	Tue 9/17/19	Mon 3/1/21			
567	Installation of IT Equipment Into Venue	90 days	Tue 10/27/20	Mon 3/1/21			
580	Review / Prepare For First Events and Related IT Requirements	30 days	Tue 1/19/21	Mon 3/1/21			
583	Risk Management	180 days	Tue 6/23/20	Mon 3/1/21			

Project: Seattle Coliseum

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Seattle Coliseum
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AEG Facilities Pre-Opening Plan and Timeline



ID	Task Name	Duration	Start	Finish	2016	Qtr 1, 2017	
					Sep	Jan	May
584	Underwriting - Risk Assessment	180 days	Tue 6/23/20	Mon 3/1/21			
590	Building Insurance Underwriting Review	180 days	Tue 6/23/20	Mon 3/1/21			
594	Insurance Marketing & Placement	180 days	Tue 6/23/20	Mon 3/1/21			
598	Insurance Administration	180 days	Tue 6/23/20	Mon 3/1/21			
607	Claims Management - 1st & 3rd Party	180 days	Tue 6/23/20	Mon 3/1/21			
611	Safety & Security	565 days	Tue 1/1/19	Mon 3/1/21			
612	Consulting with Facility Management, Contractors, Engineers Etc. for Input Throughout Construction & Design Process	565 days	Tue 1/1/19	Mon 3/1/21			
615	Policies, Procedures & Manuals	221 days	Mon 4/27/20	Mon 3/1/21			
616	Collaborate with Venue Safety and Security Personnel to Create Arena Safety and Security Policies, Procedures and Manuals	221 days	Mon 4/27/20	Mon 3/1/21			
622	Technology and Physical Safety and Security Systems	180 days	Mon 4/27/20	Fri 1/1/21			
636	First Aid & Security Providers	42 days	Fri 1/1/21	Mon 3/1/21			
640	Training	42 days	Fri 1/1/21	Mon 3/1/21			
648	Finance	826 days	Mon 1/1/18	Mon 3/1/21			
649	Accounting System Information	300 days	Mon 1/1/18	Fri 2/22/19			
658	Develop Reporting Procedures with AEG	527 days	Sat 2/23/19	Mon 3/1/21			
678	Finance / Insurance	180 days	Tue 6/23/20	Mon 3/1/21			

Project: Seattle Coliseum

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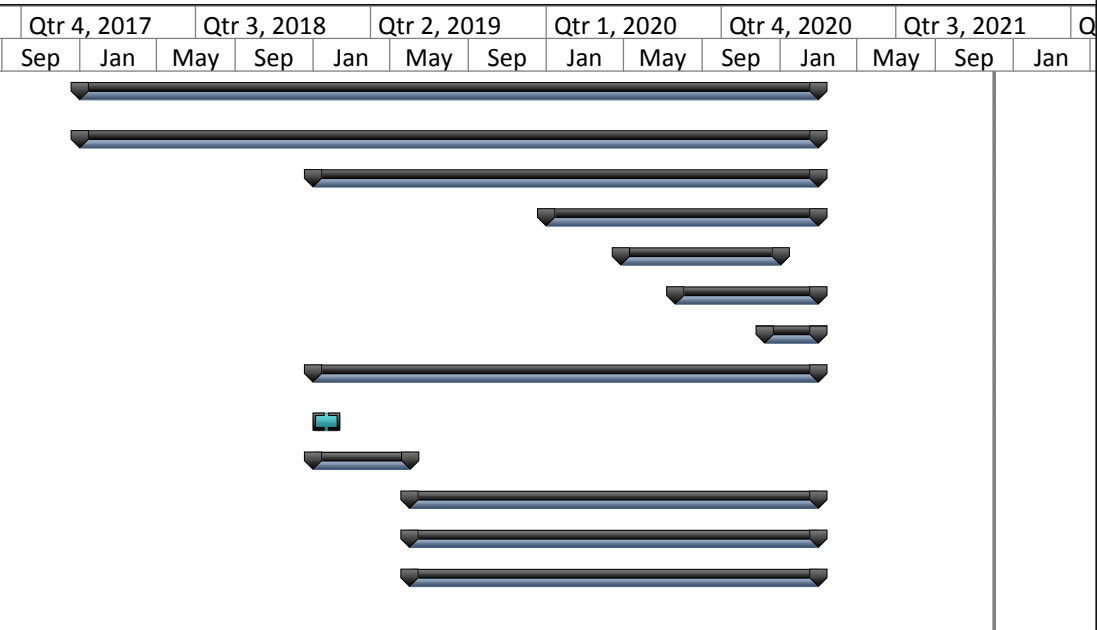
AEG Facilities Pre-Opening Plan and Timeline



ID	Task Name	Duration	Start	Finish	2016	Qtr 1, 2017	
					Sep	Jan	May
695	Marketing	826 days	Mon 1/1/18	Mon 3/1/21			
696	PR / Publicity	826 days	Mon 1/1/18	Mon 3/1/21			
723	Marketing / Promotion	565 days	Tue 1/1/19	Mon 3/1/21			
748	Collateral	304 days	Wed 1/1/20	Mon 3/1/21			
774	Research	180 days	Mon 4/27/20	Fri 1/1/21			
782	Grand Re-Opening	160 days	Tue 7/21/20	Mon 3/1/21			
795	Miscellaneous	60 days	Tue 12/8/20	Mon 3/1/21			
800	Events and Booking	565 days	Tue 1/1/19	Mon 3/1/21			
801	Set-Up Arena on AEG Booking Program	30 days	Tue 1/1/19	Mon 2/11/19			
802	Develop Event Support Materials	110 days	Tue 1/1/19	Sat 6/1/19			
808	Develop Hit List for Family Events	457 days	Sat 6/1/19	Mon 3/1/21			
812	Develop Hit List for Sports Events	457 days	Sat 6/1/19	Mon 3/1/21			
816	Develop Hit List for Concert Touring Events	457 days	Sat 6/1/19	Mon 3/1/21			

Project: Seattle Coliseum
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Seattle Coliseum
Seattle, Washington



PROCESS AND PARAMETERS FOR SPECIFIC DURATIONS

- Construction Notice to Proceed – 16 months after Start of Design
- Substantial Completion – 26 months after Construction NTP

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Seattle Partners has created a development plan that reinforces pedestrian activity with green, open, and communal spaces.



SEATTLE ADVANTAGE

Seattle Partners Redevelopment Financing Plan

- Seattle Partners 100% backs and guarantees all investment
- A true partnership with the City of Seattle
- Over \$3 billion in new direct tax revenues
- Additional City surplus of \$144 million over the initial lease term
- Project revenues fully cover all costs and are guaranteed by Seattle Partners
- No financial burdens placed on Seattle Center
- Favorable structure to attract NBA and NHL franchises

“The AEG team has been a large part of our ability to secure major sporting events for our city, which helps drive economic impact for our community. Their team is professional and accommodating, the venue is well-maintained, and our events are always successful.”

—Marvin Tennant, CAE
Executive Director Sports Minneapolis and President and CEO Meet Minneapolis

SHOWBOX

Green Room →

16	LYFE JENNINGS
17	SUSAN TEDESCHI
18	SUMMIT AVENUE TYSEN
19	TALIB KWELI
22	BLUE SCHOLARS

Redevelopment Financing Plan

Seattle Coliseum Sources and Uses of Funds

Sources

Arena Revenue bonds	250,000,000
Owner equity	271,448,133

Total Sources	521,448,133
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Uses

Construction/Design costs	546,250,045
Capitalized interest - bonds	23,006,250
Government fees/taxes	(47,808,162)

Total Uses	521,448,133
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Redevelopment Financing Plan

PROJECT BUDGET

ENTITLEMENT/SITE DEVELOPMENT

EIS/Entitlement Consultants	500,000
Environmental Testing & Inspection	250,000
Legal	1,000,000
Historic Preservation Consultant	250,000
Public Art Fee (1% of hard costs)	3,663,818
Sub-total	5,663,818

DESIGN/PROFESSIONAL SERVICES

Basic Design and Engineering (5% of hard)	18,319,092
Add Services - A&E (10% of fee)	1,831,909
Reimbursable Expenses- A&E (10% of fee)	1,831,909
ADA Consultant	200,000
Surveying	50,000
Sub-total	22,232,910

CONSTRUCTION **366,381,840**

FF&E **39,000,000**

PERMITS, TESTING, FEES

Permit Fees - City (.85% of hard)	3,114,246
Utility Fees (.15% of hard)	549,573
Testing & Inspection (1.5% of hard)	5,495,728
Sub-total	9,159,546

INSURANCE/FINANCING/TRANSACTION COSTS

Owner's Insurance	750,000
Builders Risk	1,500,000
Sub-total	2,250,000

PROJECT ADMINISTRATION

Construction Mgmt (2% of hard)	7,327,637
Sub-total	7,327,637

PRE-OPENING COSTS **5,750,000**

CONTINGENCY

Mitigations	5,000,000
Owner Contingency	83,484,293
Sub-total	88,484,293

GRAND TOTAL **\$546,250,045**

**Seattle Coliseum
Bond Financing Schedule**

	Year 1	Year 2	Year 3	Year 4	Year 5	Year 6	Year 7	Year 8	Year 9	Year 10	Year 30	Year 35
<i>Projected Bond Service Revenue Streams:</i>												
Incremental taxes (excluding NBA, NHL)	\$3,644,031	\$3,820,057	\$4,002,579	\$4,249,423	\$4,387,969	\$4,503,983	\$4,623,023	\$4,808,762	\$4,870,497	\$4,999,094	\$8,404,458	\$9,565,490
Facility Fees (excluding NBA, NHL))	\$3,954,850	\$4,149,273	\$4,332,740	\$4,587,433	\$4,716,916	\$4,813,051	\$4,911,162	\$5,082,222	\$5,113,480	\$5,217,771	\$7,820,005	8,654,676
Annual lease payment from AEG	\$5,000,000	\$5,100,000	\$5,202,000	\$5,306,040	\$5,412,161	\$5,520,404	\$5,630,812	\$5,743,428	\$5,858,297	\$5,975,463	\$8,879,223	\$0
Total City revenue stream	\$12,598,881	\$13,069,330	\$13,537,319	\$14,142,896	\$14,517,046	\$14,837,437	\$15,164,997	\$15,634,413	\$15,842,274	\$16,192,328	\$25,103,687	\$18,220,166

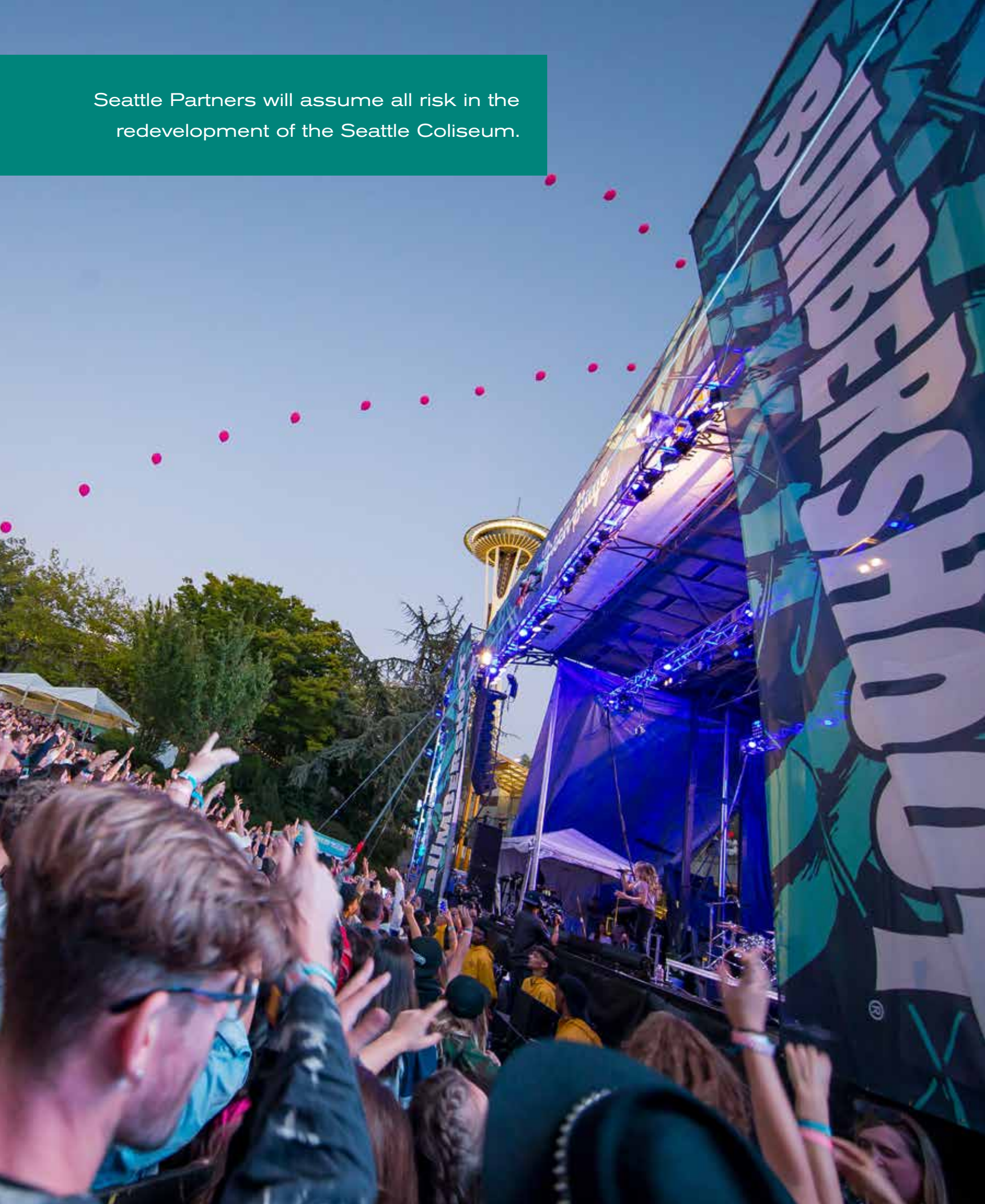
Bond amortization schedule:

Beginning Balance	\$250,000,000	\$250,000,000	\$249,709,791	\$249,108,827	\$248,175,445	\$246,886,809	\$245,218,851	\$243,146,212	\$240,642,179	\$237,678,617	\$22,532,513	
Interest accrual	\$11,250,000	\$11,250,000	\$11,236,941	\$11,209,897	\$11,167,895	\$11,109,906	\$11,034,848	\$10,941,580	\$10,828,898	\$10,695,538	\$1,013,963	
Principal	\$0	\$290,209	\$600,964	\$933,382	\$1,288,636	\$1,667,958	\$2,072,639	\$2,504,033	\$2,963,562	\$3,452,718	\$22,532,513	
Total Payment	\$11,250,000	\$11,540,209	\$11,837,904	\$12,143,279	\$12,456,531	\$12,777,865	\$13,107,487	\$13,445,612	\$13,792,460	\$14,148,255	\$23,546,476	
Ending Balance	\$250,000,000	\$249,709,791	\$249,108,827	\$248,175,445	\$246,886,809	\$245,218,851	\$243,146,212	\$240,642,179	\$237,678,617	\$234,225,900	(\$0)	
Annual Debt Service Surplus	\$1,348,881	\$1,529,121	\$1,699,415	\$1,999,617	\$2,060,515	\$2,059,573	\$2,057,510	\$2,188,801	\$2,049,814	\$2,044,073	\$1,557,211	\$18,220,166
Cumulative Surplus	\$1,348,881	\$2,878,002	\$4,577,417	\$6,577,034	\$8,637,549	\$10,697,122	\$12,754,631	\$14,943,432	\$16,993,246	\$19,037,319	\$57,052,452	\$144,297,341



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Seattle Partners will assume all risk in the redevelopment of the Seattle Coliseum.



SEATTLE ADVANTAGE

Seattle Partners Operational Financial Terms

- Seattle Coliseum revenues cover all operational and capital costs
- Over \$3 billion in new direct tax revenues
- A minimum of \$51.5 million total in future capital investment
- No new taxes
- Seattle Partners assumes all risk for arena operations
- No financial burdens placed on Seattle Center
- Favorable structure to attract NBA and NHL franchises

“Everyone at the Los Angeles Lakers is elated with our partnership with AEG. We believe their organization is a true asset to our franchise and championship tradition.”

—Jeannie Buss
Owner/Governor, The Los Angeles Lakers, Inc.

Operational Financial Terms

Seattle Coliseum Tax Projections

April 10, 2017



800 West Olympic Blvd., Suite 305
Los Angeles, CA 90015



1411 4th Ave., Suite 1401
Seattle, WA 98101

Exhibit 1. Estimated Construction Period Tax Revenue

Tax Category	Tax Description	Governmental Agency	Estimated Tax Yr 1	Estimated Tax Yr 2
<i>Construction period:</i>				
Sales	Sales Tax	State	\$6,571,155	\$19,713,465
Sales	Metro	County	\$909,852	\$2,729,557
Sales	King County	County	\$151,642	\$454,926
Sales	City of Seattle	City	\$859,305	\$2,577,915
Sales	Seattle Transportation Benefit District	City	\$101,095	\$303,284
Sales	Criminal Justice Levy	County	\$101,095	\$303,284
Sales	Sound Transit	County	\$1,415,326	\$4,245,977
Sales	King County Mental Health	County	\$101,095	\$303,284
Sales	Litter Tax	State	\$0	\$0
Sales	Spirits Sales Tax - for on-premises retailers	State	\$0	\$0
Sales	Spirits Liter Tax - for on-premises retailers (per liter)	State	\$0	\$0
Admissions	Admissions Tax	City	\$0	\$0
B&O	B&O: Service & Other Activities	State	\$0	\$0
B&O	B&O: Service & Other Activities	City	\$0	\$0
B&O	B&O: Retailing	State	\$481,390	\$1,444,171
B&O	B&O: Retail Rate	City	\$223,831	\$671,493
Parking	Commercial Parking Tax	City	\$0	\$0
Property	Property Tax	County	\$1,018,632	\$4,074,527
Payroll	Unemployment Insurance	State	\$409,742	\$1,229,227
Project taxes - Construction			\$12,344,159	\$38,051,110

Sources: AEG, 2017; Washington State Department of Revenue, 2017; King County, 2017; City of Seattle, 2017; Community Attributes Inc., 2017.

Exhibit 2. Estimated Stabilized Year Tax Revenue and Lease Term Projections

Tax Category	Tax Description	Governmental Agency	Stabilized Year Estimated Tax
<i>Operating Period</i>			
Sales	Sales Tax	State	\$1,493,339
Sales	Metro	County	\$206,770
Sales	King County	County	\$34,462
Sales	City of Seattle	City	\$195,283
Sales	Seattle Transportation Benefit District	City	\$22,974
Sales	Criminal Justice Levy	County	\$22,974
Sales	Sound Transit	County	\$321,642
Sales	King County Mental Health	County	\$22,974
Sales	Litter Tax	State	\$1,654
Sales	Spirits Sales Tax - for on-premises retailers	State	\$226,644
Sales	Spirits Liter Tax - for on-premises retailers (per liter)	State	\$24,408
Admissions	Admissions Tax	City	\$11,528,521
B&O	B&O: Service & Other Activities	State	\$3,688,666
B&O	B&O: Service & Other Activities	City	\$1,040,204
B&O	B&O: Retailing	State	\$84,123
B&O	B&O: Retail Rate	City	\$27,038
Parking	Commercial Parking Tax	City	\$87,500
Property	Property Tax	County	\$4,074,527
Payroll	Unemployment Insurance	State	\$146,959
Taxes - Stabilized Year			\$23,250,663
Total Projected Taxes over proposed lease term*			\$3,099,165,274

* Projected Taxes over the lease term of 55 years are calculated based on an AEG assumed year-on-year growth rate of 2%. Sources: AEG, 2017; Washington State Department of Revenue, 2017; King County, 2017; City of Seattle, 2017; Community Attributes Inc., 2017.

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• NELLY • TORI AMOS • CHER • PETER GABRIEL • DAVID GRAY • MISSY ELLIOTT • BON JOVI • TIM MCGRAW
• YANNI • DIXIE CHICKS • DEF LEPPARD • SIMON & GARFUNKEL • GOOD CHARLOTTE • DAVE MATTHEWS
BAND • NEWSBOYS • SARAH BRIGHTMAN • BRITNEY SPEARS • CISL SEATTLE SEADOGS • METALLICA •
KELLY CLARKSON • CLAY AIKEN • DAVID BOWIE • NCAA WASHINGTON HUSKIES • YES • KID ROCK • SHANIA
TWAIN • SARAH MCLACHLAN • ERIC CLAPTON • ALAN JACKSON • INCUBUS • U2 • BRUCE SPRINGSTEEN
& THE E STREET BAND • DESTINY'S CHILD • THE KILLERS • DAVID GRAY • FOOD FIGHTERS • THE ROLLING
STONES • PAUL MCCARTNEY • DEPECHE MODE • GWEN STEFANI • ANDRÉ RIEU • COLDPLAY • QUEEN • TIM
MCGRAW & FAITH HILL • BILL GAITHER & FRIENDS "HOMECOMING" • THE CHEETAH GIRLS • PAUL SIMON
• THE WHO • DEATH CAB FOR CUTIE • BOB SEGER & THE SILVER BULLET BAND • JAMIE FOXX • SNOW
PATROL • THE POLICE • NICOLE C. MULLEN • JOSH GROBAN • MUSE • KEITH URBAN • OZZY OSBOURNE •
MILEY CYRUS • MICHAEL MOORE • DANE COOK • TOUR OF GYMNASTICS CHAMPIONS • 107.7 THE END DECK
THE HALL BALL • BLUE SCHOLARS • KANYE WEST • THOMAS AND FRIENDS LIVE! • GEORGE MICHAEL •
NINE INCH NAILS • LIL WAYNE • DISNEY LIVE! • BEYONCÉ • TAYLOR SWIFT • MANDISA • WALKING WITH
DINOSAURS • JAMIE FOXX • "STAR WARS: IN CONCERT" • JAY Z • KISS • ELTON JOHN & BILLY JOEL • JOHN
MAYER • MICHAEL BUBLÉ • THE AVETT BROTHERS • EAGLES • ARCADE FIRE • ALICE IN CHAINS • GORILLAZ
• JOEL OSTEEN • THE BLACK KEYS • MADONNA • CARRIE UNDERWOOD • JIMMY BUFFETT • RED HOT CHILI
PEPPERS • RIHANNA • BRUNO MARS • EAGLES • PINK • SELENA GOMEZ • MICHAEL BUBLÉ • MACKLEMORE
& RYAN LEWIS • JUSTIN TIMBERLAKE • USHER • SEATTLE STORM • PHISH • LIONEL RICHIE • TOBYMAC
• TRANS-SIBERIAN ORCHESTRA • BASTILLE • IMAGINE DRAGONS • DECK THE HALL BALL • OPRAH'S
THE LIFE YOU WANT WEEKEND • JAMES TAYLOR • JESUS CHRIST SUPERSTAR ARENA SPECTACULAR •
WWE • GONZAGA'S BATTLE IN SEATTLE • CHER • 2015 PAC-12 WOMEN'S BASKETBALL TOURNAMENT
• LADY GAGA • ELTON JOHN • THE HARLEM GLOBETROTTERS • STEVIE WONDER • 2015 NCAA MEN'S
BASKETBALL TOURNAMENT • PBR • CHRIS TOMLIN • ARIANA GRANDE • ERIC CHURCH • NEIL DIAMOND •
BARRY MANILOW • BETTE MIDLER • SHANIA TWAIN • THE INTERNATIONAL DOTA 2 CHAMPIONSHIP • RUSH
• 5 SECONDS OF SUMMER • KELLY CLARKSON • KEVIN HART • ALT-J • FLORENCE AND THE MACHINE •
SEATTLE UNIVERSITY REDHAWKS • 107.7 THE END PRESENTS DECK THE HALL BALL 2015 • JUSTIN BIEBER
• MUSE • WASHINGTON FEDERAL BATTLE IN SEATTLE: GONZAGA VS TENNESSEE • ADELE • AMY SCHUMER
• WWE MONDAY NIGHT RAW • HARLEM GLOBETROTTERS • MARVEL UNIVERSE LIVE! • 2016 WOMEN'S PAC
12 TOURNAMENT • THE COMEDY GET DOWN • PAUL MCCARTNEY • THE WHO • ANDREA BOCELLI • STING
AND PETER GABRIEL • THE INTERNATIONAL DOTA 2 CHAMPIONSHIP • KELLOGG'S TOUR OF GYMNASTICS
CHAMPIONS • BLINK-182 • SIA • KANYE WEST • 107.7 THE END PRESENT DECK THE HALL BALL 2016 • SAM
SMITH • MAROON 5 • STEVIE NICKS • ARIANA GRANDE • 2017 PAC-12 WOMEN'S BASKETBALL TOURNAMENT
• CHRIS STAPLETON • RAY CHARLES • THE EXCITERS • THE BEACH BOYS • LOUIS ARMSTRONG • THE KINKS

Diversity and inclusion are
core values of Seattle Partners.



SEATTLE ADVANTAGE

Seattle Partners Operations

- AEG leads the industry with diversity initiatives. We have developed innovative programs to enhance our team: AEG 1FORCE guides workforce and cultural diversity and AEG 1SOURCE governs diversity supplier initiatives.
- AEG partners with certifying bodies to ensure supplier diversity objectives are met: National Gay & Lesbian Chamber of Commerce (NGLCC), Women's Business Enterprise National Council (WBENC), and National Minority Supplier Development Council (NMSDC).
- Seattle Partners is committed to creating two custom roles for the Seattle Coliseum: Director of Community Engagement and Director of Transportation Management.
- AEG has unmatched sport tenant relationships, with 58 teams calling AEG venues home, including NBA and NHL franchises. AEG will work proactively and in collaboration with the Seattle Storm and Seattle University.
- AEG is committed to creating a collegiate basketball tournament that becomes a longstanding tradition at the Seattle Coliseum and is already working closely with the Seattle Sports Commission to make this annual tradition a reality.
- Seattle Partners will create a new and enhanced food and beverage concept, Flavor of the Northwest, that features local restaurateurs, vendors, and farmers.
- AEG 1EARTH, AEG's industry leading sustainability program, will navigate the LEED Gold certification process for the Seattle Coliseum, as they have done for the other AEG LEED Gold certified venues.
- AEG is the only company in the industry that can provide terrorism liability protection for the Seattle Coliseum under the U.S. Safety Act.



Operations

Seattle Center Purpose Statement

Seattle Center creates exceptional events, experiences and environments that delight and inspire the human spirit to build stronger communities.

With AEG, the Seattle Coliseum will be an engaged, active stakeholder in fulfilling Seattle Center's purpose statement.

AEG is the world leader in venue management bringing successful, leading-edge, proprietary programs to its venues worldwide. Creating indelible experiences for fans, guests, and communities is what we do. AEG's operation and management plan will ensure that the Seattle Coliseum is a world-class venue, operated in a manner that is equitable for workers and closely aligned with the Seattle's Race and Social Justice Initiative.

One critical way the Seattle Coliseum will contribute to the vibrancy of Seattle Center is consistent, predictable, long-term profitability. AEG's proven Operations Management System will drive this effort, as it is the business plan responsible for establishing profit maximization principals and business goals in our venues across the world.

AEG's Operations Management System provides assurance that Seattle Coliseum's operations will be held to the award-winning standards for which AEG venues are renowned—standards which will complement the location, design and functionality of what will undoubtedly be the Northwest's premier venue.

ORGANIZATIONAL STRUCTURE

AEG is committed to producing unparalleled entertainment experiences for our guests. Our key to success is the quality of our people and the foundation they create for everything we do. AEG strives to create a dynamic work environment that fosters mutual respect and teamwork through diversity and inclusion for all our team members. AEG is a fast-paced, entrepreneurial, growth-oriented organization that challenges our team members to thrive through innovation and grow along with us.

AEG's core strength is our dedicated and experienced team members. They possess vast knowledge and experience within our industry. AEG's senior leadership helps departments exceed team goals and objectives by making clear the roles, standards and expectations, at the outset. We empower our people by providing them with the right tools, training, and opportunities in a safe environment, with high expectations for success.



ONLY AEG BRINGS THIS DEPTH OF PROVEN
RESOURCES TO THE SEATTLE COLISEUM



METHODOLOGY

Upon engagement, AEG will perform an in-depth study of the labor market, demographics, and trends of the City of Seattle and the area surrounding the Seattle Coliseum. Concurrently, we will lay the groundwork for a transition employment strategy focused on retaining top talent and recruiting new hires from underserved communities and neighborhoods.

As adherents to the City's Race and Social Justice Initiative, AEG is committed to:

- Ensuring that the local community will benefit from employment opportunities
- Providing residents priority status in accessing jobs in all phases of a given project
- Seeking out and attracting a staff reflective of the diversity of the City of Seattle

APPROACH

The ability to select, hire and retain productive workers is critical to the success of an entertainment venue. Our recruitment practices consider the following:

- Types of positions to be filled
- Prevailing labor market
- Area demographics
- Community and local hiring best practices
- Diversity and inclusion guidelines

We use these guidelines to employ people from the communities we serve. In this case, we will focus on the Greater Seattle area as we define our recruiting and retention strategies. We will use a variety of sources as part of our recruiting strategy, including job fairs, online advertising and/or open houses to attract the most qualified candidates. To ensure our success at reaching the residents of Seattle within commuting distance of Seattle Coliseum, AEG will develop strong relationships with local training, hiring and job

EMPLOYEE SPOTLIGHT

SYDNEY DAVIS

Director, Global Diversity and Inclusion, AEG



Sydney Davis serves as the Director of Global Diversity and Inclusion at AEG. As such, Sydney oversees and manages key diversity initiatives including supplier diversity, workforce diversity, AEG's extensive job shadow programs, and is implementing the new Rising Stars Executive Mentorship Program, a program for employees to gain more insight into executive roles and the AEG International Exchange Program where employees from around the globe meet with respective counterparts to exchange ideas and share best practices. Sydney currently serves as a core team member on AEG's Women's Leadership Council.

Sydney is an alumnus of A Better Chance, an organization that awards scholarships to academically talented minority students to attend private college preparatory high schools around the United States. Sydney remains active with A Better Chance and serves on the National Advisory Council and is an active member of the National Black MBA Association.

placement organizations. We plan to partner with local grassroots nonprofits, like El Centro de la Raza and the Urban League of Metropolitan Seattle, in this effort as well. The incredible work of these organizations is important to our success. We consider ourselves members of the communities in which we operate, and we believe that true success is widely shared success.

WORKFORCE DIVERSITY

Our workforce reflects the communities in which we do business. We cultivate an environment that recognizes and rewards differences by valuing what each person can bring to the organization, and in turn, what the organization can do to support the growth of our team members.

In 2016, we developed robust guidelines and laid the foundation for implementing uniform recruiting standards throughout the organization. Additionally, we believe that diversity education and training is imperative for our organization and we are investing in tools to ensure that our team is well-versed in all aspects of diversity management.

CULTURAL DIVERSITY

Cultural diversity competence is important for building a sensitive and inclusive workplace for all. We adhere to a multicultural calendar and celebrate various diversity themes throughout the year from Black History Month to International Women's Day to Pride Month.



LA GALAXY LGBT PRIDE NIGHT

For the third year, a discounted ticket and commemorative LGBT Pride scarf were packaged together to celebrate Pride. Sales for the package increased by almost 300% from the first year, showing continual year over year growth and support.

- The first 150 ticket buyers had the opportunity to have their scarf signed by Robbie Rogers
- The Galaxy worked with LA Pride, LA LGBT Center & LGBT Chamber of Commerce to promote and create the event
- The LA Galaxy Foundation community partner of the match for this game was Covenant House California and You Can Play and Covenant House public service announcements ran during the match
- Tyler Glenn, the lead singer of Neon Trees, performed the national anthem
- Angel City Brigade threw rainbow streamers and decorated the capo stands appropriately
- Robbie Rogers stayed after the game to speak to nearly 200 people that stayed for a Q&A session and signed autographs



LA KINGS PRIDE NIGHT 2017

In celebration of Pride, the LA Kings (NHL) and LA Galaxy (MLS) created events that celebrated diversity and inclusion.

Events taking place during the game included:

- Robbie Rogers — LA Galaxy player and the first openly gay man to compete in a top North American pro sports league — performed the ceremonial puck drop before the game began
- Lisa Vanderpump — LGBT ally, Philanthropist, Restaurateur and TV Personality — was involved in several activities during the game
- Dr. Drew Pinsky — best known as a celebrity doctor and LGBT ally — sang the national anthem
- Los Angeles Blades — the first openly Gay and Lesbian ice hockey team in the United States — were in attendance
- Jeff Archibald — a gay marine and recreational ice hockey player — was honored as our Hero of the Game
- Pride Tape was used on the players' sticks and the sticks were autographed and auctioned for the Kings Care Foundation
- Fans supported You Can Play during the game by purchasing rainbow stick tape and themed LA Kings shirts and taking photos on the concourse with the Rose Bowl Trophy to give a \$5 donation



/kings

TICKETS ([HTTPS://WWW.NHL.COM/KINGS/TICKETS](https://www.nhl.com/kings/tickets))



LA Kings Pride Night

BLACK HISTORY MONTH

In celebration of Black History Month, we offered an exclusive employee screening of the movie *Hidden Figures*. We continued the theme in our company wide e-newsletter by requesting and then sharing employee's "Hidden Figures" who have impacted their lives.

Tayra Lagomarsino

From: AEG Employee Engagement
Sent: Thursday, January 26, 2017 6:43 PM
Subject: Employee Movie Screening: *Hidden Figures*

EMPLOYEE MOVIE SCREENING OF
HIDDEN FIGURES

In celebration of Black History Month, AEG Employee Engagement and AEG FORCE would like to invite full-time AEG employees to the screening of *Hidden Figures* starring Taraji P. Henson, Octavia Spencer, and Janelle Monáe.

The employee screening will be held on **Friday, February 3rd at Regal Cinemas L.A. LIVE: A Barco Innovation Center**. The movie will begin promptly at 12:30 PM. Doors will open at 12:00 PM.

*With your supervisor's approval, RSVP is on a first come, first serve basis. Space is limited, please only RSVP if you plan to attend. **DO NOT FORWARD THIS INVITATION** - this offer is non-transferable and respondents will be checked against the invite list. Ticket subject to availability.

[RSVP HERE!](#)


Tayra Lagomarsino

From: AEG CONNECT
Sent: Thursday, February 9, 2017 1:38 PM
Subject: Who are your Hidden Figures?



WHO ARE YOUR HIDDEN FIGURES?



Hidden Figures, starring Taraji P. Henson, Octavia Spencer, and Janelle Monáe, is the previously untold story of three brilliant, courageous, and African American women working at NASA in 1961. Women of color remain underrepresented in the areas of science and technology. This film is an important testament to the numerous ways these groups consistently made throughout history and continue to make today.

Committed to cultivating an inclusive culture within our workforce and our partners. Inspired by the movie *Hidden Figures* and Black History Month, we want to shed the spotlight on extraordinary people of all ages. Whether your grandfather is a gold medal winner of a sport in the Olympics or your sister is leading a Fortune 500 company, [email us at connect@aesconnect.com](#) with the story of a Hidden Figure that has impacted your life. Please submit your story by Thursday, February 16.


info@aesconnect.com

Tayra Lagomarsino

From: AEG CONNECT
Sent: Friday, March 3, 2017 1:36 PM
Subject: AEG CONNECT News: *Hidden Figures*, Employee Calendar, and more!



WEEK OF FEBRUARY 27, 2017: NEWS & PRESS

WHO'S YOUR HIDDEN FIGURE? A 3-TIME
GOLD AND SILVER OLYMPIC MEDALIST

Tamala Lewis, Senior Director, StubHub Center Community Affairs and StubHub Center Foundation, shares the story of a Hidden Figure in her life.

[READ MORE >](#)
HEROES AMONG US: SPOTLIGHT ON AEG'S
VETERANS

Inspired by Veterans Day, we're taking a moment to honor all who have served in the United States Armed Forces.

[READ MORE >](#)
THE HAWAII CONVENTION CENTER IS
GEARING UP FOR GAMES

The Hawaii Convention Center recently unveiled \$1.1 million in new flooring to convert its 204,000 sq. ft. exhibition hall into courts for amateur and professional sporting events.

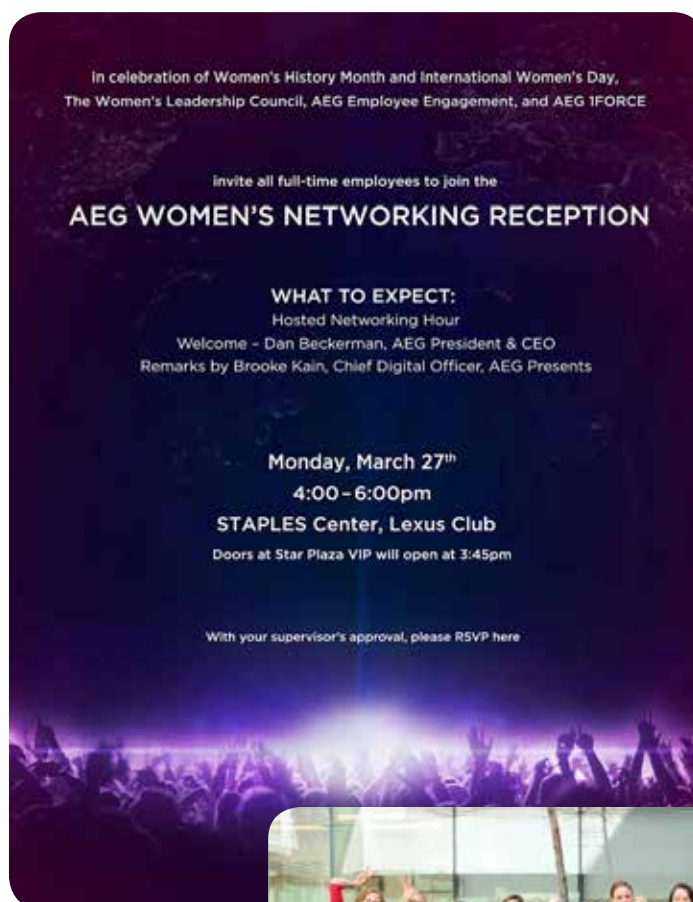
INTRODUCING THE AEG CONNECT
EMPLOYEE CALENDAR

Check out our brand new Employee Calendar to get the latest information on company events.

[READ MORE >](#)

INTERNATIONAL WOMEN'S DAY

In celebration of International Women's Day on March 8, everyone was encouraged to show solidarity by wearing red. It was followed on March 27 with an AEG's Women's Networking Reception with AEG Presents Chief Digital Officer, Brooke Kain and AEG President and CEO, Dan Beckerman.



AEG WOMEN'S INITIATIVE

Inspired by AEG 1FORCE, the mission of the Women's Initiative is to enhance the retention and advancement of women in sports, entertainment, and facility management. In a characteristically male dominated industry, 38% of AEG's U.S. operations are managed by women, which is a positive trend we will continue to advance. Women are undoubtedly a growing force in the talent pool, but the real power behind a company is generated from women and men working together, using their experiences and perspectives to solve complex problems and accelerate innovation.

The Women's Initiative plays a significant role in helping AEG achieve its strategic goals by creating programs and activities that promote business education, career growth, cultural awareness, employee recruitment and retention, and mentoring. The initiative focuses on five core programs including:

In 2016, the WLC introduced an enhanced company-wide parental leave policy

- **Business Insight:** Strengthens knowledge and awareness of key business activities at AEG empowering employees with a better understanding of financial and market information that drives AEG's strategies
- **Pipeline Partners:** Ignites a path of career development opportunities for the next generation of professional women via networking, informational forums, and mentor/mentee relationships
- **Women in Leadership:** Connects employees with AEG's trailblazing women and creates alliances with women in leadership roles within other organizations via panel discussion and networking
- **Work-Life Balance:** Focuses on the needs and interests of AEG employees that promote a well-balanced work-life environment
- **Community Engagement:** Builds up our families, communities and environment through innovative and collaborative partnerships

The Women's Initiative celebrates the professional accomplishments of women that impact our communities and our company brand. After the launch of AEG's Women's Initiative, the first AEG woman was promoted to the Executive Committee. Additionally, numerous awards have been granted to various AEG women for their professional achievements.

WOMEN'S LEADERSHIP COUNCIL

The Women's Leadership Council (WLC) comprised of employees of varying backgrounds, ages, and career levels. The primary purpose of the Council is to benchmark policies and procedures as well as to identify leadership and professional development opportunities for our female employees.

LEADERSHIP SPEAKER SERIES

The Leadership Speaker Series aims to empower and inspire all AEG team members through discussions with prominent members of the business and academic community. Topics vary but career progression and leadership are the underpinnings of every discussion. We believe that it is important to expose our team members to leaders in the field and to provide them with an opportunity for active dialogue.

In 2016, the Leadership Speaker Series event was hosted in partnership with Women in Sports and Events (WISE) and emphasized the importance of diversity and inclusion in sports and entertainment.



AEG 1WORLD

AEG 1WORLD International Exchange program allows employees to travel to other countries and exchange best practices with their counterparts overseas. This program promotes collaboration and team-building across our global organization and aligns with our corporate culture of continuous learning.



RISING STARS MENTORSHIP PROGRAM

Rising Stars Mentorship Program is a leadership training and executive mentorship program that focuses on creating a homegrown pipeline of future AEG leaders. As part of the program, AEG's most senior leaders serve as mentors to help guide manager and director level employees through monthly meetings, opportunities to attend executive meetings and events, and collaboration on a final project.



“It is truly a wonderful experience being part of the Rising Stars Mentorship Program. This unique opportunity has allowed me to look at AEG through a different perspective. Kevin McDowell is a true model mentor. Not only does he provide insight and guidance on my career, but also inspires me to look to the future and think beyond the box. This has absolutely been a rewarding experience.”

—Therese Nguyen
Senior Manager, Partnership Activation

COLLEGE INTERNSHIP PROGRAMS

Internships are an investment in talented young people that can pay dividends both for them and us. In the U.S. Brazil, and Canada, many AEG divisions and affiliates host interns. AEG's Merchandising division in Los Angeles, for example, teaches college students practical application of graphic design, finance and marketing competencies. Students then prepare presentations highlighting their new skills at the end of the internship. The Merchandise team has placed ten talented interns in full-time positions within our company.

Using external partners, AEG runs a comprehensive and practical Facilities Leadership Development Program (FLDP) that teaches paid interns every aspect of managing our facilities around the world. We are also developing a six-month training curriculum for new and existing managers to share with interns on topics including development planning, finance, communication, delegation and performance management.

AEG HUMAN RESOURCES

AEG strives to create a dynamic work environment that fosters mutual respect and teamwork through diversity and inclusion for all employees. The strength is in the dedicated and experienced employees mixed with local talent that have vast market knowledge and local network. The goal is to empower people by providing them the right tools, training and opportunity in a safe environment with high expectations for success. The recruitment strategy is well managed, cost effective, tailored to meet the needs of the venue, able to meet community related commitments and diversity and inclusion goals. Utilizing the resources of the AEG Human Resources department, the local human resources team delivers a wide array of services including:

- Full-service staffing solutions
- Benefits administration
- Employee relations and wellness programs
- Training services to developing detailed executive and compliance reports
- Creating and implementing recruitment and hiring programs

EMPLOYEE SPOTLIGHT

MARLA GIBSON

*Vice President
Human Resources, AEG Facilities*



Marla provides human resources and senior leadership support to AEG Facilities worldwide. She serves as a liaison between AEG Facilities and Employee Services to ensure that the needs of each venue are represented and supported. Marla has over 16 years of experience in the Human Resource field.

Marla is also a member of Professionals in Human Resources Association (PHIRA) and Society for Human Resource Management (SHRM).

- Developing programs, procedures and training that ensure compliance with federal, state and local employment laws and collective bargaining agreement compliance
- Ensuring the integrity and accuracy of employee data, government compliance reporting, and all managerial reports
- Minimizing the facility's exposure to lawsuits and EEOC claims by developing consistent operating policies and procedures and preventing employee relation issues such as sexual harassment claims, poor employee performance, theft and workplace violence
- Providing computer training, guest service training, labor law training for supervisors, orientation programs, sales and marketing workshops, and supervisory development workshops

AEG has an established hiring process that has been proven successful. These individual steps will be incorporated into a hiring timeline with specific goals, dates and deadlines:

- | | |
|--|---|
| • Develop specific hiring timeline | • Pre-hire process based on laws and practices |
| • Identify recruiting sources | • Completion of paperwork |
| • Establish recruiting goals | • General orientation on policies and procedures |
| • Demographic study | • Job function, guest service and safety training |
| • Development of candidate profile for each position | • Specific on-location training |
| • Candidate screening | • Recurring training in specific job functions |
| • Interviews | |

TEAM MEMBER RETENTION

Retaining the most valuable assets is the top of our priority list. There is a window of opportunity to make a positive impression and increase retention which occurs within the first 6-12 months of employment:

- Orientation: develop orientation programs helping the new employee acclimate to the culture and philosophy of AEG
- Compensation and Benefits: We review our compensation and benefits package annually to ensure that we are competitive within our industry and within local market conditions
- Performance Management: Performance reviews are conducted annually and we encourage managers and employees to participate in the process in an interactive method
- Training: Along with core job function training, all employees participate in AEG's proprietary guest service training program, "AEG Encore"

AEG HEALTH AND WELL-BEING

AEG Health and Well-Being program is to provide employees at all stages of life and fitness, opportunities to improve their total state through a 360° approach to Health & Well-Being, while bringing AEG together as a team. AEG Health and Well-Being program focuses on 6 main areas:

- Fitness
- Nutrition
- Health
- Financial Well-Being
- Emotional Well-Being
- Mindfulness



LOS ANGELES

The AEG Corporate headquarters in Los Angeles hosted a Health and Wellbeing Expo for all AEG Southern California team members. The Expo enabled team members to meet organizations that AEG works with to create special offers for team members and win a variety of exciting prizes. There were also fitness, nutrition and stress reduction session led by former Olympians and AEG executives.

EMPLOYEE SPOTLIGHT

ROSA MUELA

Director, Benefits, AEG



Rosa Muela is the Director of Benefits in the Global Support Services division of AEG. Rosa's twenty-plus years of experience in Human Resources operations has paved the way to a successful career at AEG with systems improvement solutions in payroll and benefits. These solutions have significantly cut operational expenses by streamlining processes and introducing efficiencies through integration. Rosa is part of the key implementations team deployed to oversee business transition solutions. She collaborates with Employee Engagement, focusing on unifying our employees globally through the AEG Health & Well-Being program.

BARCLAYS CENTER

The Barclays Center in Brooklyn is conducting a team member health habits campaign to inspire team members to get healthy. The venue internal newsletter showcases the challenge weekly and great prizes inspire team members to take part.

Social Committee Newsletter

APRIL 2016

Shout Out

A BIG Shout Out goes to the **Event Services Department** for making sure the NCAA 1st & 2nd Rounds went off without a hitch!

THANK YOU FOR YOUR HARD WORK!!

"Be yourself, everyone else is already taken."
— Oscar Wilde

1. Imagine you are in a dark room. How do you get out?
2. I have keys but no lock, I have space but no room, you can enter but not exit. What am I?

by Kamille Jimenez

Questions / Comments?
socialcommittee@barclayscenter.com

Committee Members: Anthony, Bavan, Calixte, Desiree, Emily, Jackie, Jaga, JTS, Justin, Kamille, Kelvin, Marcus, Mike-Ya, Pascal, Pat, Rosemarie, Rhonda, Sandi, Seli

What to Do by JTS

Best Date Night Restaurants in New York

- Amica (West Village)
- Bar Primi (East Village)
- Bang! (East Village)
- Birds & Bubbles (Lower East Side)
- Blue Ribbon Downing Street Bar (West Village)
- Decoy (Greenwich Village)
- El Maguery La Juna (Lower East Side)
- The Food
- Fung
- Gettin'
- Jeffrey
- Grub

April 1: April Fool's Day
April 7: World Health Day
April 10: National Siblings Day
April 15: Taxes Are Due
April 22: Earth Day
April 23: Passover Begins
April 27: Admin Professionals Day
April 29: Arbor Day

10 Ways to Make a Better Peanut Butter & Jelly Sandwich

1. Grill it: No sandwich on earth is not improved by being buttery, warm & crispy on the outside
2. Put it in your waffle iron: Maximum crunch
3. Build a PB&J 2.0: Spread 3 different jellies & 3 different nut butters for a great combo
4. Make DIY Uncrustables: you can either buy a fancy press to form the pockets or use a cookie cutter or upside down
5. Roll up some PB&J sushi: cutest waste of time
6. Lock your jelly in: spread peanut butter on one side with extra on the edges, spread peanut butter on the other side only around the edges & spread jelly in the middle
7. PB&J Banana Dog: hot dog bun, peanut butter, banana & jelly on the banana
8. Put it between Ritz Crackers
9. Use fruit instead of jelly or jam
10. Go with a PPGP: Peanut butter, pickles & potato chips

Information Technology Edition

- Our firewall can handle up to 1 Gigabit of internet traffic flow while inspecting all insecure traffic for malicious files.
- There are well over 120 switches on our network. The 2 core switches that manage the arena network can handle up to 1.44 billion data packets per second.
- The arena has 900 miles of fiber as the foundation of the infrastructure.
- We can support over 20,000 devices on Wi-Fi.
- During the first day of March Madness, there was about 2 terabytes of traffic transmitted. This the equivalent of 34,000 hours of music or 2000 hours of video or 1 voicemail message from my mom.

EXTRA! EXTRA! READ ALL ABOUT IT!

Employee Special Offers
(with Barclays Center ID)

- 67 Burger: 10% off
- Most Levy Concession stands: 30% off
- Brooklyn Nets Team Store: 30% off
- Brooklyn Crepe & Juice: 10% off
- Enterprise Rent-A-Car: \$37 daily rental on compact car (check with HR for additional rates)
- Ricky's NYC: 20% off
- Modell's: 10% off (Flatbush location)
- Eyes & Optics / Mega Vision: 20% off
- Hale & Hearty: 10% off (MetroTech Center)
- addidas: 15% off (Fulton Street location)
- Hill Country Barbecue: 15% off
- Marriott Hotels & Resorts: use code WBS
- Steiner Sports: 20% off use code BKNETS20
- Crunch Gym: Single Gym Membership \$59.99/month
- Brooklyn Flavors: 10% off
- Edible Arrangements: 10% off (Fulton Street location)

WEIGHT LOSS CHALLENGE

Weigh-Ins
April 15th
May 16th

Team Leaderboard

1st: Mission Slim Possible
2nd: Waist Management
3rd: Smallest Winners
4th: Brooklyn Bullies
5th: Phattest Baddest
6th: Barclays' Bosses
7th: Fatties "Tubby" P

Individual Biggest Loser Prizes: (2) JetBlue vouchers to travel anywhere in the whole wide world & a Microsoft fitness Band (retail value \$249).

Team Biggest Loser prizes: To be determined, but we promise they will be great.

Pounds Lost Organization-wide
106.6 Pounds

WOWZERS!

Top 5 Biggest Loser Shout Outs

1. John Springer
2. Justin Thomas
3. Chuck Lang
4. Jaime Stephenson
5. Matt Felker

"IT IS HEALTH THAT IS REAL WEALTH AND NOT PIECES OF GOLD AND SILVER."
— mahatma gandhi

LOS ANGELES CONVENTION CENTER

The Los Angeles Convention Center (LACC) created a Wall of Excellence to showcase their employees to convention organizers and attendees. This creates a community for those who work at and attend events at the venue.

The is also creating an employee fitness center to ensure that everyone has the opportunity to be healthy.

THE LACC NEWSLETTER

February 2017 Volume 3 Issue 2


Brad's Blog: WALL OF EXCELLENCE UNVEILED

You have heard me say (and write) many times about how impressed I am with the staff here at the Los Angeles Convention Center. And the important role they have played with the incredible success we have experienced over the past three years of AEG Facilities management of the LACC.

Well now we have an entire wall dedicated to recognizing our amazing staff. It all started with an idea to display the Leaders of the Quarter and Employees of the Month on the wall outside of Human Resources where many of our team enter and pass by.

I asked my great Assistant, Ana Aldana to work with HR and Operations to develop this display so that everyone traversing this hallway would be inclined to stop and review the display of talent, and would be inspired by the exhibit and impressed with the staff recognition.

I couldn't be happier with the result!




[laccink.com](#)

Blog Spot: The LACC Employee Gym
by Alexa M. Diaz

You read that correctly. The LACC is constructing an employee gym to get all of us up and active. The soft opening is scheduled for the second week of March. The gym will be open to all full-time and part-time AEG employees as well as full-time employees for the City and LACC Partners. Located on the first level directly across from the command center in South Hall; the gym will be open from 5 am to midnight with secure access. "The LACC gym will include top tier equipment: free weights, an elliptical, a treadmill, stair master, a bicycle, floor mats, and cable stations. A little bit for everyone," stated Kesia Irvine. The fitness center will serve as an active option for employees to get up and stay healthy on their break while still being on the LACC campus. Closer to the end of March, the HR Team will also be rolling out a new Gym Contest to encourage participation and group workouts. Be on the look out for more information.

[Enter to win and name the Fitness Center](#)

Leader of the Quarter December: Beverly Watson



Beverly Watson has been with LACC for almost a year and has been awarded employee of the month last June and now the leader of the quarter for December. The expressive manager attributes her success to key leadership qualities that include active listening and teamwork.

Describe a time when you have utilized one of the four service spotlights.

I think I put them into use every day. All four. I smile every day when I come into work, my team sizzles, there is a lot of synergy, and safety is first on my list.

My biggest pet peeve is . . .

People blowing their horns in the car. It is not going to make traffic faster.

What is something you have that is of sentimental value?

Family because material things come and go, but my family is the most important thing in this entire world.

I have a set of twins and a son- my little monster.

Sharon Dean shout out:

When I come into the office your smile makes my day!

[laccink.com](#)

EMPLOYEE SPOTLIGHT

CAMERON BASYDLO*Vice President, Strategic Sourcing*

Cameron joined AEG in 2008 as the founding member of Strategic Sourcing & Procurement. He has been instrumental in developing and instituting policies, guidelines, processes, and procedures. Supplier consolidation, spend aggregation, vendor management disciplines, and global partnerships have been achieved and implemented across divisions under his leadership. AEG 1SOURCE has realized hard savings and new revenue exceed \$50M to date. Cameron has been a member of the Institute of Supply Management (ISM) for 10 years, and maintains a Certified Professional in Supply Management (CPSM) certification.



AEG's branded strategic sourcing platform which includes vendor management, eSourcing, and business intelligence analytics to manage and optimize the sourcing demands across AEG. Small and large-sized suppliers, vendors and contractors, can readily access AEG 1SOURCE online to register with Key Arena by completing a company profile. Buyers and supply chain personnel across AEG source and research suppliers in AEG 1SOURCE who have registered and maintain active online profiles. Buyers can quickly access registered supplier information, schedule reports, create sourcing events with ease, access historical bid documentation, terms and conditions, and everything else needed to execute successful procurement cycles aligned to management operational and financial targets.

DIVERSITY SUPPLIERS

We recognize that supplier diversity is not only a corporate responsibility but also a fundamental business strategy that provides a competitive advantage in today's global business climate.

As part of AEG's tactical sourcing efforts, our comprehensive program aims to increase representation across a variety of business enterprises:

- Minority Business Enterprise (MBE)
- Disabled Business Enterprise (DBE)
- Small Business Enterprise (SBE)
- Emerging Business Enterprise (EBE)
- Women's Business Enterprise (WBE)
- Lesbian, Gay, Bisexual, Transgender Business Enterprise (LGBTBE)
- Disabled Veteran Business Enterprise (DVBE)

We partner with various certifying bodies to identify potential suppliers including:

- National Minority Supplier Development Council (NMSDC)
- Women's Business Enterprise National Council (WBENC)
- National Gay & Lesbian Chamber of Commerce (NGLCC)



In 2016, we partnered with Quick Change Display (QCD), LLC., a woman-owned and run business in Las Vegas, for all our signage and display needs at the new T-Mobile Arena. QCD began with a single employee (the founder – Donna Kestler) in 1999; today, the business employs 21 people and generates revenues of over \$2 million annually.

AEG is committed to using National Gay & Lesbian Chamber of Commerce (NGLCC) certification. Sydney Davis and Cameron Basydlo are members of the NGLCC Corporate Advisory Council and Procurement Council.

AEG 1SOURCE INCREASES SPEND WITH MBE/WBE BUSINESS BY 118%

A frequently utilized supplier in AEG 1SOURCE network, CR&A Custom, Inc., was established in 1993 by Carmen Rad, a successful Latina entrepreneur in the Los Angeles area. AEG utilizes CR&A's services for many of its digital printing projects at the STAPLES Center, L.A. LIVE, and the Los Angeles Convention Center. AEG increased the spend with CR&A over 118% from 2008 to current spend.



STAFFING

SEATTLE CENTER COLISEUM PROPOSED ORGANIZATIONAL CHART

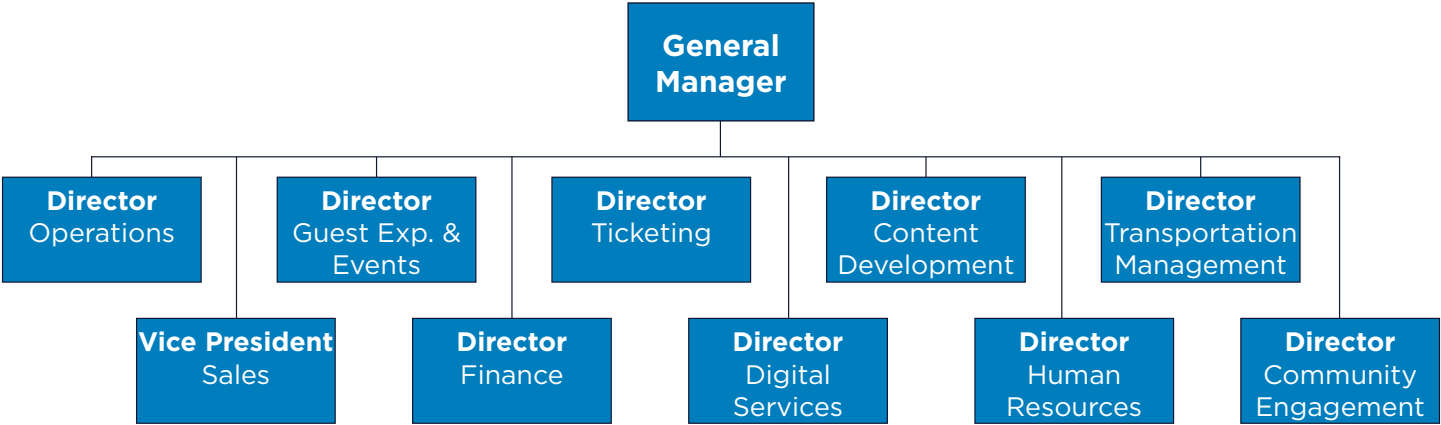
AEG has developed a series of organizational charts and job descriptions which will guide Seattle Coliseum through the hiring process.

TOTAL EMPLOYEES 64

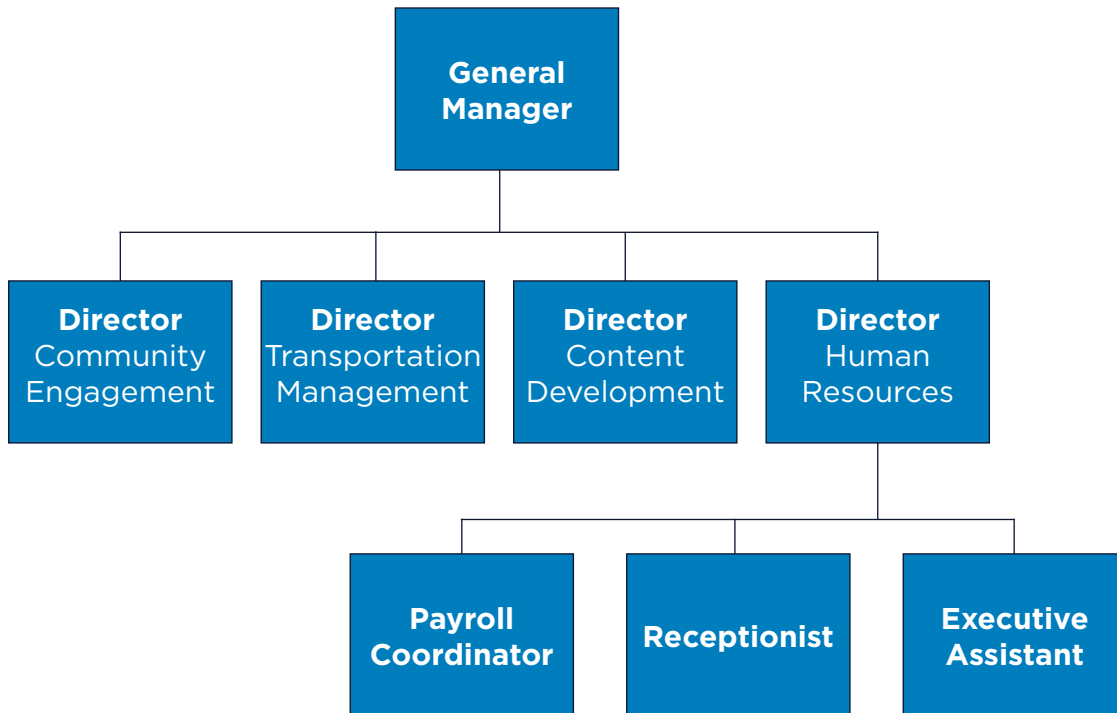
BY DEPARTMENT

Administration	8
Operations	20
Sales & Marketing	12
Guest Experience & Events	7
Finance	4
Box Office	3
Digital Services (IT)	4
Security	6

SENIOR MANAGEMENT



ADMINISTRATION DEPARTMENT



GENERAL MANAGER

The General Manager is responsible for overall management and operation of the Arena including goal setting, long range planning, construction, purchasing, policy formation, finance, managing the food and beverage operator, premium seating sales and service, sponsorship sales and service, box office, security, production, maintenance and all related operations. The position is responsible for initiating and providing direction and for the planning administration, sales and operational management of the facility, its physical plant facilities and equipment, finances and personnel, in a manner that is consistent with goals and directives of AEG and Seattle Center. The General Manager provides leadership and direction to all operating departments, management and staff, execution of plans and directives; continuing liaison with AEG's corporate staff, industry associates, governing agencies, communication media and the general public. The General Manager acts as the "face" of the Arena, taking the lead in public relations initiatives, governmental and community affairs, and crisis response.

DIRECTOR, COMMUNITY ENGAGEMENT

The Director, Community Engagement is the day-to-day contact with community groups, including Uptown Alliance, Seattle Center tenants, school groups and other stakeholders to ensure that the Arena and its activities are seamlessly integrated into the greater fabric of the Seattle Community. This position oversees community-based programs that create philanthropic opportunities and job-shadowing projects and experiences, as well as educational programs. The position coordinates fulfillment of donation requests and actively engages the Arena in providing ticket-based programs to community groups. This position works closely with the General Manager in liaising with local, city, regional and state elected officials and community leaders. The Director also works closely with the Arena's commercial team to create sponsor-based programs that benefit the greater community.

DIRECTOR, TRANSPORTATION MANAGEMENT

The Director, Transportation Management is responsible for developing and implementing an organization-wide master transportation plan designed to reduce individual vehicle trips, single occupancy driving, and parking utilization. Develops and implements AEG's overall strategy to develop multi modal options for transit to and from the Seattle Coliseum. The position collaborates and engages with government agencies, elected officials, advocacy organizations, neighborhood stakeholders, external consultants, and others to improve transit options, bicycle/pedestrian facilities, and traffic safety in order to benefit the Seattle Coliseum, staff, sponsors, guests, and community. As well, the position will be responsible for designing, implementing and monitoring a shuttle program to provide to provide safe, effective, and efficient transportation services between all on-site locations as well as regional transportation hubs.

DIRECTOR, CONTENT DEVELOPMENT

The Director, Content Development is the main point of contact for the booking of all events at the Arena. The position works with agencies, promoters and artists to positively promote the Arena, solicit events and negotiate contracts. The Director also oversees the scheduling of all events at the Arena, working to make sure the usage of the venue is maximized. This position liaises closely with the Seattle Storm, the Seattle University Athletic Department, other resident sports tenants and Seattle Center to schedule games and City events. The Director will also play the lead role in working with the various sport federations and associations to secure international, national and regional events in basketball, hockey, gymnastics, skating and generally all other relevant sports, working closely with the Seattle Sports Commission to attract new events to the Arena and metropolitan Seattle. This position is mainly responsible for the financial performance associated with all events and acts as the overall "owner" of events liaising with all other departments for the effective operation and hosting of music, sports and other entertainment content.

DIRECTOR, HUMAN RESOURCES

The Director, Human Resources is responsible for leading the Human Resources department as well as supporting all leaders within the business unit on strategic organization design, coaching, employee relations, and counseling, staffing and resource planning, training, payroll services, benefits administration and labor relations. Ensures that company policies and corporate initiatives are implemented and applied consistently throughout the venue. This position works closely with the Director, Guest Experience to execute AEG Encore guest service training initiatives.

COORDINATOR, PAYROLL

The Coordinator, Payroll is responsible for managing the payroll accounts of the business. They ensure that paycheck amounts are distributed in accordance with local, state and federal regulations and may also be responsible for reporting tax deductions; the payroll coordinator also works closely with the Corporate offices regarding tax matters. The Coordinator, Payroll is also responsible for ensuring any government garnishments of wages for child support, loan defaults, or bankruptcy are processed. In addition to these roles, they may also handle other financial duties, including reimbursements for expenses, petty cash, and financial reports.

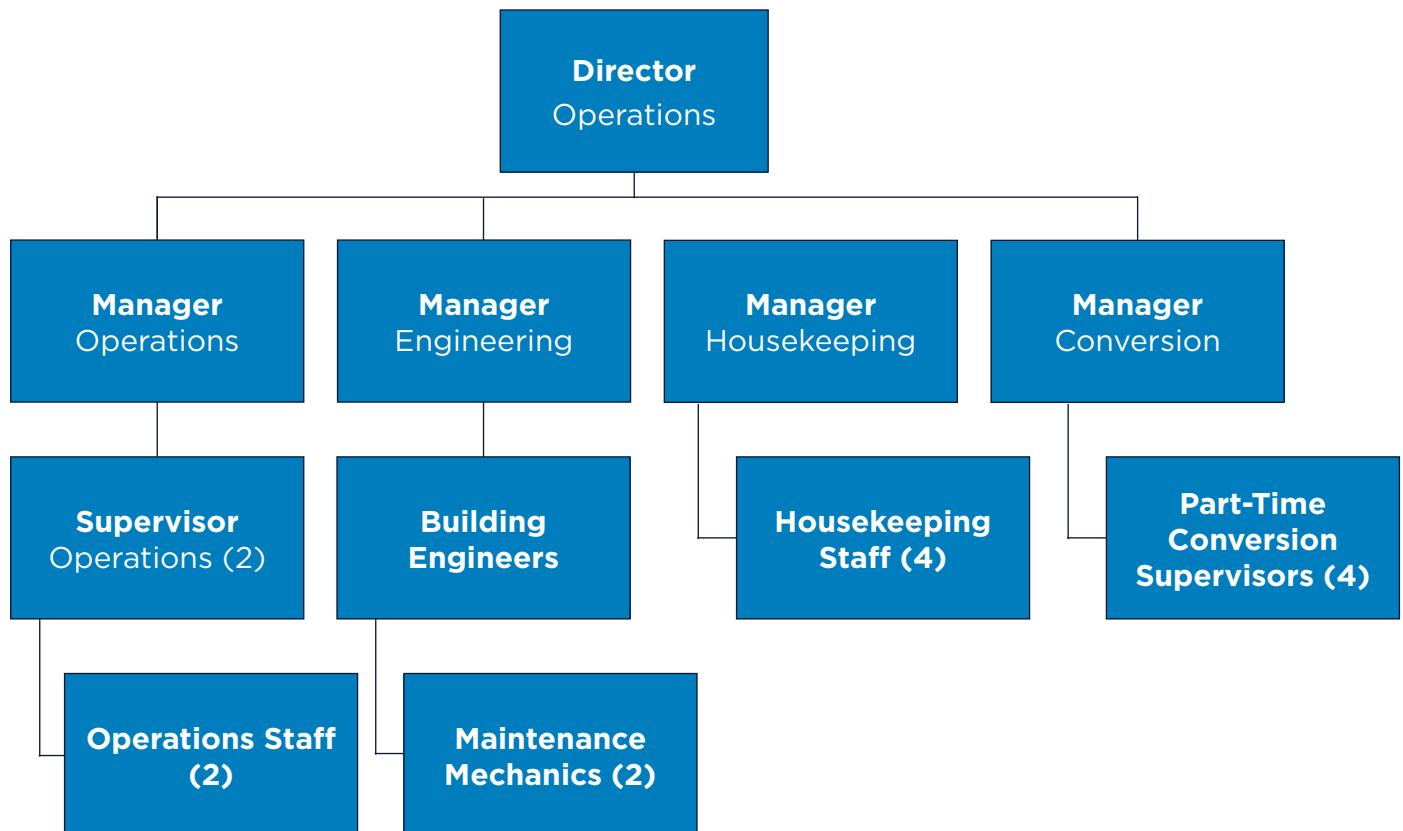
EXECUTIVE ASSISTANT

The Executive Assistant provides administrative and departmental support to the General Manager and Directors. This position is expected to use independent judgment to organize and prepare collateral, book travel arrangements, prepare and edit correspondence, handle incoming correspondence and special requests as well as provide the administrative support to the executives (such as answer incoming calls, maintain an updated calendar for meetings and other functions).

RECEPTIONIST

The Receptionist provides clerical and administrative support to Arena staff and provides excellent customer service to internal and external clients by answering incoming calls, directing callers to appropriate personnel, providing information to callers, scheduling appointments, and maintaining the conference room calendar. The receptionist is also responsible for sorting and distributing photocopies, mail, and other related materials to employees, visitors, and contractors.

OPERATIONS DEPARTMENT



DIRECTOR, OPERATIONS

The Director, Operations is the principal head of the venue's physical plant, operating systems, and staging for the broad variety of events which will be hosted at the Arena. This position oversees: capital projects; grounds keeping maintenance; repair of the venue, technical systems, HVAC systems, and all equipment; inventory equipment, tools and supplies; internal telecommunication; shipping/receiving; Housekeeping and Conversion departments. The Director, Operations oversees all back-of-house operations as it relates to facility services, conversions, housekeeping, loading dock operations during event and non-event periods. Ensures that all departments will work in sync to optimize Arena operations at all times and that all patrons, clients and promoter/production managers are consistently treated in a first class, professional manner producing successful events. The Director will be the primary operational liaison for the Arena to the Storm, Seattle University, and other tenant teams.

MANAGER, OPERATIONS

The Manager, Operations manages the day-to-day operations of the Arena to insure effective operation of all events, including concerts, Storm and Seattle University games, sporting events, family events, and other events utilizing the Arena. Responsible for the repair and maintenance of the facility, hires, supervises and trains employees, operates within approved departmental budget, manages and monitors compliance and AEG safety initiatives, and AEG 1EARTH sustainability initiatives. Prepares weekly schedules, administers construction/renovation projects, assists in record keeping of Arena equipment, assists in the overall cleanliness of inside and outside of facility, assists Event department on show related requests, and continuously monitors Arena needs and makes recommendations on the overall operating procedures. The position works closely with the Director, Operations to plan and execute short and long-term capital improvement plans.

SUPERVISOR, OPERATIONS

The Supervisor, Operations provides critical assistance to the Manager, Operations and Manager, Conversions to insure timely communication and execution of event conversions and event-day operational needs. This position supports the entire Operations department. Responsible for coordinating event operational needs with the event and production managers to insure proper detail and timing is applied to each conversion. For operations, the position works to insure Arena equipment is ready in advance of a conversion, and prepares the needed equipment for the upcoming event. This position also works with Maintenance staff to provide resources for the proper maintenance of the Arena and its full suite of physical assets.

OPERATIONS STAFF

The Operations Staff provides 24-hour support of the Operations department management to ensure the proper preparations for events, regular maintenance and overall venue operations.

MANAGER, ENGINEERING

The Manager, Engineering is responsible for operating, monitoring, and maintaining the building operating systems such as HVAC, ice plant, boilers, chillers, lighting, plumbing, and electrical systems. As well, the position oversees developing and implementing preventative maintenance programs, inspection of operating functions to evaluate and maximize efficiency methods, executing AEG Energy Services initiatives, and assisting with facility upgrades and energy conservation programs. The Manager hires, supervises and trains other full-time and part-time Engineers, prepares weekly staff schedules, works on construction/renovation projects, in addition to maintaining accurate record keeping of building equipment. The position assists in the overall cleanliness of inside and outside of the facility, assists the Guest Experience and Event Service department on show related requests, continuously monitoring venue needs and making recommendations for the day-to-day repair and maintenance of the facility. The position works closely with the Director, Operations to plan and execute short and long-term capital improvement plans.

BUILDING ENGINEERS

Building Engineers provide support to the Manager, Engineering to execute the overall engineering plan for the Arena. The Building Engineers are responsible for work involving the operation, maintenance and repair of a variety of heating, air-conditioning, refrigeration, electrical and other mechanical equipment/systems of the venue. This employee may perform the duties of an engineer and, in addition, is responsible for planning, assisting and supervising plant operations.

MAINTENANCE MECHANICS

Maintenance Mechanics execute the direction of the Director, Operations and Manager, Engineering to perform the maintenance necessary to protect the assets of the Arena. Maintenance Mechanics provide tactical support in executing the preventive maintenance plan.

MANAGER, CONVERSION

The Manager, Conversion manages and oversees all event conversions to accommodate basketball, hockey, entertainment, concert, and other productions/events. This includes building stages, risers, floors, team and official benches, and any other details necessary to prepare for events. The Manager, Conversions ensures that conversions are completed safely in a timely manner and in the configuration needed for each event. Responsible for coordinating with the Operations, Manager and Manager, Event Service to insure proper detail and timing is applied to each conversion. Works with the entire Operations department to insure Arena equipment is ready in advance of a conversion, and prepares the needed equipment for the upcoming event. The Manager, Conversion works closely with the assigned Supervisor, Operations to execute the needs of the events throughout multiple shifts required during major events.

PART-TIME CONVERSION SUPERVISORS

The Conversion Supervisors are responsible for supervising, leading, and instructing the day-to-day set-up and break-down of the inside and outside of the facility from one event to another and the large team of part-time labor associated therewith. Responsible for assisting with the day-to-day repair and maintenance of the facility, assist in the overall cleanliness of the inside and outside of the facility, monitor expenses associated with conversion and makes recommendations to improve efficiency, operate forklifts, scissor lifts, and other necessary equipment, assist Event Services department on all show related requests

MANAGER, HOUSEKEEPING

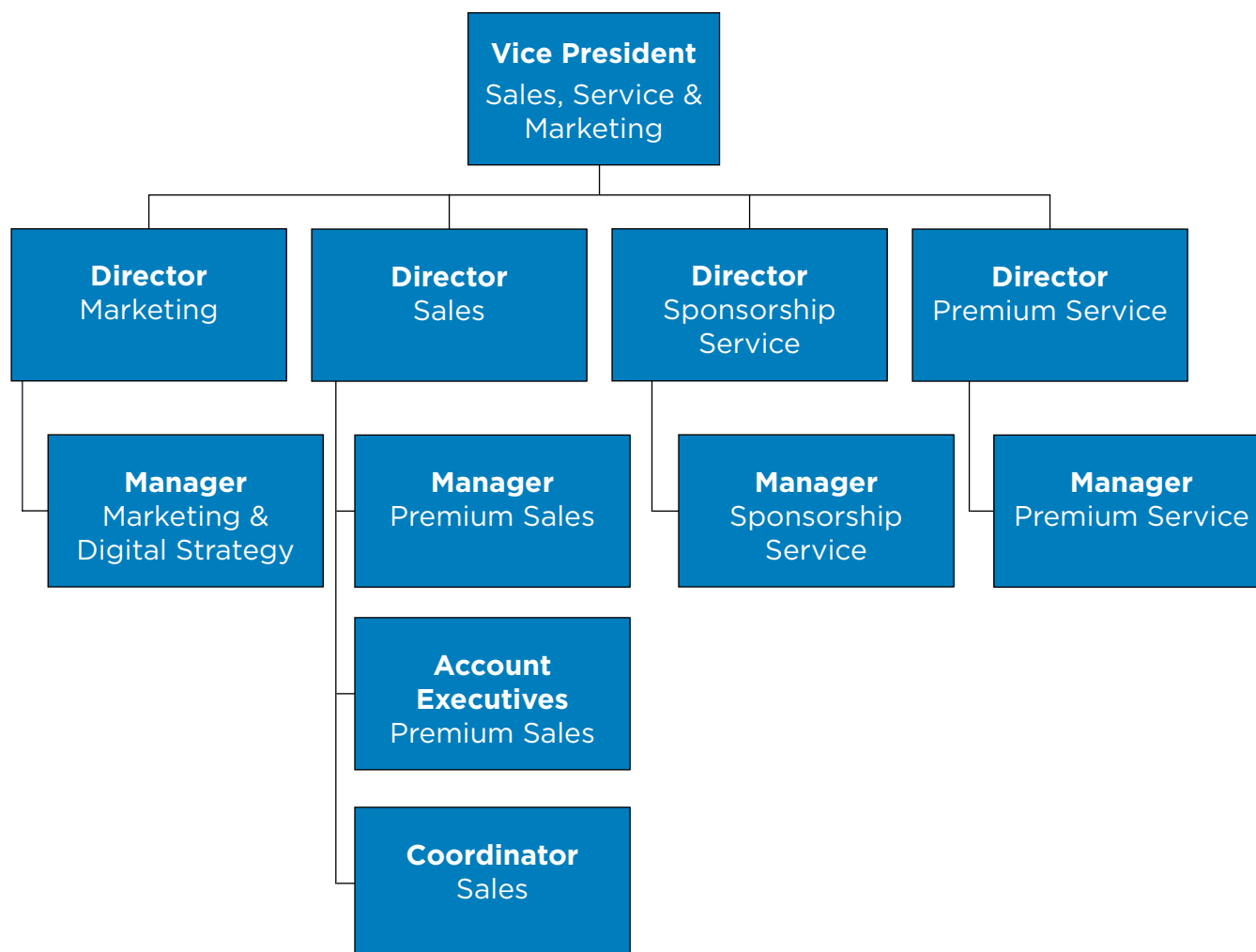
The Manager, Housekeeping oversees the cleaning and custodial care of the interior and exterior of the Arena. Responsible for providing a safe, clean facility before, during, and after all events including but not limited to restrooms, offices, lobbies, entryways, storage, back of house, locker rooms, and loading dock. Manages and develops standard operating procedures for all aspects of Arena cleaning. Manages and supervises a crew, trains and

educates new and existing staff, maintains inventory records for all product used. Responsible for the safe operation of large, complex cleaning equipment such as ride-on and walk-behind scrubbers, buffers, extractors, blowers, etc., conducts daily and weekly staff meetings, ability to estimate and plan for needed custodial work based on event needs and cost. The Manager, Housekeeping is responsible for instituting eco-friendly cleaning procedures in accordance with AEG 1EARTH policies.

HOUSEKEEPING STAFF

Housekeeping staff are responsible for both the post-event cleaning of the Arena as well as the daily cleaning of the venue's office and public areas.

SALES AND MARKETING DEPARTMENT



VICE PRESIDENT, SALES, SERVICE AND MARKETING

The Vice President of Sales, Services and Marketing oversees the strategic development, implementation and fulfillment of all aspects of premium seating and sponsorship sales plans. The Vice President, Sales, Service and Marketing develops and executes strategic plans to maximize sellable inventory and the revenue generation from that inventory. This position oversees a robust sales and marketing team to reach out to potential clients on a global basis, as well as focusing on the participation of the corporate Seattle market. This position oversees the development and sales of sponsorship packages, including venue naming rights, sector rights, founding partnerships and local partnerships. The Vice President oversees the development and execution of a world-class partner service program in accordance with AEG

principles. Creating valued partnership activation programs is critical to the success of this position. Equally as important, the Vice President develops and oversees the premium seating service program with the goal of creating unparalleled service and customer retention. The Vice President is integrally involved with the AEG Global Partnership group to bring leads and more sales to the Arena.

DIRECTOR, MARKETING

The Director, Marketing oversees the marketing-based commercial aspects of the Arena, focusing on development and implementation of the Arena's and event marketing, digital media, advertising and branding strategies. This position oversees the development and on-going support of the Seattle Coliseum brand in the Washington, North American and Global business markets, as well as, in the sports and entertainment industry. The Director is responsible for the placement digital and traditional media in support of the Arena's positioning, working with local, national and international media channels to support and enhance the Arena's brand. Also, serves as the point-of-contact to media outlets for communication. The Director oversees the development of the Arena web site and social media profiles and strategies. Liaises with promoters to coordinate ticket sales strategies and tactics for individual events.

MANAGER, MARKETING & DIGITAL STRATEGY

The Manager, Marketing & Digital Strategy creates and implements the Arena's annual marketing plan and also focuses on three key areas: 1) social media coordination; 2) marketing analytics; and, 3) communications. For social media, the position is responsible for daily content curation and marketing, and builds relationships across the network of fans and followers. This position devises strategies to drive traffic to the Arena's web site, and social media channels. With marketing analytics, the Manager acts as the central data collection and interpretation point for all internal and external guest, employee, and vendor feedback and input. The position is responsible for building a robust customer database and overlaying data from all possible customer touch points. The position serves as coordinator for all media communications for the Arena, including print, online/social, radio, and television.

DIRECTOR, SALES

The Director, Sales works closely with the Vice President, Sales, Service and Marketing to execute sponsorship sales plans and oversees the revenue-generating commercial aspects of the Arena, focusing on the commercial plan to sell sponsorships, suites, clubs and premium seating. The Director also sets the strategic direction for the sale of all the Arena's products, establishing pricing, sales plans and working with the entire revenue generation team to close deals. Develops prospecting and institutes sales management best practices to increase sales at the Arena. The Director hires all subordinate staff, develops communication processes and marketing materials to support sales efforts. The Director works closely with the Vice President to develop prospecting and CRM strategies and tactics to grow the customer base.

MANAGER, PREMIUM SALES

The Manager, Premium Sales focuses their efforts primarily on the sales of premium seating programs at the Arena. This includes suites, loge boxes, theater boxes and club seats. The Manager works closely with the Director, Sales to integrate premium seating into sponsorship packages. The position is the principal sales person in the organization responsible for using CRM and ERP platforms in creating leads, presenting proposals, closing deals and then overseeing implementation, working closely to direct the Coordinator, Sales and Manager, Premium Service to activate the assets that clients have purchased. This position works closely with the, Vice President, Sales, Service and Marketing and the Director, Sales to set a “client-friendly” approach to sales and marketing. This position also provides constant feedback on important market trends, especially as they relate to how business-to-business client relationships can be best maximized for the Arena.

ACCOUNT EXECUTIVES, PREMIUM SALES

The Account Executives, Premium Sales are the day-to-day, on-the-street sales people responsible for using the lead generation tools in prospecting, soliciting and closing premium seating inventory and products. In addition to year-round and season-long sales, the Account Executives focus on the sale of single event premium sales product. These positions also focus on selling the non-event use of the Arena (social and corporate functions and events), ensuring that the Arena’s use is maximized well beyond traditional sports and entertainment events.

COORDINATOR, SALES

The Coordinator, Sales supports the team with sales and marketing materials, account management, and general administrative duties. The Coordinator helps plan and build brand partnerships across the Arena. This position will also focus on integrating sponsorships with other Arena partners, especially in the areas of branded food and beverage and retail promotions.

DIRECTOR, SPONSORSHIP SERVICE

The Director, Sponsorship Service is responsible for working closely with the Vice President, Sales, Service and Marketing and Director, Sales to activate and implement all sponsorship programs, assets and elements in deals that are sold for the Arena. Once respective deals close, this position (and team) become the principal points of contact for the sponsors and are effectively responsible for high levels of client service as well as taking the lead in the renewal process.

MANAGER, SPONSORSHIP SERVICE

The Manager, Sponsorship Service works closely with the Director, Sponsorship Service as well as the entire sales team to effectively be the point-of-contact with clients once deals are consummated. This position is the primary contact with the respective sponsors’ activation teams focusing on ensuring that all contracted-for elements of a deal are effectively implemented.

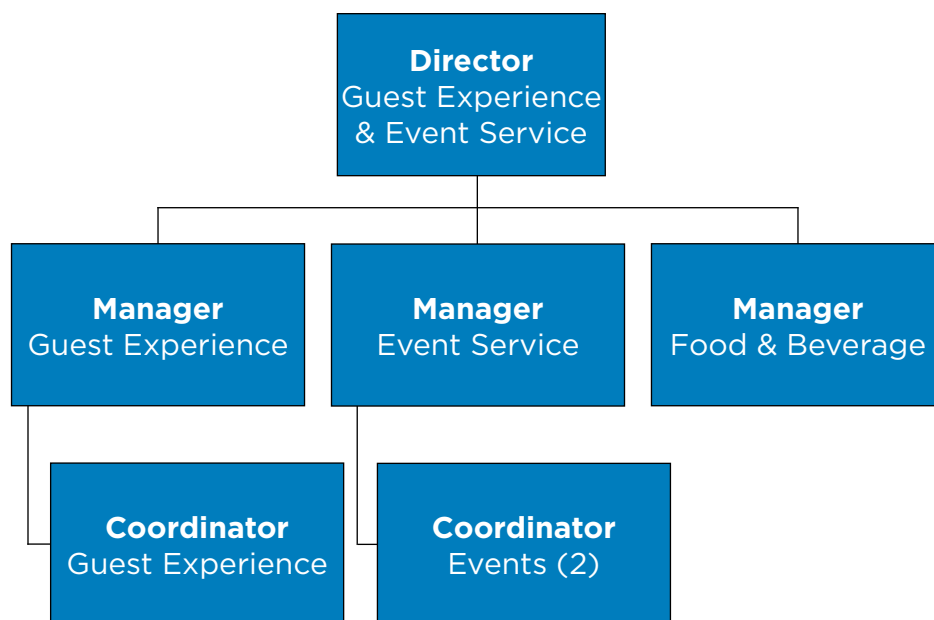
DIRECTOR, PREMIUM SERVICE

The Director, Premium Service is responsible for executing client services program initiatives for Premier/Suite Seat Holder accounts, including ticket fulfillment, food and beverage orders, seat maintenance issues and other services. The Director supervises the development and execution of a world-class partner service program in accordance with AEG principles. This position develops and oversees the Premium Seating Service Program with the goal of creating unparalleled service and customer retention. Provides special event planning and customer service during events, as required.

MANAGER, PREMIUM SERVICE

The Manager, Premium Service serves as the primary contacts for all Arena Suite Owners and Premier Seat Holders and assists them with maximizing their investments. The Manager, Premium Service is responsible for Premium Sales Client Services including ticket fulfillment, food and beverage offerings, special event programs for Suite and Club Seat owners, fiscal management including financial reports, and oversees Premium Seating Representatives (part-time positions) to ensure excellent customer service and problem solving.

GUEST EXPERIENCE & EVENT SERVICE DEPARTMENT



DIRECTOR, GUEST EXPERIENCE AND EVENT SERVICE

The Director, Guest Experience and Event Service oversees all operational aspects of events at the Arena as well as the overall management of the guest experience. Ensures operational efficiency for all assigned event functions and works closely with the Director, Operations and Director, Premium Service to ensure smooth operation of the Arena's shows and events. The Director oversees the implementation of the AEG Encore system of guest service training within all departments at the Arena. Develops policies and procedures for successful event execution. Plans and executes events of all types at the Arena. The position also requires budget preparation and staff management with regards to these events. This position serves as the primary point of contact with the production arm of promoted shows.

MANAGER, GUEST EXPERIENCE

The Manager, Guest Experience leads the overall consumer-facing guest service program at the Arena. Responsible for planning, monitoring, directing, delegating, and managing part-time Event Guest Experience staff. The person works with the Director to develop training materials, staffing models, deployment strategies and post-event reports. This position assists the Director in the implementation of the AEG Encore guest services training system. This person works with large volumes of employees, guests, facility tenants and season ticket holders. The Manager, Guest Experience works closely with the Finance department to reconcile payroll, and the Human Resources department to hire and dismiss staff, as necessary.

COORDINATOR, GUEST EXPERIENCE

The Coordinator, Guest Experience provides exceptional level of service and operational support with a specific focus on general access areas of the Arena. Primary responsibilities include providing administrative support, maintaining and managing the Arena's incident reporting system and ensuring that all guest inquiries are handled expeditiously and to the satisfaction of the respective guests.

MANAGER, EVENT SERVICE

The Manager, Event Service oversees all operational aspects of events at the Arena. Ensures operational efficiency for all assigned event functions and works closely with the Director to ensure smooth operation of the Arena's shows and events. Develops policies and procedures for successful event execution. Plans and executes events of all types at the Arena, which include ticketed events, such as sports, concerts and family events, as well as press conferences, fundraisers, ceremonies and corporate and social, non-ticketed events. The position also manages budget preparation and staff management with regards to these events. This position serves as the primary, day-to-day point of contact with the production arm of promoted shows. The Manager is responsible for communicating the needs of the events to the entire Arena staff for proper preparations and execution of event needs, and communicates building policies and details to events utilizing the Arena.

COORDINATOR, EVENTS

The Coordinator, Events is responsible for working with the Manager, Event Service to coordinate the event details and all front-of-house needs for all events. This position is responsible for working with each department to coordinate specific details concerning an event, communicating event specifics to all applicable departments, and working to ensure the success of each event.

MANAGER, FOOD AND BEVERAGE

The Manager, Food and Beverage is responsible for overseeing the relationship between the food and beverage provider and the Arena. Interaction with the food service vendor includes the planning, budgeting, and implementation of events as assigned by the Director, Guest Experience and Event Service, including the backstage hospitality for clients when applicable. This position works with Arena partners to develop and introduce new and innovative food and beverage offerings for clients. The position oversees all elements of interaction between the Arena and food and beverage provider through every touch point to make sure communication is timely and effective and the needs of the guests are met and exceeded. This position is the liaison with the food and beverage provider for the collection and effective use of data via the point of sale (POS) system.

FINANCE DEPARTMENT



DIRECTOR, FINANCE

The Director, Finance oversees the finance and accounting functions of the Arena. Overall responsibilities include maintaining formal accounting systems, supervising the organization of accounting and box office records and files, supervising the preparation of regular reports and reconciliations including event settlement, and preparing budget-related materials. Oversees all aspects of the ticketing operations, cash management, and reporting. In addition, the position is responsible for all event financial settlements, maintaining box office records and files, preparing reporting and budget related materials, box office functions for the Arena, and routine financial and operational reconciliations, reports and settlements.

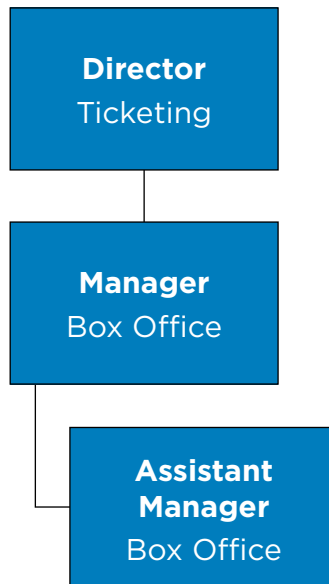
MANAGER, ACCOUNTING

The Manager, Accounting prepares and consolidates financial reports on a monthly, quarterly and annual basis. Manages and performs the accounting, planning, and financial reporting functions. Additional responsibilities include taking an active role in the monthly management reporting and analysis, ad hoc reporting, budgeting, forecasting, new business modeling and corporate allocations. Plays a key role in creating pro forma P&L statements used to assess potential Arena events and programs.

STAFF ACCOUNTANTS

The Staff Accountants perform professional level accounting work in the maintenance and review of fiscal records. The Staff Accountants are responsible for the general ledger, banking activities (i.e. cash receipts, deposits, positive pay, etc.), bank reconciliations, and reporting requirements. Additional responsibilities include performing monthly closings and maintenance of complex computer system/financial applications, maintenance of accounting files, and preparation/organization of various financial forms, reports, and financial analyses, etc. This individual may be asked to assist with ad-hoc projects and general office support tasks when necessary.

TICKETING DEPARTMENT



DIRECTOR, TICKETING

The Director, Ticketing manages the daily operations of the Box Office. The Director is responsible for the setup, maintenance, and management of all ticketed events at the Arena. This position assesses, develops, implements and evaluates new policies and procedures to make ticketing processes more efficient. The Director, Ticketing develops and maintains a rapport with the venue and ticketing contacts while monitoring the sales cycles of each specific event. Additionally, this position collaborates with the accounting department to settle the financials for each event. The position also provides upstream analytics of trends and cycles in ticketing sales.

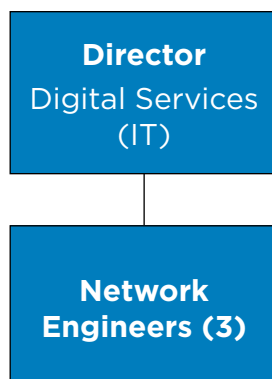
MANAGER, BOX OFFICE

The Manager, Box Office provides support to the Director, Ticketing and is responsible for all back-of-house ticketing system and operational aspects. The Manager creates and manages the inventory of Arena seats by event. The Manager is responsible for balancing all ticket purchases and box office settlements. This position liaises with the Guest Experience department to ensure that all customer-facing initiatives are enacted throughout the ticketing aspects of the customer life cycle.

ASSISTANT MANAGER, BOX OFFICE

The Assistant Manager, Box Office provides an array of administrative and supportive functions vital to the Ticketing department overall core functionality. The Assistant Manager oversees the part-time Ticketing Sales staff and is responsible for scheduling and management of the team. The position also processes all internal ticket orders, both complimentary and purchased, and facilitates external ticket orders for sponsors, artists, agents and promoters. Also, responsible for screening, reviewing and resolving customer service inquiries in regards to credit card information, pricing and general event information.

DIGITAL SERVICES DEPARTMENT



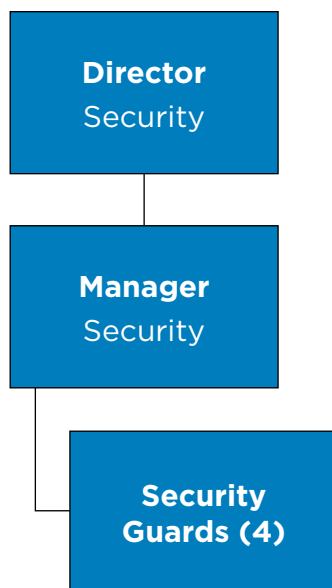
DIRECTOR, DIGITAL SERVICES

The Director, Digital Services oversees all aspects of Information Technology (IT) services as it relates to the Arena's event and non-event operations. Directs the design and implementation of the IT infrastructure, including Wi-Fi, DAS, intranet and other technological aspects of the Arena. Provides upkeep and direction on the advances in technology and applies those advances within the technology plan. This department will work in sync with other departments to ensure the Arena operates optimally at all times and all patrons, clients and promoter/production managers have their technological needs met.

NETWORK ENGINEERS

The Network Engineers provide advanced technical consultation for the IT Team under the guidance of the Director, Digital Services. The Network Engineer has a strong focus on network infrastructure and maintaining a state-of-the-art system. The Network Engineers are an essential tool in supporting day-to-day IT operations as well as supporting the needs of promoters, sponsors and guests.

SECURITY DEPARTMENT



DIRECTOR, SECURITY

The Director, Security manages and oversees the security operations for the Arena, including but not limited to, anti-terrorism, risk management, loss prevention, safety, training, investigations and intelligence, budgeting, emergency preparedness, disaster prevention, and personnel management. This position is the daily liaison with federal, regional and local law enforcement, especially in coordinating coverage of events at the Arena. A key responsibility is to provide the analytical assessment of threats and the impact and possible losses that might ensue, as well as balance these losses against the costs of security procedures that may reduce these losses. The Director also liaises daily with the Guest Experience team to ensure that all security-related staff are trained and execute the Arena's guest services practices. The Director oversees the security efforts in areas outside of the Arena to ensure every touchpoint is secure. The Director develops the emergency preparedness and crisis response plans for all parties utilizing the Arena.

MANAGER, SECURITY

The Manager, Security plays a support role to the Director, Security and is responsible for the day-to-day activities of the 24-hour security operations at the Arena. The Manager, Security assists in the planning and coordination of all facility and event security, ensures delivery of quality services to all tenants, manages operations efficiently and effectively to achieve the overall safety and security of the facility. This position hires, coaches, trains, and develops the Security Guards. The Manager assists the Director in conducting training on emergency response protocols and training with all Arena stakeholders. The Manager is responsible for providing a safe and secure environment for all guests, tenants, employees, vendors and contractors. This position manages the access control (ID badge and key) program and is responsible for maintaining the camera and alarm systems within the Arena.

SECURITY GUARDS

The Security Guards maintain the safety of all employees, guests and clients at the Arena through constant patrol, observation and documentation. Serve as the first point of contact for all security related issues and will control the diffusion of incidents at the venue in addition to assisting with customer service requests. These positions provide 24-hour supervision of the Arena and its security systems.

EVENT STAFFING

Balancing the financial and service goals of Seattle Coliseum is a critical consideration in the success of an event. As is evident with the high expectations of the City of Seattle the staffing model takes on added importance to control event expenses without compromising world-class service. In developing event staffing models, AEG focuses on achieving the proper staffing ratios to achieve this balance and address the unique challenges in the distinct areas of the arena. In determining the optimal staff levels, AEG uses its experience and studies the detailed staffing models of NBA and NHL facilities within our elite network of arenas and then applies those best staffing practices to the unique design aspects and points-of-service of Seattle Coliseum. While no two arenas are the identical, AEG's base of knowledge and implementation of best practices from across our network allows these resources to be brought to bear to optimize the staffing levels at Seattle Coliseum.

Per the requested purposed lease agreement, AEG will enter into labor harmony agreements if organizations which represent workers in Seattle indicate their intent to organize workers at the Arena and shall maintain such agreements for the duration of the City's proprietary interest in uninterrupted revenues for the operation of the Arena.

RETENTION OF QUALIFIED WORKERS

Retaining the existing arena team members will ensure a smooth transition after the renovations are complete. AEG's track record has been to retain as many of the existing team members as possible at all levels, and use our unique and proprietary programs to enable them to excel. We find that current team members achieve greater success with the tools and support from AEG. As seen in the following venues, existing staff were retained and all aspects of business improved:

- Target Center – Minneapolis, MN
- KFC Yum! Center – Louisville, KY
- Hard Rock Live – Hollywood, FL
- Oracle Arena & Oakland-Alameda County Coliseum – Oakland, CA
- PPG Paints Arena – Pittsburgh, PA
- Gila River Arena – Glendale, AZ
- Rabobank Arena, Theatre & Convention Center – Bakersfield, CA
- Hawai'i Convention Center – Honolulu, HI
- Los Angeles Convention Center – Los Angeles, CA
- Puerto Rico Convention Center – San Juan, Puerto Rico

For the existing team members, we recognize this can be a stressful time of perceived uncertainty. AEG will ensure that our communication plan with the existing team members, is frequent and informative, so they are aware of the process and how it impacts them every step of the transition process. We believe that early engagement (prior to the contract effective date) with the team will be instrumental with retention. Based on our transition timeline, we will schedule AEG Introduction Meetings and offer current team members an opportunity to learn about AEG. In addition, an AEG Transition Newsletter will be distributed to introduce AEG, and acknowledge the upcoming management transition. We will provide a Frequently Asked (FAQ) list will include an email address that team members can utilize to submit questions to AEG which would include a response within 24 hours of receipt. Within the newsletter, AEG will outline the plans for transition that will be most impactful to the team member over the course of the transition period.

AEG has successfully transitioned thousands of employees with no disruption of employee services.

AEG will meet with each department manager to assess staff performance and gain a better understanding of the departmental structure. We will also conduct interviews with each team member with a standard questionnaire for each respective department. If a team member expresses a desire to join the AEG team, the pre-hire process will begin. All team members in good standing will be offered an opportunity to participate in the pre-hire process.

AEG will comply with all applicable laws concerned with the hiring and employment of personnel as well as the City's Race and Social Justice Initiative. AEG is an equal opportunity employer.

Once the transition process is complete, AEG will host an all-staff meeting to ensure that all key stakeholders are aligned. This would include all Arena team members, AEG Management, and the City of Seattle. It also gives AEG an opportunity to re-commit our resources and expectations to the local team.

“AEG and its management team are valued members of the community. They are active in the Chamber of Commerce, the Convention & Visitors Bureau, and other local charity organizations.”

—Alan Tandy
City Manager, City of Bakersfield



Providing excellent service to our guests is a hallmark of AEG facilities. This standard applies to the guests attending events, as well as the “backstage guests” of athletes, entertainers and partners who rent our venues.

AEG ENCORE'S SERVICE SPOTLIGHTS

We have four standards of behavior that serve as the cornerstones of the AEG ENCORE system and serve as the focus of our training on to exceed guests' expectations.

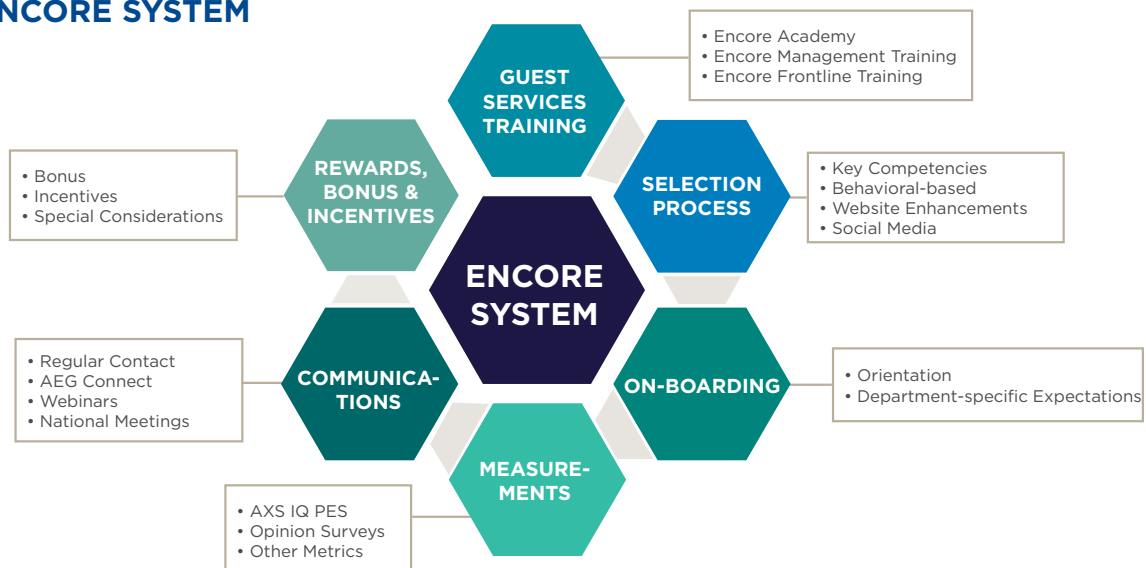
- **Safety** – The safety of our guests is the number one priority. Without a safe environment, we fail. AEG makes sure all team members take active responsibility for safety in their areas. This is embracing an “If I See Something, I say Something” mentality.
- **Smile** – A smile projects a “How may I help you?” attitude and signals courtesy and respect.
- **Sizzle** – As a world leader in sports and entertainment we know this Spotlight well. We are in the entertainment business and our guests are there to have fun. Our team members can share in and enhance the experience without being a distraction.
- **Synergy** – We are a team and we work together toward a common service goal.

We train our management teams to model desirable and observable behaviors that help contribute to our overall mission...giving the world reason to cheer.

We see AEG ENCORE as a system rather than a stand-alone guest service program. The AEG ENCORE system is comprised of six (6) areas:

- Guest Service Training
- Recruitment and Selection
- Onboarding/Orientation
- Measurement/Surveys
- Communication
- Reinforcement/Incentives

ENCORE SYSTEM



MEASURING SUCCESS

For us to measure how effective AEG ENCORE is to our venues, we needed strong and tested research metrics to measure our successes and constantly strive for improvement. This led us to our partnership with a leader in sports and entertainment guest satisfaction research, AXS. Using a custom built research platform, AEG ENCORE is prepared to set new benchmarks and standards for live sports and entertainment facilities worldwide. Using these cutting-edge research analytics, AEG ENCORE will conduct an initial quality and customer satisfaction review which will become our benchmark upon which the improvements we see through the implementation of AEG ENCORE can be measured. AEG worked with AXS to develop metrics to gauge the quality of guest experiences in a survey that is customized to the unique needs of each facility. Research and survey techniques may include:

- Developing enterprise-wide and venue specific Key Performance Indicators (KPI)
- Specific KPI dashboards chart the progress of a specific venue
- Customizable surveys are created to test unique aspects of a guest experience (for example, specific elements within a club space, or the parking experience Venues can also select base themed templates to measure typical criteria.

POSITIVE ENGAGEMENT

- All areas of the experience at the facility are measured in an episodic approach from ticket purchase and arrival to departure, with emphasis on the service delivery
- Surveys are automatically populated through the integration with selected AEG databases
- Survey completion rates are high, 3x higher than typical uncompensated rates
- Continuous measurement of performance; surveys are sent after each event
- Establishing a Benchmark for Performance which compares one facility's performance with other similar venues within the AEG family
- 1,000-point index scores and Overall Visitor Satisfaction

“AEG is a first-rate organization with a proven track record of achievement and innovation. The organization's reputation is held in highest regard by each sailor onboard the STENNIS.”

—Chris J. Cation
MWR Director, USS John C. Stennis (CVN74)



Keeping our fans, guests and employees safe at our facilities and events is our number one priority. Providing a safe, secure and family friendly environment is also essential to our overall objective in delivering a superb and memorable guest experience for each visit to our facilities. AEG Facilities is proud to be a leader in the sports and entertainment industry through its AEG S.A.F.E. program and the support this program gives all our venues worldwide.

We live in a world of constant security threats. Arena, stadium, theatre, club, and outdoor events, along with the starring athletes and entertainers, pose a range of safety and security risks. Using our specialized in-house expertise, best practices, proprietary programs, ongoing training and thorough planning, we help mitigate and manage those risks for our venues and events.

AEG's Corporate Safety and Security Department develops, advises and oversees AEG's safety and security policies and procedures worldwide at our facilities and for our events. In 2013, in recognition of our exemplary work and innovative practices, our CSO was recognized as a Security Professional of the Year by the National Center for Spectator Sports, Safety and Security (NCS4).

AEG has developed and implemented a unique and industry leading, safety and security program, AEG S.A.F.E., "Securing AEG's Fans and Employees." The mission of AEG S.A.F.E. is to create a culture of preparedness, safety and security across our client venues from the bottom-up and the top-down. It emphasizes that safety and security are everyone's responsibility and one person can make a difference. AEG S.A.F.E. provides our venues and their security managers with best practices and procedures and keeps them informed of current trends and threat information so they can assess risks and implement necessary protective measures.

Our proprietary AEG S.A.F.E program has been exhaustively reviewed by the U.S. Department of Homeland Security and has been designated for terrorism liability protections under

EMPLOYEE SPOTLIGHT

MATT BETTENHAUSEN

Chief Security Officer, AEG



Matthew is currently a member of the Chief Security Officer Roundtable, Overseas Security Advisory Council, Domestic Security Advisory Council and Infragard, among other national safety and security organizations. He is also a graduate of the FBI Citizen Academy.

Prior to joining AEG, Matthew was appointed by Governor Arnold Schwarzenegger to lead California's homeland security and emergency management operations as the Secretary of the California Emergency Management Agency (CalEMA). Previously, Bettenhausen was presidentially appointed as the first Director of State and Territorial Coordination for the U.S. Department of Homeland Security (DHS).

the U.S. SAFETY Act. AEG is the only company in our industry with this designation and liability protection. In fact, AEG's Protective Measures and Security Guidelines for Sports and Entertainment Venues are more comprehensive and detailed than is required by the major sports leagues, raising the standard for safety, counter-terrorism, and security at AEG managed and operated facilities.

AEG is the **ONLY** company that can provide terrorism liability protection for Seattle Coliseum under the U.S. Safety Act.

To better understand the capabilities of the AEG S.A.F.E. program and the unique services AEG offers to the City of Seattle and the Seattle Coliseum, the following outline illustrates how AEG built and implements this important initiative. Our plans, policies and procedures are based on all-hazards planning. AEG S.A.F.E.'s guidelines are comprehensive and cover the entire spectrum of prevention, protection, preparedness, response and recovery for any emergency or evolving situation.

PREVENTION

- Promoting organizational and personal responsibility and accountability — “One Person Can Make a Difference”
- Providing oversight and consultation for venue safety and security programs and planning, including implementing AEG S.A.F.E. Protective Measures and Security Guidelines
- Building partnerships and relationships internally and externally — connecting personnel with the security network
- Implementing and partnering with the U.S. Department of Homeland Security's “If You See Something, Say Something” terrorism prevention program
- Sharing intelligence, information and analysis with our security managers regarding potential threats
- Making threat assessments and designing mitigation strategies
- Providing our security managers with a common operating picture and situational awareness utilizing AEG's Virtual Operations Center and our Information Sharing Network to provide alert notifications and conduct interactive teleconferences and web demonstrations

PROTECTION

- Conducting terrorism threat and vulnerability assessments, safety evaluations, hazard assessments and property inspections for facilities within the AEG venue network
- Standardizing event security analysis, planning and preparedness
- Investing in security enhancements to mitigate risks and harden facilities against potential attacks and natural disasters

AEG S.A.F.E. PARTNERSHIPS, TOOLS AND CAPABILITIES

- See Something, Say Something Campaign
- Incident reports (ISS and Aware Manager)
- Guest Assist/Security Notification System
- SAR – Suspicious Activity Reporting
- Holding and maintaining government security clearances for classified information
- AEG Global Security – Virtual Operations Center
- DHS/Federal Homeland Security Information Sharing Network (HSIN)
- DHS National Terrorism Advisory System (NTAS)
- DHS Open Source Enterprise and Intelligence Reports
- DHS Private Sector Office's Preparedness and Resiliency Programs
- NC4 Risk Center
- FBI InfraGard Program
- FBI Domestic Security Alliance Council (DSAC)
- Intelligence Fusion Centers
- U.S. Department of State's Overseas Security Advisory Council (OSAC)
- DHS/ATF/FBI/DOD – TripWire Explosives Information System
- NYPD SHIELD Information Sharing and Notification System
- LAPD Regional Public Private Infrastructure Collaboration System (RPPICS)
- Interpol
- ASIS International
- ASIS Certified Protection Professionals on staff
- Chief Security Officer Roundtable
- National Center for Spectator Sports Safety and Security (NCS4)
- International Security Management Association (ISMA)
- International Association of Venue Managers (IAVM)
- AEG S.A.F.E. Weekly Information Bulletins
- AEG S.A.F.E. Conference Calls, Webinars and Briefing



AEG has worked closely with the heads of security for the major sports leagues, including the NHL, NFL, NBA and MLS, in properly applying their security requirements and guidelines. We pride ourselves in consistently exceeding those standards. We participate in the leagues' security conferences and AEG's Chief Security Officer (CSO) has been a featured speaker regarding security issues and best practices. Our CSO is also regularly consulted by the leagues, including the NHL, and the U.S. Department of Homeland Security on safety and security matters. This cooperation and consultation is important at the local level as well. AEG works with the on-site security team and local law enforcement to institute best practices and conduct counter-terrorism exercises to improve the safety of the guests and employees. This level of cooperation and available resources makes AEG's Safety and Security Division such an asset for the on-site team.

AEG is fully prepared and equipped to update and implement, security, crowd control, emergency, and evacuation plans and procedures for the Seattle Coliseum. AEG is also committed to working closely and collaboratively with the Seattle Police Department, Fire Department, Emergency Management Division, the King County Sheriff's Office, and the Washington state agencies as needed to ensure these plans and procedures are a model for cooperative, forward thinking security and emergency planning, prevention and preparedness. We highly value our record in establishing partnerships with the local first responders who serve our facilities and understand that good working relationships are essential. We will continually seek their input, advice, cooperation and collaboration for Seattle Coliseum operations and for ways to enhance safety, security, crowd control, and guest experiences.

CASE STUDY

100% MAGNETOMETER SCREENING

Following the rise of domestic and international terrorism, AEG was the first to implement 100% magnetometer screening at its arenas and stadiums. AEG was the first venue operator in the NBA, NFL, NHL and MLS to use 100% magnetometer screening to better protect our guests and more efficiently serve them. Following AEG's lead, nearly all of these sports leagues have since adopted mandatory magnetometer screening requirements for their venues and events.

No other company in our industry can match our expertise and experience in safety, security and emergency management. The level of resources available to the on-site team and the cooperation and collaboration with local, state and federal law enforcement is unparalleled. We are also the only company in our industry to have its programs reviewed by the U.S. Department of Homeland Security and achieve a designation and liability protections under the U.S. SAFETY Act.

CASE STUDY

FIRST IN MUSIC INDUSTRY TO USE MAGNETOMETERS

After the terror attacks in Paris, AEG led the way and was the first in the music industry to deploy and use magnetometers at its owned and operated clubs, theaters and amphitheaters. The attacks in Orlando last year, highlighted the importance of adding these security measures to our clubs and theaters.

AEG PREMIUM SEATING & SUITES

AEG believes strongly in a systematic approach to premium seating sales. The most important aspect in this system is to ensure quality and performance, while minimizing (or eliminating) lost opportunities. This approach consists of establishing basic strategic and operational principles to act as pillars for the overall business. It allows for customization and autonomy for each individual AEG venue.

AEG currently provides sales and service for premium seating in Seattle Coliseum, allowing for a seamless transition to the renovated venue. AEG has developed longstanding relationships, both corporate and individual, with suite leases and club packages. This positions AEG with a strong base of current clients and premium revenue on top of growing new business as additional offerings are developed. Seattle Coliseum receives a customized approach unique to the local premium opportunity in Seattle, while keeping the confidence that comes from tapping into the global experience and benchmarking of AEG.

To ensure the highest levels of success in premium seating and luxury suite sales, we will implement a two-phased approach for the renovated venue. The initial wave is focused on leveraging the entire spectrum of our current client base and assessing the expanding corporate climate that Seattle is experiencing. The second wave is focused on activating new initiatives and supporting that activation for the long-term health of the business.

We have found there are always constants that exist between venues and regions when it comes to premium seat sales; however, based on our global experience, we know every market has its own unique nuances, opportunities, and challenges. We understand to be successful, a customized approach is needed.

First understanding the current market environment allows for a productive and positive in-depth analysis over the business. This analysis acts as a baseline for our future strategies and tactics.

AEG has increased
Premium Seating revenue
at Seattle Coliseum year
over year since 2008

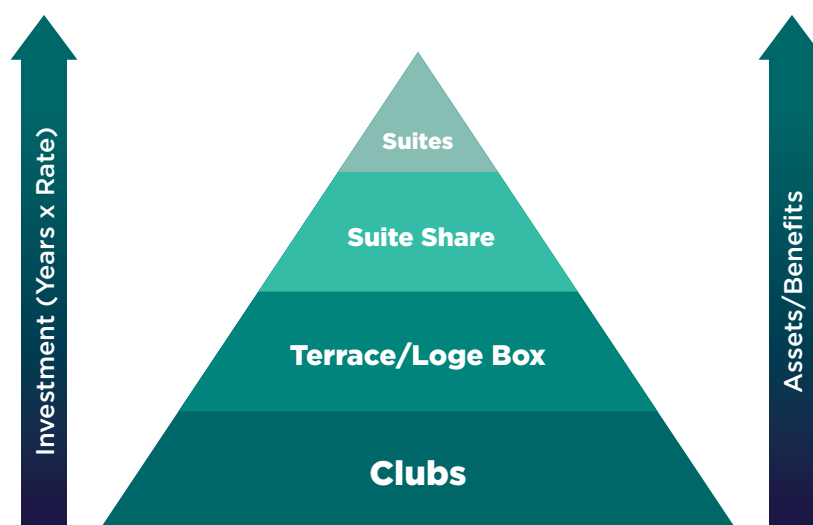
“As an AEG partner and KeyArena suite lessee for three years, we understand and appreciate AEG’s attention to detail, professionalism and understanding of the role hospitality plays in business development. We also appreciate that AEG has helped us give back to the community through gifting of event attendance. We look forward to working with AEG in the years to come.”

—Todd Ortega
President, MotivAgent

Our in-depth audit will focus on three major areas of the premium business: 1) People, 2) Process, and 3) Product.

- **People** – We believe people are our greatest asset. The fact that AEG has 20+ years of premium sales experience in Seattle Coliseum in the Seattle market on staff, gives AEG intimate knowledge of our current and prospective clients. AEG's goal with developing a premium seating sales team is to give them the best information for success, including all the global AEG resources available within the network.
- **Process** – “Test, Measure, and Modify” is one of our guiding principles in running a premium business. Understanding what has been tried and to what degree of success it achieved, allows us to make adaptations to improve future outcomes. Spending time on understanding the current internal and external strategies to grow the business is key to our success.
- **Product** – We strategically audit our premium inventory to ensure each product has the correct differentiation to compliment the entire premium offering as whole. This effort is the basis for a strong premium business, making sure Seattle Coliseum receives the correct return on the sales and service efforts. We have developed the proprietary AEG Premium Product Pyramid to help guide the inventory audit.

AEG Premium Product Pyramid



After our initial phase and development of new offerings, we will work with the local market to bring the analysis findings to life through recommended best practice approaches. This would apply to strategic processes, day-to-day tactics, and overall product make-up. Additionally, time will be focused on introducing our current relationships to new Seattle Coliseum premium seating products.

EMPLOYEE SPOTLIGHT

STEVE RANSOM

*Senior Director of
Premium Sales and Services
AEG Facilities at KeyArena*



Steve offers a history of success as an arena executive with over 20 years of experience in facility sales and operations. He started his career as a Suite Coordinator for the NBA Seattle Super Sonics at KeyArena. He currently serves as the Senior Director of Premium Sales and Service for AEG Facilities at KeyArena, where he oversees Premium Seating Sales as well as the operational functions of the Suite Level and Clubs. Steve's passion is to provide his clients with a premium experience from seat purchase or suite rental, to top-notch day of show guest service.

SECOND WAVE/CONTINUED SUPPORT

Our commitment is not only to grow our current premium portfolio, but to make a greater impact in Seattle and the Pacific Northwest market as a whole. The marketing and sales staff will continue to follow these industry best practices to support our collaborative efforts moving forward:

STRATEGIC/PRINCIPLES AND OPERATIONAL PILLARS

As stated earlier, we believe people are our best asset. We have established a value-based decision making system that gives the leaders of the premium business tested strategies and approaches. This allows for them to assess how a principle applies to their market and then implement and execute. They also have the security of a global system, allowing them to try new programs or offerings with relevant case studies in which to base their sales strategies.

**“GLOBAL PARTNERSHIPS PREMIUM LEADERSHIP”
ON-DEMAND EMAIL DISTRIBUTION LIST**

The Seattle Coliseum will continue to be a part of a private AEG on-demand email list consisting solely of Premium Leadership. This represents executive leadership of some of our largest venues world-wide. Over 30 premium leaders (Directors and above) from around the globe utilize this form of communication to share best practices and get real-time feedback from their counterparts on decisions they face every day (i.e. how to price certain inventory, best renewal incentives, etc.).

**GLOBAL PREMIUM LEADERSHIP MONTHLY
CONFERENCE CALL**

Monthly, our premium leaders from Los Angeles to London to Shanghai meet via conference call to review and discuss the most pressing topics facing them. Daily connection with AEG Global Partnerships and colleagues in other AEG venues generates leads and enables best practice sharing. This allows us to bring a “world” of knowledge on a consistent basis to the Seattle Coliseum.

AEG SUMMIT - PREMIUM WORKSHOP

On an annual basis, the Seattle Coliseum premium sales staff will meet face to face with the entire AEG family. We will spend dedicated time as a premium group to cover best practices, resources afforded to the Seattle Coliseum for the upcoming year, as well as overall direction. This is one of the most meaningful opportunities to leverage the resources of the most formidable sports and entertainment conglomerate in the world.

AEG sold out the Encore Club
at the beginning of 2016



AEG GLOBAL PARTNERSHIPS – NAMING, SPONSORSHIP, & PROMOTION

AEG Global Partnerships has negotiated and delivered over \$4.5 billion in contractually obligated income for AEG partner facilities, more than any other single entity in arena management. In 2013 alone, AEG Global Partnerships enlarged its worldwide footprint by closing five major, multi-year naming rights deals on five continents for AEG Facilities venues during a whirlwind year. In collaboration with AEG assets (including more than 100 venues, 20 sports teams and events and 25 music festivals and tours), AEG Global Partnerships creates one-of-a-kind sales and marketing platforms for partners to activate and promote brand objectives. As an industry leader, the team has the capabilities of multiple facilities allowing AEG Global Partnerships to engage with top global brands to expand their revenue generation. The group is committed to working with partners toward the goal of building brand activation initiatives designed specifically around AEG facilities, teams, events and properties. The power of the AEG network creates a formula for success benefiting all parties.

Upon engagement, AEG Global Partnerships will work in a cohesive manner to create a customized program with the team at Seattle Coliseum to establish a stream-lined sales process. This program will encompass research, lead generation, sales materials, presentations, design, and more to reach top revenue targets.

AEG has successfully sold
naming rights partnerships for
100% of our arenas

AEG GLOBAL PARTNERSHIPS

- Committed to working with partners toward the goal of building their brand and growing their revenues using the unique assets that arenas provide to accomplish this.
- Oversees sponsorship and premium seating sales, servicing and activation throughout the world including North America, Europe, Asia, Australia and South America
- Produces annual revenue of over \$500 million in contractually obligated income for AEG and its assets

AEG GLOBAL PARTNERSHIP IS DRIVEN BY THREE CONVICTIONS

- Generate a positive return on investment and objectives for each corporate partner through customized elements
- Offer the absolute best service and activation delivery
- Provide clients authentic attachment to the best live experience in sports and entertainment both at Seattle Coliseum and globally through the network of AEG venues. AEG is uniquely positioned to provide access to Seattle Coliseum's partners to such events as the Grammy Awards, Eurovision, Emmy Awards, Stagecoach, Coachella and other major international sports and entertainment events that we host in our family of venues.

AEG GLOBAL PARTNERSHIPS TEAM

- Four divisions for all AEG assets worldwide:
 - o Sponsorship Sales
 - o Sponsorship Activation
 - o Premium Seating/Luxury Suite Sales
 - o Premium Seating Service
- Established with over eleven regional offices on 5 continents
- Includes approximately 300-person sales/service staff

AEG GLOBAL PARTNERSHIPS & SEATTLE COLISEUM

Resources from AEG Global Partnerships will be available to increase overall sponsorship revenue for Seattle Coliseum. Taking full advantage of numerous world-wide conversations and connections AEG has daily with the elite brand companies in all major business categories, AEG Global Partnerships enables Seattle Coliseum to not only be included in top level conversations but benefit from the global connections and power. Focusing on best practices in maximizing purchase power, focusing to close sales in key sponsor categories, introductions to prominent organizations, enhanced sales presentation materials, use of top level research and analysis tools and inclusion with multi-asset partnerships, Seattle Coliseum truly can expand from a local marketing and business decision to a regional, national and international opportunity. In addition, current venue partners can be further developed and increased through additional offers of AEG assets. AEG will especially leverage its network of western venues to maximize revenues for Seattle Coliseum.

EMPLOYEE SPOTLIGHT

JON WERBECK

*Vice President,
AEG Global Partnerships*



Since joining AEG four years ago, Jon Werbeck has successfully generated over \$50 million in contractually obligated income for our partners. John's primary responsibilities include revenue generation for the company's North American venues and media properties. John is responsible for generating over \$1 million in contractually obligated income for KeyArena and has engaged the following partners: Columbia Distributing, Tulalip Casino, Alaska Airlines, Delta Dental, to name a few. He is excited find the best strategic partnerships for the Seattle Coliseum.

AEG EVENT CONNECT – PROGRAMMING

Seattle Coliseum will tap into the AEG network of facilities through AEG Event Connect as an event booking resource. AEG Event Connect maximizes our company and national relationships with artists, agents, and promoters as well as increasing sales through creative and cutting edge ideas shared by our network of marketers. These initiatives enable AEG to stay at the forefront of the sports, entertainment, and venue management industries as all employees are experts in their fields and constantly share and seek out new information and ideas. AEG Connect effectively delivers increased event bookings, industry awareness, recognition, identity and branding. This resource is beneficial to the success of maximizing quality events at Seattle Coliseum.

Seattle Coliseum will receive the same cutting edge tools and local, regional and corporate support, dedication and attention that AEG gives to all its elite venues, as part of AEG Event Connect.

The AEG Event Connect platform features the following key booking components:

- Direct access for the venue booking team to the proprietary AEG Event Connect software which allows for master avails and calendars to be sent for all AEG Facilities' venues in one concise and easy to read format that the agents and promoters are all used to utilizing to actively book our venues on a regular basis
- Direct access to the venue for agents, managers and promoters nationwide through our regularly held booking meetings and booking conference calls
 - o AEG has extensive relationships with all promoters, including those active in the Northwest: Live Nation, AEG Presents, Goldenvoice, Messina Touring Group, Beaver Productions, Outback Concerts, Marshall Arts and more
 - o Our family show promoter relationships are well established, including: Feld Entertainment, VStar Entertainment, the Harlem Globetrotters and WWE
 - o In addition, we are active with the UFC for MMA events and regularly host boxing through our relationship with WME-IMG

EMPLOYEE SPOTLIGHT

MOLLY FREMGEN

Manager, Content Development and Marketing, AEG Facilities



Molly Fremgen is responsible for managing AEG Facilities' Content Development and Marketing Network. Molly assists with AEG Event Connect, AEG's proprietary booking platform which aids in the booking of concerts, family shows, championship sports exhibitions and special events. She is also responsible for supporting the AEG Facilities Marketing Network to grow the profitability of arena events, increase positive venue branding and implement new marketing technologies. Fremgen also works as a liaison between other AEG Divisions with a strong focus on AEG Digital Services to assist with implementing cutting edge technology into AEG Facilities, thus increasing marketing outreach while improving efficiency and analytics.

- o Our relationships with the booking agencies are entrenched and we work daily with Creative Artists Agency (CAA), William Morris Endeavor Entertainment (WME), United Talent Agency (UTA), Artist Group International (AGI), International Creative Management (ICM), Universal Attractions Agency (UAA), Paradigm and the Howard Rose Agency
- o Being based in Los Angeles with a regional office in New York gives us a strategic advantage as we interact with the agents, promoters and managers on a regular basis
- o The platform also features direct booking of hockey, basketball, gymnastics and additional arena sports events and activities by dealing directly with the key decision makers and leaders
- Venues receive direct access to the AEG event booking portal to discuss upcoming shows and events within the AEG network of venues
- Venues receive direct access to the AEG facilities ticket sales report which details sales for all events occurring within the AEG network of venues which is an invaluable sales tool and utilized daily
- AEG Event Connect is a dedicated corporate resource to aid in booking non-traditional events

AEG FACILITIES: POLLSTAR 2016

AEG Facilities-affiliated venues consistently dominate Pollstar year-end ticket sales

- The O2, London ranked #1 venue in the world for the 10th consecutive year
- Out of the top 5 arenas, AEG Facilities accounted for 47% of ticket sales
- AEG Facilities accounted for 4 out of the top 10 arenas worldwide and 9 out of the top 20 arenas, more than any other venue operator

YearEnd Worldwide



Ticket Sales Top 200 ARENA VENUES

1-100

1	1,590,093	The O2 - London	London, UNITED KINGDOM	51	320,672	Toyota Center	Houston, TX
2	1,053,675	Madison Square Garden Arena	New York, NY	52	313,539	König - Pilsener Arena	Oberhausen, GERMANY
3	873,906	AccorHotels Arena	Paris, FRANCE	53	313,486	The Palace Of Auburn Hills	Auburn Hills, MI
4	851,785	Manchester Arena	Manchester, UNITED KINGDOM	54	307,982	Xcel Energy Center	Saint Paul, MN
5	833,926	Arena Ciudad De Mexico	Mexico City, MEXICO	55	298,088	Target Center	Minneapolis, MN
6	823,211	Lanxess Arena	Cologne, GERMANY	56	296,756	KeyArena at Seattle Center	Seattle, WA
7	757,141	Barclays Center	Brooklyn, NY	57	289,252	Sheffield Arena	Sheffield, UNITED KINGDOM
8	751,487	The SSE Hydro	Glasgow, UNITED KINGDOM	58	288,435	Perth Arena	Perth, AUSTRALIA
9	702,516	Air Canada Centre	Toronto, CANADA	59	284,696	KFC Yum! Center	Louisville, KY
10	701,601	Forum	Inglewood, CA	60	280,697	Bankers Life Fieldhouse	Indianapolis, IN
11	688,566	Mercedes-Benz Arena	Shanghai, CHINA	61	276,797	Movistar Arena	Santiago, CHILE
12	658,572	Ziggo Dome	Amsterdam, NETHERLANDS	62	269,654	TD Garden	Boston, MA
13	654,982	Arena Monterrey	Monterrey, MEXICO	63	269,094	Lotto Arena	Merksem, BELGIUM
14	641,833	Barclaycard Center	Madrid, SPAIN	64	258,900	Metro Radio Arena	Newcastle upon Tyne, UK
15	627,026	AmericanAirlines Arena	Miami, FL	65	243,106	Brisbane Entertainment Centre	Boondall, AUSTRALIA
16	591,954	Bridgestone Arena	Nashville, TN	66	238,634	Moda Center	Portland, OR
17	588,586	Barclaycard Arena	Hamburg, GERMANY	67	237,429	The SSE Arena Belfast	Belfast, UNITED KINGDOM
18	577,090	Oracle Arena	Oakland, CA	68	230,433	Echo Arena	Liverpool, UNITED KINGDOM
19	574,048	Staples Center	Los Angeles, CA	69	229,668	Van Andel Arena	Grand Rapids, MI
20	571,770	Bell Centre	Montreal, CANADA	70	228,705	SAP Arena	Mannheim, GERMANY
21	515,143	Prudential Center	Newark, NJ	71	227,270	Rod Laver Arena	Melbourne, AUSTRALIA
22	509,473	Verizon Center	Washington, DC	72	226,467	Tacoma Dome	Tacoma, WA
23	502,745	3Arena	Dublin, IRELAND	73	225,099	Save Mart Center	Fresno, CA
24	494,843	Allstate Arena	Rosemont, IL	74	223,032	Centre Vidéotron	Quebec City, CANADA
25	481,497	SAP Center At San Jose	San Jose, CA	75	220,874	Tempodrom	Berlin, GERMANY
26	480,323	Sprint Center	Kansas City, MO	76	218,606	Valley View Casino Center	San Diego, CA
27	480,919	Mercedes-Benz Arena	Berlin, GERMANY	77	218,426	U.S. Bank Arena	Cincinnati, OH
28	452,555	Philips Arena	Atlanta, GA	78	202,893	Rexall Place	Edmonton, CANADA
29	446,553	Qudos Bank Arena	Sydney, AUSTRALIA	79	202,400	MGM Grand Garden Arena	Las Vegas, NV
30	446,452	Hallenstadion Zurich	Zurich, SWITZERLAND	80	198,967	Honda Center	Anaheim, CA
31	422,619	Barclaycard Arena	Birmingham, UNITED KINGDOM	81	197,716	Amway Center	Orlando, FL
32	419,664	The SSE Arena, Wembley	London, UNITED KINGDOM	82	197,576	Canadian Tire Centre	Ottawa, CANADA
33	418,885	Wells Fargo Center	Philadelphia, PA	83	190,852	EagleBank Arena	Fairfax, VA
34	396,187	American Airlines Center	Dallas, TX	84	180,512	AT&T Center	San Antonio, TX
35	394,468	Genting Arena	Birmingham, UNITED KINGDOM	85	180,445	Verizon Arena	North Little Rock, AR
36	392,538	Palacio De Los Deportes	Mexico City, MEXICO	86	176,290	Budweiser Gardens	London, CANADA
37	382,912	United Center	Chicago, IL	87	174,826	Smoothie King Center	New Orleans, LA
38	375,807	First Direct Arena	Leeds, UNITED KINGDOM	88	170,843	Denny Sanford Premier Center	Sioux Falls, SD
39	375,631	Mohegan Sun Arena	Uncasville, CT	89	169,724	Intrust Bank Arena	Wichita, KS
40	374,070	Talking Stick Resort Arena	Phoenix, AZ	90	167,427	CenturyLink Center Omaha	Omaha, NE
41	371,899	Pepsi Center	Denver, CO	91	165,110	Frank Erwin Center	Austin, TX
42	371,203	Amalie Arena	Tampa, FL	92	163,625	Ericsson Globe	Stockholm, SWEDEN
43	368,129	Rogers Arena	Vancouver, CANADA	93	163,288	Quicken Loans Arena	Cleveland, OH
44	367,020	Coliseo de Puerto Rico	San Juan, PR	94	163,008	Palau Sant Jordi	Barcelona, SPAIN
45	364,598	BB&T Center	Sunrise, FL	95	162,114	Mediolanum Forum	Assago, ITALY
46	353,797	PPG Paints Arena	Pittsburgh, PA	96	158,086	Giant Center	Hershey, PA
47	352,580	T-Mobile Arena	Las Vegas, NV	97	157,408	Colonial Life Arena	Columbia, SC
48	346,415	Antwerps Sportpaleis	Antwerp, BELGIUM	98	156,613	Jacksonville Veterans Mem. Arena	Jacksonville, FL
49	331,020	BOK Center	Tulsa, OK	99	156,201	KeyBank Center	Buffalo, NY
50	331,004	Casino Rama Entertainment Centre	Rama, CANADA	100	154,570	Forest National	Brussels, BELGIUM

All figures are for tickets sold worldwide as reported to POLLSTAR for shows played between 1/1/16 and 12/31/16.

BLOCK BOOKING POWER

No other entity has the strength to provide block booking power and leverage as AEG. Our domestic and international venues provide the market position, capacity and ability to deliver the best possible leverage to secure world-class content. This powerful network creates maximum programming opportunities with artists that tour throughout the country (and the world). It allows AEG Event Connect to leverage and promote our arenas, negotiate the best possible deals for shows and keeps every venue well-informed on all industry news and developments.

The Seattle Coliseum will be strongly supported by AEG's family of leading venues in the West. AEG will target touring acts by offering block-buy incentives to artists when in a competitive bidding situation for an event. This will enhance and add strength to the combined team while creating more opportunities for the Seattle Coliseum.

While AEG has not had content booking responsibilities thru its relationship with KeyArena, we have helped secure access to many tours over the years through our block booking leverage. The list of artists below represents tours in which AEG leveraged our network of arenas through block booking to secure. We can guarantee we will apply our ample resources in the future to maximize all booking opportunities at the Seattle Coliseum.

TOURS LEVERAGED THROUGH AEG BLOCK BOOKING 2014-2017

2014

- The Eagles
- [Justin Timberlake](#)
- Demi Lovato
- [Elton John](#)
- [Usher](#)
- Fleetwood Mac
- Katy Perry
- Paul McCartney
- Miley Cyrus
- [The Black Keys](#)
- [Lady Gaga](#)
- [Cher](#)

2015

- [Stevie Wonder](#)
- [Bette Midler](#)
- [Ariana Grande](#)
- [The Who](#)
- Enrique Iglesias/Pitbull
- Fleetwood Mac
- Kevin Hart
- [Shania Twain](#)
- [Barry Manilow](#)

- Imagine Dragons
- Madonna
- [Neil Diamond](#)
- [Taylor Swift](#)
- Mötley Crüe
- Eric Church
- New Kids On The Block

2016

- [Muse](#)
- [Amy Schumer](#)
- [Adele](#)
- Cage the Elephant
- [Carrie Underwood](#)
- Madonna
- Twenty One Pilots
- [The Who](#)
- [Selena Gomez](#)
- [Drake](#)
- [Kanye West](#)
- [Demi Lovato & Nick Jonas](#)
- R. Kelly
- Coldplay
- [Sia](#)

2017

- Lady Gaga
- [New Kids On The Block](#)
- The Chainsmokers
- Roger Waters
- Lady Gaga
- [J.Cole](#)
- [Chris Brown](#)
- Bruno Mars
- John Mayer
- [Chris Stapleton](#)
- [The Weeknd](#)
- [Red Hot Chili Peppers](#)
- Dolly Parton
- Ariana Grande
- [Shawn Mendes](#)
- Chance the Rapper
- [Queen + Adam Lambert](#)
- Tom Petty & The Heartbreakers
- Green Day

 = Tour Stop at KeyArena

AEG PRESENTS

With over 15 million tickets sold in 2016 and ranked as the number one festival producer in the world, AEG Presents continues to redefine the live music industry.

From world tours featuring the industry's superstars to regional concerts and world renowned festivals, AEG Presents provides comprehensive and customizable services that maximize ticket sales, drive revenue, but most importantly, give the world reason to cheer.

AEG Presents touring divisions: Concerts West, Messina Touring Group, New York Touring and Atlanta Worldwide Touring have brought superstars to first-class venues throughout North America including The Rolling Stones, Cher, Katy Perry, Paul McCartney, Eric Church, Bruno Mars, Kenny Chesney, Taylor Swift, The Who, Carrie Underwood, and Alicia Keys. Internationally, the touring divisions consist of AEG Presents Europe and Marshall Arts LTD. Each division focuses on specific genres of music, delivering unparalleled service and expertise.

AEG Presents Pacific Northwest has an important and cherished relationship with the City of Seattle along with a close relationship with KeyArena. While AEG venues work with all promoters, AEG Presents' tours make KeyArena a priority.

AEG PRESENTS IN SEATTLE

Even before AEG began providing services in 2008, AEG Presents worked closely with KeyArena to bring amazing concerts. Since then, AEG Presents still supplies many shows to the arena and will continue to do so.

EMPLOYEE SPOTLIGHT

JOHN MEGLEN

President and Co-Chief Executive Officer, AEG Presents Global Touring



John started his music industry career in Seattle, WA with more than a decade at Concerts West, Inc., the leading North American event promotion company of the time. Honing his renowned skills at Concerts West, John worked his way up to Executive Vice President on such tours as The Beach Boys, Bad Company, the Commodores, Three Dog Night, Warrant, The Moody Blues, John Denver and Neil Diamond. He is now President and Co-CEO of AEG Presents Global Touring.

AEG Presents also has a strong history of working in Seattle along with three prominent and important concert venues in the city.

The Showbox	#1 Club in Seattle
The Showbox SoDo	#2 Club in Seattle
Marymoor Park	#1 Amphitheater in Seattle Area

AEG directly/indirectly hires approximately 700 Seattleites for Bumbershoot Festival

Not only does AEG Presents have a presence throughout the city, they also have experience specifically with the Seattle Center through Bumbershoot. In its 47th year, AEG Presents has worked with One Reel the past two years to continue one of Seattle's largest cultural events by maintaining the culture, art and heritage of the festival. AEG Presents values preserving music and arts festivals, particularly when they are an iconic event for a city.

GOLDENVOICE

Goldenvoice, hosts the most critically acclaimed music festivals in the U.S. Goldenvoice created and operates the award winning annual Coachella Valley Music & Arts Festival as well as Stagecoach: California's Country Music Festival. In addition, AEG Presents, co-produces the New Orleans Jazz & Heritage Festival, Rock on the Range in Columbus, RockFest in Kansas City, British Summer Time in the UK, and many more.

FAMILY EVENTS

AEG places high importance on hosting and creating events at our arenas that are accessible to all ages, particularly events for the entire family. Our network of venues consistently offers family friendly events to ensure everyone is included. In 2016, our 25 venues in the AEG Event Connect network hosted over 300 family shows ranging from Cirque du Soleil, Ringling Brothers Circus, Disney On Ice and more. Over the past eight years, KeyArena has held an average of eight (8) family shows per year which is largely due to the strong relationships AEG has with prominent family show promoters such as Feld Entertainment, VStar Entertainment, Cirque du Soleil, Harlem Globetrotters, WWE and others. Most importantly, AEG emphasizes the importance to each venue that we create an environment for all ages to enjoy quality entertainment.

SPORTING EVENTS - BASKETBALL WEEK IN SEATTLE

Basketball at all levels has a rich history in Seattle and throughout the State of Washington. This is seen by the strong presence of the Seattle Storm, Husky basketball, and out of market powerhouses like Gonzaga and the Washington State Cougars. Even high school level basketball in Washington is known for showing amazing talent.

To capture this amazing legacy of basketball, AEG is working with the Seattle Sports Commission to create a unique, signature annual event to be held in the City of Seattle. Basketball Week in Seattle will capture this legacy with a week-long celebration of the sport.

As a sitting board member with the Seattle Sports Commission, our goal of creating new and exciting sporting events in Seattle is aligned.

Basketball Week in Seattle will contain four high profile events and build around those events with local high school games. We will continue to host the Battle in Seattle with Gonzaga as the host, bring back the Cougar Hardwood Classic with host Washington State, host a University of Washington home game, as well as a home game for the Seattle University Redbirds. On days between the collegiate matches, we will feature Seattle area high school games.

AEG and the Seattle Sports Commission are currently developing this concept with a planned 2018 debut date. AEG will contribute marketing and financial support to make certain Basketball Week In Seattle becomes an annual event at the Seattle Coliseum.

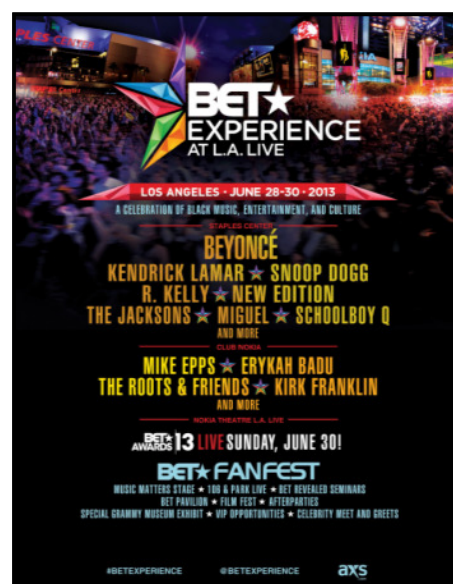
COLLABORATING WITH SEATTLE CENTER

AEG has a proven track record of working with and creating successful Arts and Culture Districts around the world that create synergies with the venues, local businesses and drive economic revenue. From the O2 in London to L.A. Live in Los Angeles, AEG knows how to work cohesively with other entities on the campus. AEG knows the importance of the Seattle Center network and will work together with each organization on campus. Whether it is KEXP, the Pacific Science Center or the VERA Project, AEG intends to create a synergy where the Seattle Coliseum supports each venue, while creating and booking events in the arena that will support Seattle Center by increasing traffic and keeping each Seattle Center business active as well as working as a collective to create events for all of Seattle Center.

AEG will also focus on creating events that include multiple tenants on campus which will increase traffic and generate revenue for Seattle Center as a whole. AEG has created events similar to this at other Arts and Culture Districts such as the, BET Experience, LA En Vivo, Nike 3-on-3 Basketball Tournament, and MADE LA.

BET EXPERIENCE

Synergy events are created in the Arts and Culture Districts around large scale venue events. In conjunction with the BET Experience at STAPLES Center, L.A. LIVE hosts festivals in the district that include live performances, restaurants create themed dishes and special offers are given after the event to bring guests back to the district after the arena event and on subsequent days.





NIKE BASKETBALL 3ON3 TOURNAMENT

The annual Nike Basketball 3ON3 Tournament at L.A. LIVE showcases more than 4,500 games, featuring 1,500 teams with over 5,000 players, drawing more than 25,000 visitors over the three-day event. Players and fans pack the streets lining L.A. LIVE, STAPLES Center, Chick Hearn Court, Figueroa St. and into the surrounding streets in Downtown Los Angeles with over 100 courts set up for competition, creating the largest 3-on-3 basketball tournament in California. The tournament features Special Olympic, Wheelchair, Youth, High School, Adult and Elite divisions as fierce competition highlighted the fan-favorite summer event.

LA EN VIVO

La En Vivo, a three-day block party that has live entertainment at L.A. LIVE and in the smaller venues on site with restaurants offering special menu items. The event brings an average of 30,000 people over three days.

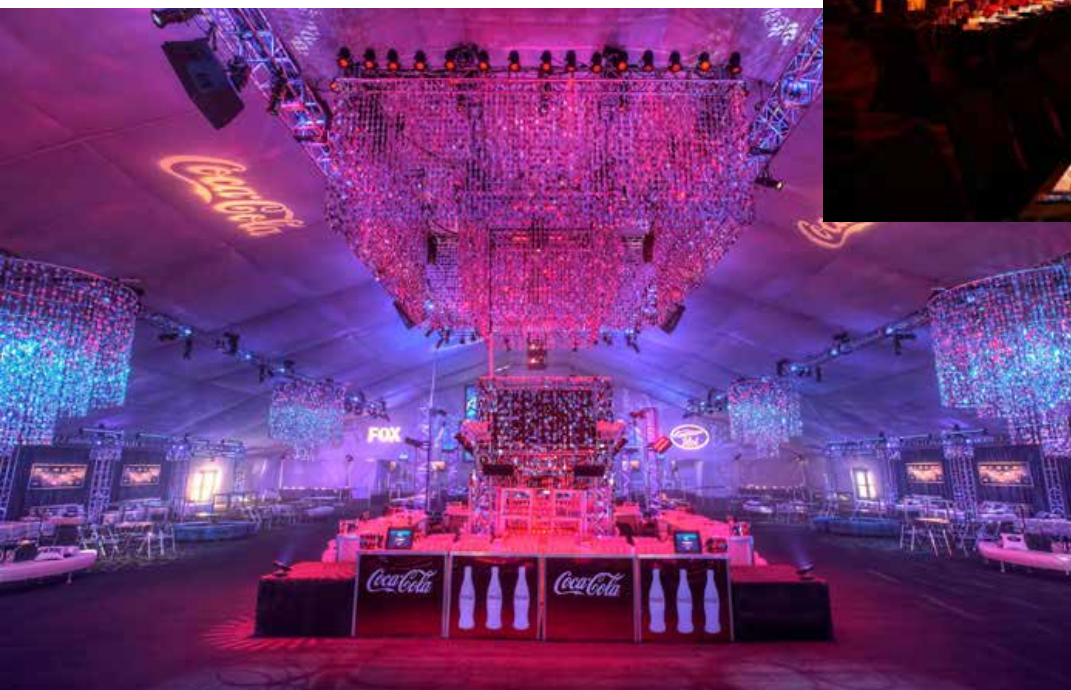


MADE LA

MADE, organizer of New York's MADE Fashion Week, is a two-day event that continues MADE's tradition of supporting visionaries across a variety of creative disciplines and takes place at L.A. LIVE, the heart of vibrant downtown Los Angeles.

MADE LA celebrates the unique connection between designers, musicians, entertainers and the city of Los Angeles. The festival-like programming brings these worlds together at one of the city's best venues.

MADE LA features fashion shows and presentations, live musical performances, parties and a fashion bazaar, "The Stores," which will feature designs and artwork on sale from 30+ world-class creative fashion designers and artists.

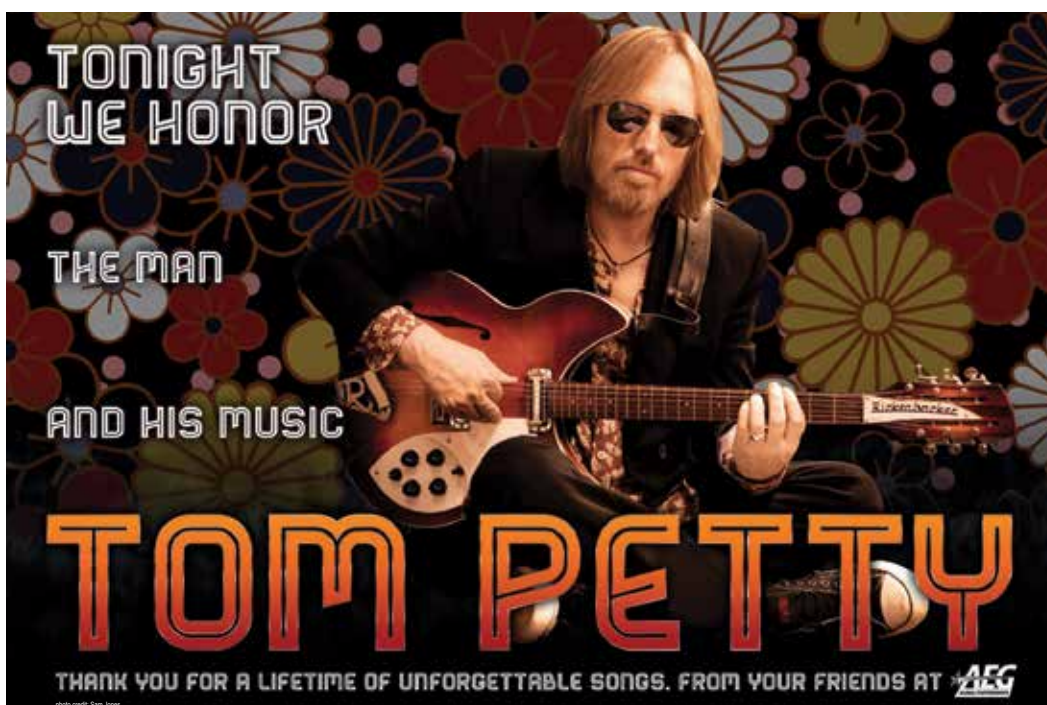


INDUSTRY AWARENESS

AEG interacts with the entertainment industry at all levels forming influential partnerships and creating awareness for the Arena.

Artists are given thoughtful gifts to celebrate their performances at AEG venues. The giving of these gifts is documented and shared with industry publications, enhancing the image of the venue.

AEG participates in special advertising events with industry publications, celebrating milestones for promoters, agents, artists and arenas in our network as well as conducting a specific group wide industry publication advertising campaign.



AEG is active at all major industry conferences. The Arena staff will have the opportunity to attend or be represented at the following conferences and meetings:

- Event and Arena Marketing Conference (EAMC)
- Billboard Latin Music Conference
- Billboard Country Music Summit
- Billboard Touring Conference
- Billboard Future Sound
- Billboard Women in Music
- Pollstar Live
- Venue Connect (IAVM)
- International Ticketing Association (INTIX) Annual Conference
- Association of Luxury Suite Directors Conference (ALSD)
- Sports and Entertainment Alliance in Technology Conference
- Arena Managers Conference
- South by Southwest (SXSW)
- Women In Sports and Events (WISE)



WORKING COLLABORATIVELY TO MEET THE NEEDS OF SEATTLE STORM AND SEATTLE UNIVERSITY

World-class professional and collegiate sports are active at KeyArena. The venue is the home of the two-time WNBA Champions, Seattle Storm, an important community asset and future resident of the redeveloped Seattle Coliseum. It is also the current home to the Seattle University men's basketball team and hosts several important sports events throughout the year, including this year's Pac-12 women's basketball tournament. Renovating the Seattle Coliseum in close collaboration with existing users, especially the Seattle Storm, is a high priority for AEG, and we have already begun conversations with Storm leadership on their goals for a new facility.






















Through the last nine years providing marketing services at the KeyArena, AEG has worked closely with the Storm and Seattle University to help market and advertise their games. AEG will enhance this collaboration to ensure both teams and their fan bases are supported and celebrated. Our efforts to work with future NHL and NBA teams at the Seattle Coliseum will only augment and benefit these existing partnerships.

AEG's experience owning professional sports teams—16 around the world—and managing venues around the world—more than 120—uniquely positions us to build and operate a world-class facility that meets the needs of various stakeholders, including teams, entertainers, corporate meeting planners, and others.







AEG has extensive partnerships with professional sports teams across the globe, including ownership stakes in NBA, NHL, AHL and ECHL teams. AEG understands the needs of teams and the importance of schedule coordination. As a manager of venues in which teams are the principal tenant, we also know well how to manage the financial and operational needs of the venue, while still providing the team with crucial elements for their success. Further, as the owner of venues in which two teams in the same league play with concurrent schedules, we have mastered the art of balancing competing interests and needs within a single facility—while making the experience seamless for the fans.



AEG SPORTS TENANT RELATIONSHIPS

VENUE	TEAM(S)	
	AMERICAN AIRLINES ARENA Miami, Florida CAPACITY: 20,000	
	AT&T CENTER San Antonio, Texas CAPACITY: 18,500	  
	BARCLAYS CENTER Brooklyn, New York CAPACITY: 19,000	 
	BROADMOOR WORLD ARENA Colorado Springs, Colorado CAPACITY: 9,000	
	GILA RIVER ARENA Glendale, Arizona CAPACITY: 19,000	
	INFINITE ENERGY ARENA Duluth, Georgia CAPACITY: 13,000	 
	KEYARENA Seattle, Washington CAPACITY: 17,500	
	KFC YUM! CENTER Louisville, Kentucky CAPACITY: 22,000	
	MAVERIK CENTER West Valley City, Utah CAPACITY: 12,500	












AEG SPORTS TENANT RELATIONSHIPS

VENUE	TEAM(S)
 ORACLE ARENA Oakland, California CAPACITY: 19,200	
 PPG PAINTS ARENA Pittsburgh, Pennsylvania CAPACITY: 20,000	
 PRUDENTIAL CENTER Newark, New Jersey CAPACITY: 19,500	 
 RABOBANK ARENA Bakersfield, California CAPACITY: 10,000	
 STAPLES CENTER Los Angeles, California CAPACITY: 18,500	  
 T-MOBILE ARENA Las Vegas, Nevada CAPACITY: 18,000	
 TARGET CENTER Minneapolis, Minnesota CAPACITY: 19,500	 
 U.S. BANK ARENA Cincinnati, Ohio CAPACITY: 17,566	
 VALLEY VIEW CASINO CENTER San Diego, California CAPACITY: 15,000	
 VIDÉOTRON CENTRE Quebec City, Quebec CAPACITY: 18,000	

AEG SPORTS TENANT RELATIONSHIPS

VENUE	TEAM(S)
<p>NEW MILWAUKEE BUCKS ARENA</p> <p>NEW MILWAUKEE BUCKS ARENA Milwaukee, Wisconsin CAPACITY: 17,500</p>	 
<p>OAKLAND-ALAMEDA COLISEUM</p> <p> OAKLAND-ALAMEDA COLISEUM Oakland, California CAPACITY: 70,000</p>	 
<p>STUBHUB CENTER</p> <p> STUBHUB CENTER Carson, California CAPACITY: 27,000</p>	 
<p>BARCLAYCARD ARENA</p> <p> barclaycard arena Hamburg, Germany CAPACITY: 16,000</p>	
<p>ERICSSON GLOBE ARENA</p> <p> ERICSSON GLOBE Stockholm, Sweden CAPACITY: 8,090</p>	 
<p>TELE2 Arena</p> <p>TELE2 Arena Stockholm, Sweden CAPACITY: 30,000</p>	 
<p>STADIO DELLA ROMA</p> <p>STADIO DELLA ROMA Rome, Italy CAPACITY: 52,500</p>	
<p>BRISBANE ENTERTAINMENT CENTER</p> <p> BRISBANE ENTERTAINMENT CENTER Brisbane, Australia CAPACITY: 14,500</p>	 
<p>CAIRNS ARENA</p> <p> CAIRNS CONVENTION CENTRE Cairns, Australia CAPACITY: 5,000</p>	 

AEG SPORTS TENANT RELATIONSHIPS

VENUE	TEAM(S)
 PERTH ARENA Perth, Australia CAPACITY: 15,500	
 QUDOS BANK ARENA Sydney, Australia CAPACITY: 21,000	 
 SUNCORP STADIUM Brisbane, Australia CAPACITY: 52,500	  
 LESPO RTS CENTER Beijing, China CAPACITY: 18,000	

“Barclays Center is home to the Brooklyn Nets and the New York Islanders. Having many arenas in their portfolio that have both NHL and NBA tenants, they bring a level of experience and expertise that ensure our facility is hockey and basketball ready...We have the utmost confidence in AEG and I know you will find their NBA, NHL, and global entertainment and arena experience second to none!”

—Brett Yormark
 Chief Executive Officer, Brooklyn Sports & Entertainment

CITY USE OF SEATTLE COLISEUM

AEG has been honored to oversee sponsorships and promotion for approximately 100 annual events at the Seattle Coliseum since 2008. We collaborate closely with other arena tenants to execute this work, including the Seattle Center, King County, Seattle Storm and Seattle University men's basketball team. AEG also manages Seattle Center's 3-day Bumbershoot Festival, which has seen an increase in attendance and in profitability since we began our partnership three years ago. This multi-year legacy of successful collaboration forms the foundation for AEG's future partnerships to revitalize the Seattle Coliseum.

Once the renovation of the Coliseum is completed, AEG will have sole fiduciary and scheduling responsibility for the new facility. This will not undermine our existing partnerships. Rather, AEG commits to redoubling our collaboration with the important stakeholders that use the facility, including the Seattle Storm, Seattle University, and the Seattle/King County Clinic. We are committed to remaining a strong partner with the City and will ensure that the new Coliseum is indeed a world-class arena for all.

AEG will continue to partner with the City of Seattle to host, manage, and market City-sponsored events at the Coliseum in the same first-class manner we coordinate events at our venues around the world. We will bring our industry-leading expertise and deep familiarity with Seattle to this renewed partnership. We look forward to building on the Seattle Coliseum's unique legacy as a treasured, iconic civic asset, and will prioritize our coordination with diverse communities to ensure inclusion is a central value at the facility. Special attention will be paid to these events:

- AEG's marketing team at the Seattle Coliseum will fully engage to support City-sponsored events with the respective City departments to develop individual plans for each event
- AEG's operations and marketing teams will work with the City and its partners to manage all appropriate events
- AEG's management team will meet regularly with the City to discuss event ideas and give updates on current City-sponsored events to ensure that all of Seattle's diverse communities are engaged and the events succeed

AEG believes that a revitalized Seattle Coliseum will be a cornerstone of Seattle's diverse communities and the city's cultural identity. We take our responsibility seriously to engage with wide-ranging stakeholders, serve the public interest and embody the values that define Seattle.

“AEG and the StubHub Center have exceeded our expectations, and have always been true partners to our City in every sense of the word. They engage with our community on a regular basis and are always responsible and responsive community stakeholders here.”

—Albert Robles
Mayor, City of Carson

FLAVOR OF THE NORTHWEST – CONCESSIONS

The food and beverage services at Seattle Coliseum will be a one-of-a-kind, stand-alone model entitled FLAVOR OF THE NORTHWEST.

FLAVOR OF THE NORTHWEST is proposing a new food and beverage experiential platform that will showcase the highest quality ingredients, variety of offerings and pricing. Flavor of the Northwest's creative food experiences will enhance food and beverage complements, demonstrate world-class hospitality, and delight our guests.

As a leader with worldwide resources and expertise, AEG has the unique ability to combine the very best in the facility management industry with the very best local products and partners in Seattle. AEG will draw on their expertise from around the world and leverage economies of scale to maximize revenues and cost efficiencies.

Food and beverage is one of the most important areas of revenue generation and a key service area for an entertainment venue. Standards of quality, presentation and delivery cannot be compromised. AEG is committed to go beyond what fans have previously experienced. Our team has the expertise and local connections necessary to consistently deliver high quality food and beverage services to patrons and clients through controlled standards, financial management and operating procedures.

SOCIAL RESPONSIBILITY

AEG is committed to delivering world-class food and beverage, and we do this by involving local businesses through the lens of social justice. We strive to reach out to local small businesses and economically disadvantaged individuals to enhance quality of life and economic vitality. Moving forward, we will work with local stakeholders to create a custom plan based on our joint experience and best practices.

REDUCING WASTE AND GIVING BACK

AEG partners with local community groups, food banks and rescue missions to donate unused food to support people in need locally. AEG will also implement AEG 1EARTH within all areas of the venue, including food and beverage operations, to reduce waste and implement AEG's 2020 Environmental Goals.

LOCAL PURCHASING – BUSINESS PARTNERSHIPS-FRESH, HEALTHY AND LOCAL

Being a good neighbor is the key to our business success. AEG is committed to partnering with local businesses and grassroots nonprofits to create new opportunities and support our neighbors. These relationships with local food vendors are the foundation of our concessionary success.

By partnering with local farms, artisans and businesses, we will develop menus that highlight the unique taste of the Northwest, from craft beers, small batch whiskeys, to local cheeses



and more. Guests will experience a truly authentic flavor of Seattle and the Northwest region. Tapping into the community of local farms and artisans is also a powerful way to support the many diverse, independently-owned businesses in the area.

A good neighbor also makes sure that their purchases don't cause any harm to the environment, their staff or guests. In addition to local purchasing commitments, AEG is dedicated to purchasing sustainable products that have minimal-to-no impact on the environment or people. This includes the following:

- 100% of all cleaning chemicals used in all our kitchens and managed spaces are considered "green" because they are biodegradable and or non-toxic
- 75% of our disposable serving ware is 100% biodegradable (in select locations we have been able to ensure that 90% of disposable service ware in concessions and 100% of service ware in premium areas are biodegradable)
- All napkins are made from 100% recycled material and are dispensed one-at-a-time, reducing waste up to 56%
- No Styrofoam policy for the packaging of items for guest consumption
- 100% of food boats are made from eco-friendly materials and are compostable and recyclable
- 100% of our shell-on eggs are cage free
- All frying and cooking oils are zero trans-fat

To ensure our seafood offerings are sustainably harvested, we strictly adhere to the Seafood Watch guidelines of the Monterey Bay Aquarium. Our seafood varies by region, but we only use fish that are abundant, well managed and fished or farmed in environmentally friendly ways.

SEATTLE FOOD SCENE

The Seattle food scene has dynamically evolved over the last decade. Its neighborhoods are abundant with the blended aromas of ethnic cuisines, farmer's markets, pop up restaurants, and in-the-know undergrounds. This socialization and excitement around adventurous cuisine has earned Seattle the notoriety as a true "food city" among its peers. Seattle Coliseum has the opportunity and potential to capture the city's energetic culinary landscape by offering its guests a true taste of the Seattle food action. To achieve this, we are proposing an "only here" food experience that reflects both trends and tradition. We are also sensitive to tight time-frames and will have options to accommodate exhibitors on a tight schedule, or attendees with limited time to explore and eat.

We design and implement food and beverage programs with one goal in mind: an experience the guest will savor and remember. The building and food experience need to complement one another setting the stage for fulfilling food experiences today and into the future. We are recommending a differentiation of food experiences that will celebrate and connect the diverse cultural tastes and sips of Seattle, all under one iconic roof. The venue will offer walk-up eateries and walk-in markets, mobile kitchens and food specialty portables. Each will exist exactly where food needs to be, helping to activate the senses and take care of all appetites.

In the Northwest, locally sourced and hand-crafted foods are in high demand, from cafes to airports. Local favorites cozy up alongside a multitude of flavors, topped off with sweet indulgences. The flavor profiles range from "Seattle traditional" to American comfort foods with a twist, and other new taste discoveries. Daily, food and beverage experiences are passionately served up with high quality ingredients, appetizing presentations, handcrafted customization and a smile. This is the experience the Seattle Coliseum is poised to offer. .

FOOD PROGRAMMING ENHANCEMENTS

With a focus on bringing relevant and fresh food offers to all guests, we are excited to share the Food Programming enhancements for Seattle Coliseum.

This is an initial plan focusing on:

- Elevating the food and beverages offers to reflect the current Seattle food scene
- Showcasing the market uniqueness of the food and beverage
- Distinguishing the overall food experience
- Driving value, revenues and efficiencies

BRANDED PRODUCTS OPPORTUNITIES

Creating a unique food and beverage blueprint is what gets our juices flowing. In reviewing opportunities for enhancing the overall experience at Seattle Coliseum, branded products are evaluated for potential impact on sales and profits. For purposes of evaluation, three key categories are considered:

- **Proprietary Brands** – custom brands created for Seattle Coliseum
- **Local Brand Partners** – local market brands that are identifiable and synonymous with Seattle
- **Iconic National Brands** – compelling and established brands with curb appeal

Each category: proprietary, local and national brands have options and flexibility for a variety of business scenarios from subcontractors, licensee, fee deals and more. Following are some examples from each category.

“Paradigm Talent and Literary Agency has always maintained a strong relationship with AEG venues and we enjoy the first-class service and experience that our acts receive when playing their venues.”

–Larry Webman
Paradigm Talent Agency



PROPRIETARY BRANDS CUSTOMIZED CONCEPTS

Based on AEG's experience and track record in the industry and the market, we are in tune with the ebb and flow of event-goer preferences and desires, in addition to emerging industry trends and business needs. We can pull together internal and external resources to create new propriety concepts owned by Seattle Coliseum that are reflective of its food culture and pride.

ICONIC LOCAL BRAND PARTNERS

To create a truly unique and authentic experience for guests, AEG plans to embrace and punctuate the food program with established to emerging local partners including:



Our strategy includes collaborating with local business owners and artisans to give Seattle Coliseum guests a true taste of the city. These hometown companies will be highlighted throughout the Coliseum food journey.



POPULAR NATIONAL BRANDS

Providing recognizable street appeal, national brands help balance the overall food programming. From the standard top performers, such as Starbucks, a local brand launched to national brand status, AEG has great relationships and previous experience to leverage at Seattle Coliseum.

BRAND RELATIONSHIPS

Programming the food experience with local fare and flair allows us to include specialty niche, local and regional products that elevate the overall experience. It is also a way to engage with minority and women-owned businesses. Other relationships may be structured as licensee, fee deals or variations of these standard types.

Given AEG's strong track record for sourcing and creating local partnerships along with developing proprietary brands and holding national brands alliances, we look forward to strategically programming the Seattle Coliseum food and beverage spaces with innovative concepts to drive experience satisfaction and to grow revenue.



AEG MARKETING

This facility has been called many things: Washington State Coliseum, Seattle Coliseum, and KeyArena at Seattle Center. But, no matter its name, it has become a home to fans of all types in Seattle and the state of Washington. To build on this foundation and move Seattle Coliseum into the future, AEG suggests as the overall positioning statement of **“Community-Content-Creativity”** for marketing and booking the facility. The 3Cs will guide all departments to make cohesive decisions that will differentiate and elevate the Arena as the ENTERTAINMENT DESTINATION above all others.

Community – The community will be engaged!

Content – The events taking place will be numerous and diverse!

Creativity – The use of the Arena will be unique!

THE MARKETING PLAN WILL:

- Position the Arena with the 3 Cs
- Showcase the Arena’s unique capabilities to potential users and guests
- Create foundational marketing tools which will play an integral role in the communication and promotions of the facility
- Bring sizzle and spotlight to Seattle and ensure the Arena is recognizable to residents throughout the state, across the country, and around the world
- Create memorable events at the Arena which will play into Washington and Seattle’s unique and diverse culture

Our marketing approach will focus on the 3Cs—Community-Content-Creativity—which will drive all strategic decisions from the marketing department. The marketing department will operate under a plan that will differentiate the marketing of the Arena, working with Seattle Center and marketing the specific content that is programmed. These initiatives will coexist and complement each other; however, they will be funded separately through the venue marketing operating budget and show-specific marketing budgets.

DIGITAL MARKETING STRATEGIES

The Seattle Coliseum marketing team will specialize and place heavy emphasis in digital marketing to reach consumers directly. AEG has made significant investments in the development of a global customer database and most our digital marketing efforts are aimed at increasing both the quantity and quality of the database and its relevance to each local market.

SOCIAL MARKETING – SOCIAL CHANNELS AND OUTREACH

SOCIAL MEDIA APPROACH

Social media creates a conversation that inspires loyalty to Seattle Coliseum. Seattle Coliseum currently has 30,324 Facebook “likes,” 5,167 Twitter followers, and 2,522 Instagram followers. AEG will maximize opportunities to increase event and Seattle Coliseum awareness by maintaining an environment on social media platforms in accordance with the style of each and increase the traffic to the Arena's pages.

SOCIAL MEDIA PRACTICES

- Developing and executing engaging conversations with our audience in a relatable voice enabling Seattle Coliseum to extend its reach and influence
- Creating event announcements and listings on all Seattle pages
- Encouraging “likes,” “re-tweets” with sweepstakes, access to exclusive presale opportunities, and receiving special offers
- Keeping social media fun and interesting by using Instagram and SnapChat to capture unique experiences as they happen live
- Interact with Arena customers as they post to Seattle Coliseum to provide real-time customer service
- Staying on top of the ever-changing Social Media landscape by strategically analyzing emerging platforms as they become important to live entertainment audiences
- Cross promote Seattle Center and the many arts organizations on campus, to not only support their promotional efforts, but also provide Seattle Coliseum audiences localized and engaging content



AEG managed integration tools enable scheduling of social media content and integration of feeds within various types of social media. Using these tools and our best practices, the Arena will have automated and integrated campaigns which will keep them focused and topical to sell tickets and enhance the brand.

INFLUENCERS

AEG knows how to identify the most influential fans by each respective social platform and by interest community. The Arena will acknowledge and treat these fans like VIPs, providing unique content to syndicate to followers, as well as opportunities for special promotions—on-sale information, presale password reveal, first looks, Q&As, takeovers and more.

DIGITAL MARKETING

- **Audience Targeting**
 - o Once having established and populated a database specific to Seattle Coliseum customers, the arena marketing team will use programmatic campaigns utilizing email and audience data from past ticket purchases to target fans with video, exclusive content (articles, photo galleries, Q&As), banner ads, audio streaming and social ads
- **Remarketing**
 - o With a pixel placed on the arena and ticketing pages we can re-target and serve ads to fans across multiple platforms. The Arena will expand this reach by creating lookalike audiences and will target previous ticket buyers.
- **Search Engine Marketing**
 - o Maximizing the placement of Seattle Coliseum in search engine results is critical to deliver fans to who a) generally want to learn more about the arena; b) want specific event information; and, c) direct them to the authorized and primary on-line ticket purchase location

EMPLOYEE SPOTLIGHT

ROSEMARY SELLE

*Director of Marketing
AEG Facilities, KeyArena*



As the Director of Marketing for AEG Facilities at KeyArena, Rosemary is responsible for developing and executing strategic marketing and communications plans on behalf of KeyArena and its many clients, promoters and event producers. Rosemary oversees all tactical marketing assets for the venue including web, social media, email marketing, and other in-venue and campus resources. She works closely with Seattle Center to promote and preserve KeyArena as the premier live entertainment venue in the Pacific Northwest.

FULL SERVICE MARKETING AND PUBLIC RELATIONS PROGRAMS

The Marketing team will provide full-service marketing and public relations programs to its clients. Its daily duties will surround the execution of marketing plans for specific events. This involves working closely with local and national promoters to ensure maximum ticket sales. These efforts will save costs through more efficient use of advertising resources and can bring value to existing customers through special offers.

RESEARCH THE MARKETPLACE FOR DEMAND

For concerts, this involves contacting local radio stations for playlists, diving into geo-targeted music streaming data, promotional interest as well as finding out if there is time available on the station(s) for interviews and media purchase. The AEG Marketing team will leverage the strong media relationships it has already built over many years in the Seattle market, to provide strong market intelligence for arena clients.

TICKET PRICING AND SCALING

Once research has been done and the event (concert, family show, sporting or special event) has been confirmed, the marketing team will be asked to give input on pricing and scaling based on the data from that research. In this area, they work very closely with local, regional and international promoters, acting as the local “experts” to help drive proper ticket pricing and positioning.

PREPARING PAID MARKETING PLAN

In conjunction with the promoter, once the individual event’s marketing budget has been set, the marketing team works to create the overall marketing plan, with an emphasis on the types of media that will be purchased (radio, TV, print, digital, social, and out-of-home).

SETTING UP PROMOTIONS

In conjunction with the purchased media plan, it is critical to construct a promotional campaign, which focuses on extending the media purchases by creating innovative promotions for each of the respective media partners. Exclusive access, bonused inventory, ticket giveaways and contests provide elements to the media partner that can be used to extend the value of the purchased media. And, with existing relationships with local community partners such as: the Space Needle, Seattle Center Monorail, Seattle Children’s Museum, MoPOP, and the Pacific Science Center, and many others, AEG can bring even more promotional value outside of media promotions to arena clients.

PRE-SALE OF TICKETS

The marketing team is tasked with creating and managing the venue's plan for launching the ticketing sales plan. Offering exclusive "first access" to the arena's database, Seattle customers, corporate partner customer bases gives the promoter and Arena an advance on the ticket sales process and, if successful, can have a positive impact the event's marketing budget. Effective pre-sales can also bring added value sponsors and other constituents of the Arena.

POST-ON SALE ANALYSIS/RE-TOOLING MARKETING PLAN

Immediately following the on-sale campaign and ticketing presales, the Arena's marketing team will review ticket sales, geographically sorted reports on ticket buyers and daily sales trends to dynamically determine if changes need to be made to the rest of the campaign. This allows for the marketing team and the promoter to adjust the media mix and the marketing budget and thereby increase effectiveness.

EVENT POST ANALYSIS

Upon completion of every event the marketing team will prepare a post-event analysis which examines all aspect of the above-listed marketing elements to determine the return on investment and overall effectiveness of the marketing campaign. This is a process that AEG has created and refined over thousands of events to provide the promoters a service that no other entity in the arena industry can match.

SYNERGIES WITH SEATTLE CENTER AND FUTURE ARTS & CULTURE DISTRICT

AEG has a proven track record of working with first class Arts & Culture Districts around the world to create synergies with the arena and local businesses. From The O2 in London to STAPLES Center and L.A. Live in Los Angeles, AEG works with local businesses and community groups to enhance the customer experience and drive traffic.

AEG will implement its comprehensive marketing and business development platform to enhance the synergies between the Seattle Center and future Arts & Culture District and Seattle Coliseum for all fans attending events at the district. AEG activates the platform for all arena events and on non-event days designed to increase foot traffic for the district, drive fans to the restaurants and stores and increase branding and exposure for the arena and district.

“Having worked with other operators before, AEG now provides our company and Wembley Arena with a company which has comprehensive resources from which to fulfill our vision for the venue, our new adjacent retail district and Wembley Stadium.”

—James Saunders
Chief Operating Officer, Quintain

Seattle Center and future Arts & Culture District businesses and community groups will be a part of the marketing and business development task force designed to discuss, strategize and implement marketing programs to drive traffic to the district throughout the year not just on arena event nights. Highlights of the Seattle Center and future Arts & Culture District/Seattle Coliseum business development program include:

- Discussion of future arena event bookings and attendance estimate
- Event recaps with District partners
- Traffic builders for the property
- Strategic initiatives

Examples of successful programs and campaigns that AEG has implemented at other venues and arts and culture districts include:

- Event and restaurant packages
- Event and hotel packages
- Event promotions such as event discount with local store purchase, enter-to-win opportunities and scavenger hunts
- Before game parties
- Viewing parties
- District advertising on print-at-home tickets
- Local store advertising signage as customers leave the venue
- Including district restaurants on emails sent to ticket holders one to two weeks before the event, "Know Before You Go" emails
- Area on venue website and app highlighting restaurants and after event options
- Push notifications from the Arena app: restaurant reminders before the event, geo-targeted notifications close to the event letting patrons know which restaurants still have availability, post event notifications with discounts
- Dark Day events
- Special initiatives

All of these campaigns and programs are supported by the Arena in conjunction with Seattle Center and future Arts & Culture District.

AEG partners with arts and culture districts throughout the world with shared events, cross marketing and activation to increase foot traffic and sales for all stakeholders.

EVENT AND RESTAURANT PACKAGES AND PROMOTIONS

Event and restaurant packages and promotions drive traffic to local restaurants. They are marketed in advance of the event at the restaurants and through the venue's and restaurant's social media accounts and digital marketing. If the offer applies after the event then it is marketed at the venue during the event.



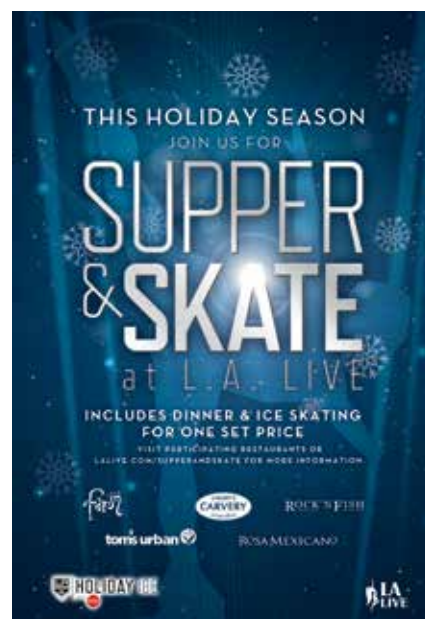
Guests receive a discount at the restaurant before or after the show by showing their ticket.



Event and restaurant package that is purchased in advance and usually provides a discount to the guest. This example was conducted by the group sales department. It can also be set up in advance online as well.



Event and restaurant promotion provides brand exposure for the local restaurant encouraging guests who did not win the promotion to dine there.



Event and restaurant package is available at the restaurant the day of the event and is discounted by both the restaurant and event using a specific menu and a voucher is given to the guest to redeem at the event, enabling this package to be a last minute decision.

EVENT AND HOTEL PACKAGES AND PROMOTIONS

Event and hotel packages and promotions drive traffic to partner hotels and create positive branding. They are marketed in advance of the event at the hotel and venue and through social media, hotel and venue websites and digital marketing.



Hotel discount is driven through event messaging digitally and socially creating sales for the hotel.



Hotel and event promotion that creates excitement for the event and positive branding for the hotel.



Hotel and event promotion advertises the event and the amenities of the hotel increasing sales for both.

EVENT AND LOCAL BUSINESS PROMOTIONS

Event and local business promotions drive traffic to local businesses. They are marketed before the event through social media, digital, print, radio and television depending on what entities are involved.

Receive a Gift...

JUST FOR SHOPPING WITH US

GIVE THE GIFT OF CHOICE!
THIS HOLIDAY SEASON!
 Purchase a Shopper gift card valid at participating stores and restaurants at The Shoppes at Arbor Lakes from the gift card kiosk in the public restroom vestibule!

FRIDAY, NOVEMBER 27TH
 Spend \$100 on 37TH November 27th at The Shoppes at Arbor Lakes and bring your receipt to Guest Services before 1:00 PM to receive a \$20 Shopper's at Arbor Lakes gift card!
**One card per guest, while supplies last.*

SATURDAY, NOVEMBER 28, SUNDAY, DECEMBER 2
 Receive a ticket voucher* to Setaside Street Live "Make a New Friend" at Target Center January 15 & 16, 2016 when you spend \$120 or more at any Shoppes stores or restaurants.
 Present same-day receipts at Guest Services to receive your voucher. Ticket value is \$27.50.
**Limit one ticket voucher per guest, while supplies last. Ticket vouchers are redeemable for select performances at the live office.*

MONDAY, DECEMBER 7 - FRIDAY, DECEMBER 10
 Spend \$160 at any stores or restaurants at The Shoppes at Arbor Lakes and present your same-day receipts at Guest Services to receive a \$20 Shopper's at Arbor Lakes gift card!
**Limit one card per guest, while supplies last.*

Guest Services is located in Building D behind Lane Street next to the parking ramp. Parking Hours are Monday, Tuesday, 8:30am - 5:00pm, Wednesday - Friday, 8:30am - 4:00pm, Saturday, 10:00am - 4:00pm, Sunday, 10:00am - 3:00pm.

1445 N. BIRD CREEK, HUNTSVILLE
 ALABAMA 35895

PRECUT
 STANDARD
 64 POSTAGE PAID
 TNM 0125 994
 PERMIT NO. 38887

Partner with a mall or shopping complex to offer a free ticket or voucher when a certain amount is spent at stores and restaurants. This drives spending by the customer and sells additional tickets when the single voucher is redeemed.



CIRQUE DU SOLEIL
DRALION™

SEPTEMBER 19-23
TARGET CENTER

SAVE \$10* - SEE BACK FOR DETAILS
cirquedusoleil.com

OFFICIAL SPONSOR:




SAVE \$10 per ticket
to see *Dralion™* from
Cirque du Soleil®!



USE CODE: LIPTON
at Ticketmaster.com,
Ticketmaster outlets and
Target Center's box office.

*Excludes peak performances.
Not valid on Front Row or Premium tickets.
Valid 8/30 - 9/21/12.
Excludes all subject to availability, and this offer is not valid with any other discount or offer.
©2012 LPTOR, a registered trademark of the Lipton Division of Unilever.
For full details, visit lipton.com/cirque or call 1-800-950-9500.

Retail promotions at grocery and convenience stores offer a discount to the event and give positive branding to both the store and the partner product.

NEW Boot ARRIVALS!

Over 1000
MORE!

You're Invited to...
EXPLORE THE
**FALL 2013
SOREL COLLECTION**

VIEW THE SCHEDULE

Stop in to your neighborhood Schuler Shoes and
REGISTER TO WIN a pair of snow boots too!

Donny's Marie
CHRISTMAS
IN MINNEAPOLIS
DECEMBER 21, 2013
7:30 PM

TARGET CENTER
MINNEAPOLIS, MINNESOTA

Sole Perspective: *A Blog by Cathy Mahoney*

Do You Get a Kick Out of Your Boots?

Moving into boots into the marketplace... *Bill Mag*

You May Have Missed...

GET IT: CROSS TRAINING TO AVOID INJURY (Guest: Joanne D., President of Our Own Orthopedics) ... FALL 13/2013
GET IT: CANCEL TRAVEL AND PAY FOR ADVERTISING (Guest: The Right Shoes, The Right Shoes and the Right Shoes) ... FALL 13/2013
GET IT: BONUS NEWS (Guest: FROM THE FALL COLLECTION) ... FALL 13/2013

Schuler Shoes
The Warmth of Your Feet
www.schulershoes.com

STEP INTO ONE OF OUR 8 NEIGHBORHOOD LOCATIONS:
 Bloomington/Southtown Center | Burnsville Center in front of Dick's
 Maple Grove or White Street | Roseville the New Mall across the Mall from Barnes & Noble
 In Cloud North and of Target parking lot in Crookston Center next to Target's
 St. Louis Park Marketplace | Wayzata Center Square | Woodbury (between 34 and Henderson St.)

Event promotions drive traffic directly to the store increasing the likelihood of customers making a purchase while entering-to-win the event tickets.



JOHNSON vs MORAGA

SAT. JULY 27

TEXT UFC TO 77999

FOR YOUR CHANCE TO WIN AN
ULTIMATE FIGHTING CHAMPIONSHIP® FAN EXPERIENCE:



Official Corn
Nuts® of the
UFC






• 3 photos in this Octagon™
 • Meet and Greet with Fighters
 before the world-class
 • Preferred seating on the inside
 • 2 Hour meet & greet on the inside
 • Free Moraga LIVE at KeyArena
 on July 27th!

Maximum Prize Value: \$1,000. Odds: 1 to 1. Sweepstakes ends 11:59 PM on July 27, 2011.

FREE

(up to \$1.79)

CORN NUTS 4 oz.
 when you buy ONE (1)
CORN NUTS 4oz.



Deadline to enter is July 19 at 11:59 PM. One award only. 11,000 enter will be drawn to produce 100 winners. The 100 winners will be split into two groups of 50. Each group will be drawn separately. Prizes will be awarded on August 22, 2011. Prizes will be awarded with the exception of the prize of preferred seating, as seating is sold. 20% of prize pool will be donated to the American Cancer Society. Winner must be a legal resident of the United States. Void where prohibited. ©2011 Corn Nuts, Inc. All rights reserved. Corn Nuts, Inc. is a registered trademark of Corn Nuts, Inc. All other trademarks are the property of their respective owners. KeyArena is a registered trademark of KeyArena LLC. All other trademarks are the property of their respective owners. KeyArena is a registered trademark of KeyArena LLC. All other trademarks are the property of their respective owners.

Retail promotions also build potential customer lists that can be used by both partners.

FAN FESTS AND VIEWING PARTIES



Fan Fests can take place for sports celebrations, launching the season, ending the season or special events. They can take place either at the arena or the entertainment district and drive traffic to the entertainment district by bringing thousands of fans together close to local businesses and community groups who offer specials, decorate for the occasion and have team/event giveaways.



Viewing parties are communicated by the team/event as well as the partner restaurants and bars. Merchandise and signage are used to create the atmosphere and discounts are given to fans.

“KNOW BEFORE YOU GO” EMAILS

Emails are sent to ticket holders in advance of the event. These emails remind guests of the event and share important information such as show times, directions and venue information. They are also an opportunity to drive traffic to local restaurants and bars.

Target Center
 To: cmcginn@targetinteractive.com
 Reply-To: Target Center
 Text Send - Looking Forward to seeing you at Dead & Company ft. John Mayer!

Target Center
 Looking Forward To Seeing You!

DEAD & COMPANY
 MONDAY, NOVEMBER 27, 8:00 PM
 STAPLES CENTER

Dead & Company ft. John Mayer
 1 Nov 27 - 8:00 PM

Target Center's staff are looking forward to seeing you at Dead & Company ft. John Mayer! The show will start at 8pm. There is no opening show-up on 7pm.

Parking Passes Now Available!
 Through our partnership with **Parking Panda**, you can purchase official parking passes at nearby lots and garages (KJ&K), the event, before start as late as 5PM. Buy your [parking pass](#) now!

Campus Parties
 Social, non-professional cameras are allowed. Cameras with professional lens, professional camera, and video recording devices are not allowed.

For additional information about prohibited items, please visit our [Items Prohibited](#) page.

For the safety of our guests and staff members, metal detectors are to use at all entry points. Items that must be placed on the security table for inspection include: bottles, diaper bags, cell phones, keys, cameras if allowed by the event, and other items designated by security. Items that may be kept on your person include: cash, your ID, bag, medical items, etc. For more information, please visit our [Items Prohibited](#) page.

Arrival at Target Center
 Target Center is located in the historic **Staples Center** building downtown Los Angeles. To please allow yourself plenty of time to park and experience downtown are just some activities, shopping, and dining.

Enjoy the show!

WWE HELL IN A CELL
 Sunday, October 25
 Doors open at 3:30 PM
 Show starts at 4:30 PM
 All times are subject to change

Please plan your trip carefully and allow extra time to arrive on time for the event. If this is your first time visiting Staples Center, please read our [Guest Services](#) page.

STAY CONNECTED WITH FREE WIFI
 Free public WiFi is available for all attendees. Select "VerizonWiFi" from the list of available networks when you arrive.

DOWNLOAD OUR FREE MOBILE APP
 Your Personal Guide to Staples Center View detailed information on events, tickets, parking, directions, concessions, and much more with the [Staples Center app](#). Available on the Apple Store and Google Play.

FOLLOW US: f t i s

NITRO CIRCUS LIVE
 NOV. 6 - 7:30 PM

DISNEY ON ICE: FROZEN
 DEC. 9 - 14

BEFORE THE SHOW
 STOP BY THE MIXING ROOM, LOCATED JUST STEPS AWAY FROM STAPLES CENTER, TO CELEBRATE BEFORE THE SHOW!

STAPLES Center - 1111 S. Figueroa St. - Los Angeles, CA 90015 USA - [info](#) [directions](#)

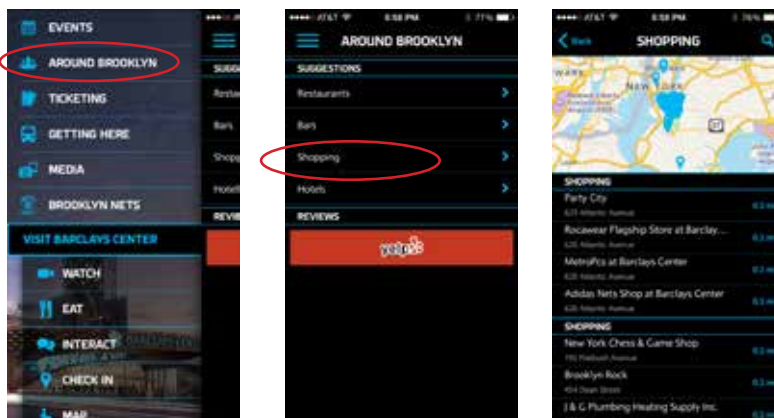
VENUE WEBSITE

Venue websites list and provide links to partner restaurants, bars and hotels to increase traffic to these locations by event guests.

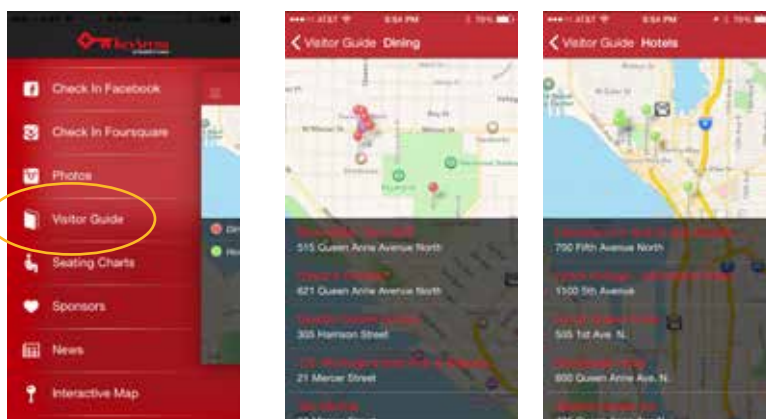


VENUE APP

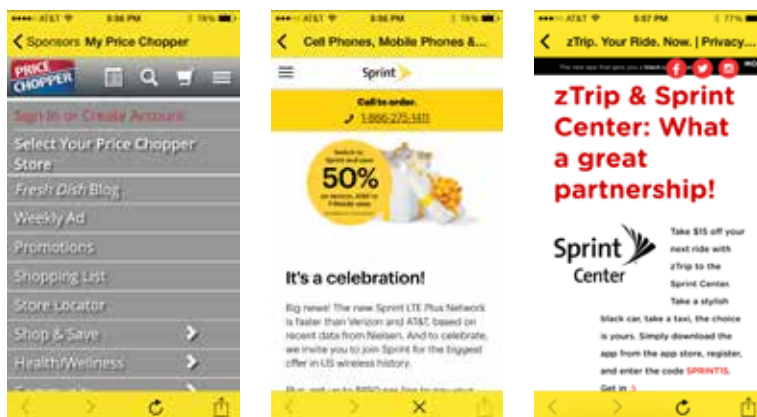
Venue mobile apps provide partner restaurants, bars, hotels and shops a listing, a map and an opportunity to provide special offers. Venue mobile apps are promoted by the venue through social media, emails, venue website and on premise signage and digital messaging.



Around Brooklyn provides maps and listings of restaurants, bars, shops and hotels.



The Visitor Guide provides maps and listings of partner restaurants and hotels.



Special offers displayed on the app allow purchases to be made instantly.

GRAND OPENING & RE-OPENING PLANS

AEG believes that a grand opening/re-opening exists over a period of time, not just in one single event. This allows for a large and diverse group of people to experience the re-opening of the Seattle Coliseum.

AEG has opened elite venues worldwide to much fanfare. AEG Marketing and Event Connect Network will work together with the Antel Arena marketing staff to create pre-opening and opening events that will ensure that the community, industry, and worldwide media take notice of the Arena. The following are Case Studies of Grand Opening arena events that AEG has created to open venues throughout the world.

T-MOBILE ARENA

Las Vegas, Nevada • Opened April 2016

T-Mobile Arena is a world-class, \$375 million, 20,000 seat, indoor arena which opened in April 2016 complete with Toshiba Plaza, an adjacent two-acre outdoor entertainment space. After months of planning and construction, the state-of-the-art Arena celebrated its grand opening with a concert headlined by local legends, The Killers, followed by a show the next night with Nicki Minaj and Ariana Grande. Nearing its one-year anniversary, T-Mobile has had a busy schedule hosting UFC, Guns n Roses, Bon Jovi, Drake, The Rolling Stones and many more.



VIDEOTRON CENTRE

Quebec City, Quebec • Opened September 2015

Videotron Center (Centre Vidéotron in French) is the \$400 million dollar 18,000 seat arena which is the crown jewel of Quebec City and the home for Remparts hockey, first class concerts, family shows and special events. The Videotron Center opened its doors in September 2016 with rock-legends Metallica who partnered with Budweiser and created a limited edition “Metallica-Brewed” beer. Madonna performed later in the week for another sold-out performance and ended the week with an NHL pre-season game featuring the Montreal Canadiens.



ACCORHOTELS ARENA

Bercy, France • Opened October 2015

The AccorHotels Arena is Paris' premiere entertainment venue. Following an 18-month, €140 million renovation, the arena's capacity has increased to 20,300 seats and includes a new main hall with experiential partner spaces, restaurants and bars. Featuring 54 luxury suites and 2,000 square meters of VIP lounges, the venue is host to the ATP Paris Masters and home to numerous national and international sporting and championship events. Additionally, the arena hosts several concerts a year including shows by U2, Madonna, Muse, Foo Fighters, Scorpions, David Guetta, Johnny Hallyday and Janet Jackson, among others.



BARCLAYS CENTER

Brooklyn, New York • Opened September 2012

The 19,000 seat Barclays Center is home to both the NBA's Brooklyn Nets and NHL's New York Islanders. Barclays Center opened with 8 sold out concerts by a local Brooklynite, Jay Z. Stars walked the black carpet to enter the venue. The show started with a slide show recounting aspects of Brooklyn history, including the Brooklyn Bridge, the Beastie Boys, Ebbets Field and finally the Brooklyn Nets and then Jay Z took the stage for an unforgettable performance.



STAPLES CENTER

Los, Angeles, CA • Opened November 1999

STAPLES Center opened with fanfare with a community festival, gala, and Bruce Springsteen concert. The day before the opening 15 religious dignitaries blessed the venue prior to the ribbon cutting ceremony. Since opening, STAPLES Center has established itself as the sports and entertainment center of the world. It is home to four professional sports franchises and annually hosts world-renowned artists on its stage such as Kanye West, Adele, Paul McCartney and more.



SPRINT CENTER

Kansas City, MO • Opened October 2007

Sprint Center's ribbon cutting ceremony featured musical delights from the Kansas City Symphony as well as speeches from local dignitaries and a special appearance by Garth Brooks who performed 9 sold out shows the next month, including one show that was simulcast live to movie theaters around the country. Sprint Center honored its opening date by keeping the arena open for self-guided tours until 10:10 PM and issued tickets from the box office for entry to their Open House. Sprint Center accepted a \$5 suggested charitable donation to the National Association of Basketball Coaches Foundation at the discretion of each guest.

On Saturday, October 13th the first concert, Elton John, in the venue was held. A brief fireworks show immediately followed the conclusion of the concert.



THE SSE HYDRO

Glasgow, Scotland • Opened October 2013

The 13,000 seat SSE Hydro opened with 4 sold out Rod Stewart concerts. The celebratory grand opening performance featured an appearance by his daughter, images of his Scottish father, the Celtic flag and kicking autographed footballs into the audience. The venue received the second highest naming rights revenue for United Kingdom arenas and is consistently placed within the top 10 worldwide venues for total Ticket Sales on Pollstar.



TELE2 ARENA

Stockholm, Sweden • Opened August 2013

The Tele2 Arena opened with a festival celebration with performances by several of Sweden's biggest acts. During the day there was a free outdoor festival with performances by local music artists, guided venue tours, and contests. The doors to the venue opened that night to 40,000 fans to see Kent, Lars Winnerbäck and Robyn and Zhala on the same stage for the first time in the same night, each holding an exclusive summer concert to celebrate the official opening of Stockholm's new arena. The concert was followed by an after party for concert ticket holders. Sten Nordin, Mayor and Madeleine Jöstedt, Culture and Property in the City Vice Mayor cut the ribbon and declared the arena inaugurated with Ninna Engberg, CEO Stockholm Globe Arenas before the start of the highly anticipated concert.



DAMAI CENTER

Dalian, China • Opened October 2013

The 18,000 seat Damai Center is the country's first ever government- owned arena with a naming rights deal. The venue was built to Olympic standards for the 2013 National Games of the People's Republic of China. It opened in star-studded fashion on October 2, 2013, with multi-platinum sensation Justin Bieber performing the arena's first show.



PALAIS 12

Brussels, Belgium • Opened September 2013

Located in the heart of Europe, the 18,000 seat capacity Palais 12 has the major advantage of being centrally located, offering an ideal acoustic, a unique and comfortable atmosphere, more than 12,000 parking spaces, an easy access by public transportation. Palais 12 opened with a free event for their fans. Patrons signed up on the venue website for free tickets to be among the first in the new arena and enjoy the Australian Pink Floyd. Instead of a traditional ribbon cutting, a giant start button was pushed from the stage which set off a light display that led into the live concert.



ALLIANZ PARQUE

São Paulo, Brasil • Opened November 2014

The 45,000-seat multipurpose arena opened with a series of events in Sao Paulo in November of 2014. After playing in a series of make-shift home venues, first-division club Palmeiras returned “home” for a match of 39,000 spectators. Less than one week later, Sir Paul McCarthy played for two consecutive nights for a total of over 90,000 fans. In addition to the three mega opening events, the arena hosted a football match for the construction workers, an open house for the neighborhood surrounding the venue and numerous invitation-only celebrations in the arena’s clubs.



AEG FACILITIES MARKETING & AEG MARKETING NETWORK

AEG Facilities currently provides marketing and PR support services for Seattle Coliseum. This experience at the Arena, with Seattle Center, and with the Seattle market is local asset that would be utilized in conjunction with the AEG Marketing Network.

Seattle Coliseum is presently activated into the AEG Marketing Network and will continue to be which will grow the profitability of arena events, the venue brand in the community and the industry, and continuously implement new technologies and marketing programs. The AEG Marketing Network aids venues with analytics, email marketing, website development, social media, media buying, public relations, group sales, promotions and grassroots campaigns. They work with other AEG divisions to stay at the forefront of the industry: AEG Live, AEG Creative, AXS, AEG 1EARTH, AEG 1FORCE, AEG ENCORE, and AEG 1COMMUNITY.

- All AEG Facilities marketers engage in a bi-weekly conference call to share ideas, concepts, and current marketing trends to increase sales and customer experiences
- Best practices are created and circulated on all topics and are constantly being added to with new technology, innovative ideas, and strategies
- AEG marketers work as a team directly with agencies and event promoters to create dynamic event marketing plans
- AEG marketers have great relationships with similar venues in their markets enabling co-promotion to similar audiences such as NBA, NHL, NASCAR, NFL, MLS, MLB, clubs, theaters, and performing arts centers

The AEG Marketing Network is comprised of the top facility and event marketers.



AEG DIGITAL SERVICES

AEG Digital Services excels in designing and managing sophisticated and cutting-edge technologies in the world's busiest and best venues. Our management and implementation of state-of-the-art venue technology is geared toward enhancing the fan experience. We do this by introducing the very latest in technology and implementation methods with the goals of maximizing revenues, improving data collections and utilization, enhancing the guest experience, and maintaining operational efficiency. We work closely with all the professional leagues to insure our technology standards meet or exceed their standards while providing AEG's internal requirement for best-in-class service.

BUSINESS INTELLIGENCE MAXIMIZES OPPORTUNITY AT THE O2 ARENA

CASE STUDY

The world's busiest arena and a London icon, as an AEG venue The O2 arena also has some rather unique business intelligence capabilities. Every event is unique and full of individual opportunities with the proper tools to identify them. AEG's coordinated Business Intelligence (BI) practice brings tremendous value as the tool to identify these opportunities.

BI analysis begins as soon as an event is booked at The O2 arena. Questions asked and analyzed include:

- What's the right timing for staffing to best support the event?
- What types of products will sell best?
- What will be the top selling products?
- What products will significantly over index to normal operations?

These are all questions that a general manager needs to know to impact the customer experience and improve overall revenue performance for the venue.

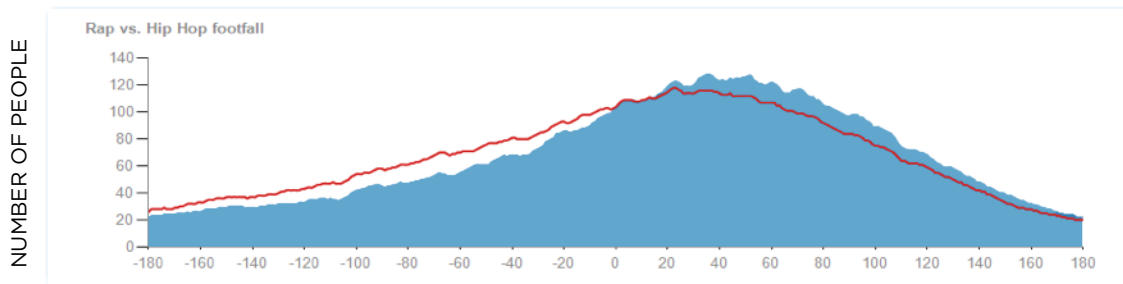
EXAMPLE OF UPCOMING HIP HOP CONCERT

Using a powerful business intelligence (BI) platform to gather and analyze a wide variety of historical information as inputs, sophisticated algorithms are run to glean insights and predictions that inform the venue operators on what they can expect.

STAFFING

The event is a Hip Hop/Rap concert on a Monday. The algorithms suggest comparing this event to not only other Hip Hop events, but also the more specific Rap genre concerts within the Hip Hop category as well. The two separate graphs below can help predict the “footfall” traffic versus the event timeline.

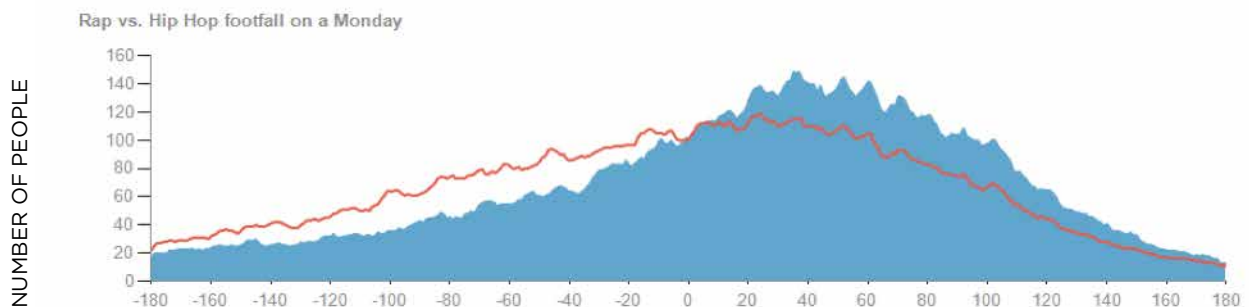
Event Timing: Footfall for Hip Hop and the sub-genre of Rap concerts during entry



Time before and after doors open

~~~~~ = Hip Hop      ■ = Rap

Event Timing: Rap and Hip Hop footfall for events that happen on Monday



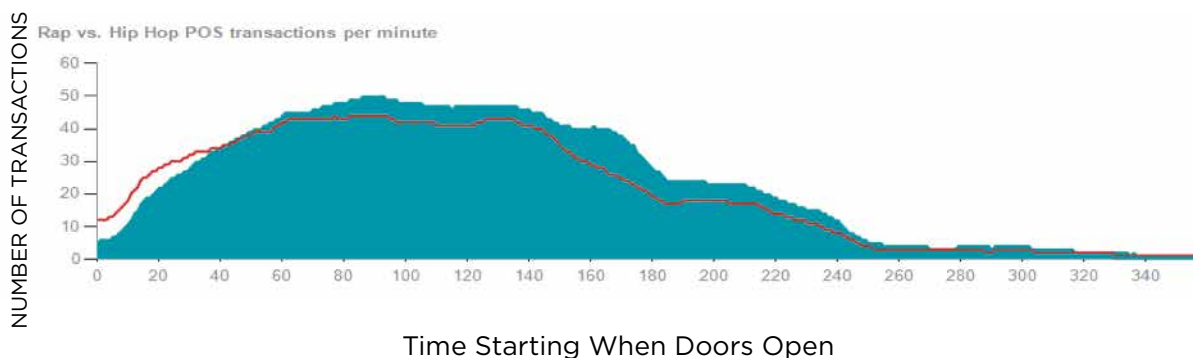
Event Timing: Rap and Hip Hop footfall for events that happen on Monday

The General Manager and support staff can expect to see a later arriving crowd relative to normal arrival patterns. This can help in both staffing as well as food preparation timing.

### POINT OF SALE TRANSACTIONS

The graphs below illustrate the pace of transactions at Point of Sale (POS) positions relative to the timing of the event.

Transaction Timing: Hip Hop and the sub-genre of Rap concerts during the event



Transaction Timing:  
Hip Hop and the sub-genre of Rap concerts during the event on a Monday



An interesting insight is that the Monday events are much more concentrated, meaning that the venue may want to staff more POS positions during these peak times and/or promote earlier or later transactions through offers or other means to spread the transactions, allowing for a better experience for the customer.

### PRODUCT TYPES

To determine what product types will sell best sales data from a wide set of products has been categorized to identify the categories that “over index” to normal operations. Hip Hop and Rap event types to guide the analysis. Note the colors used to highlight the degree of over (or under) indexing.

## OVER INDEXING PRODUCT CLASSES

| Product Class     | Predicted Spend per Head | Avg. Spend per Head | SPH Overindex | Product Penetration | Avg. Product Penetration | Penetration Overindex |
|-------------------|--------------------------|---------------------|---------------|---------------------|--------------------------|-----------------------|
| Cocktails         | £0.29                    | £0.15               | 1.91          | 3.8%                | 2.6%                     | 1.465                 |
| C-App/Side/ Salad | £0.13                    | £0.11               | 1.13          | 4.3%                | 4.1%                     | 1.052                 |
| Beer-Bottle       | £0.96                    | £0.85               | 1.12          | 22.1%               | 20.8%                    | 1.064                 |
| Beer-Draught      | £1.26                    | £1.27               | 0.99          | 26.2%               | 30.3%                    | 0.864                 |
| Main Concession   | £0.22                    | £0.49               | 0.45          | 4.5%                | 9.5%                     | 0.473                 |

## OVER INDEXING MAIN CONCESSION

| Product Class          | Predicted Spend per Head | Avg. Spend per Head | SPH Overindex | Product Penetration | Avg. Product Penetration | Penetration Overindex |
|------------------------|--------------------------|---------------------|---------------|---------------------|--------------------------|-----------------------|
| Chicken Caesar Wrap    | £0.03                    | £0.01               | 3.26          | 0.4%                | 0.1%                     | 3.039                 |
| Moms Bad Boy           | £0.04                    | £0.03               | 1.31          | 0.6%                | 0.5%                     | 1.202                 |
| Southern Fried Chicken | £0.03                    | £0.04               | 0.75          | 0.4%                | 0.7%                     | 0.660                 |

These additional insights are extremely helpful in allowing the venue to inventory the products most likely to be popular with the customers, driving both satisfaction and higher per cap revenues.

## TOP SPEND PER HEAD PRODCUT CLASSES

| Product Class    | Predicted Spend per Head | Avg. Spend per Head | SPH Overindex | Product Penetration | Avg. Product Penetration | Penetration Overindex |
|------------------|--------------------------|---------------------|---------------|---------------------|--------------------------|-----------------------|
| Beer-Draught     | £1.26                    | £1.27               | 0.99          | 26.2%               | 30.3%                    | 0.864                 |
| Beer-Bottle      | £0.96                    | £0.85               | 1.12          | 22.1%               | 20.8%                    | 1.064                 |
| Cocktails        | £0.29                    | £0.15               | 1.91          | 3.8%                | 2.6%                     | 1.465                 |
| Main Concession  | £0.22                    | £0.49               | 0.45          | 4.5%                | 9.5%                     | 0.473                 |
| C-App/Side/Salad | £0.13                    | £0.11               | 1.13          | 4.3%                | 4.1%                     | 1.052                 |

Understanding exactly what kind of products are going to be popular not only helps the venue operator inventory appropriate stores, is also allows the General Manger to consider other potential issues. For example, given a near 2:1 indexing on cocktail products, there may be a need to increase security personnel or perhaps engage local transportation companies to be prepared to handle a larger than normal number of fares. This could even be promoted within the venue or could present a sponsorship opportunity.

There are numerous examples of how a focused Business Intelligence and pattern analysis process can help a venue increase margins and improve customer satisfaction such as dynamic parking price adjustments and sponsorship insight opportunities. Combined with ticketing information on the customer, social media traffic and other third party sources can make the insights even more powerful. This is precisely the goal of offering a centralized Business Intelligence practice for the venues that we manage.

## EMPLOYEE SPOTLIGHT

**SUNNY SOHRABIAN**

*Environmental Sustainability Projects  
and Initiatives Manager*



Sunny manages projects for AEG 1EARTH, AEG's corporate environmental sustainability program. In this role, she works with AEG's worldwide portfolio of venues, festivals, sports teams, and other operations to measure and reduce the company's environmental impact. Additionally, Sunny manages AEG's corporate sustainability communications, including the production of AEG's annual sustainability report, and works to raise awareness of environmental issues among employees and guests. Sunny holds a Master's in Environmental Science and Management, with a focus in Corporate Environmental Management from UCSB's Bren School of Environmental Science and Management.

**ENVIRONMENTAL SUSTAINABILITY OPERATIONS PLAN**

AEG will implement AEG 1EARTH, AEG's industry-leading environmental sustainability program at the Seattle Coliseum. Through AEG 1EARTH, AEG identifies goals to guide company decision-making, measures and quantifies the environmental impact of its operations, and develops tools to improve its environmental performance.

For AEG owned and managed venues, we require several policies and procedures, and pass along recommended best practices to help venues reduce their environmental footprint and control costs. That said, we also work with local teams to implement the program in a way that fits the venue and its local market. In our experience, this "custom" approach leads to the best results because we focus on strengths and high-value opportunities to reduce environmental impact and save money. At the Seattle Coliseum, we will tailor our approach to the venue and the City's priorities, with particular focus on fan travel to and from the venue, GHG emissions reductions, food donations, and waste diversion.

**ENVIRONMENTAL POLICY**

AEG has a corporate environmental policy that is signed by our CEO, Dan Beckerman, and posted on our internal website. At the Seattle Coliseum, we would also develop a venue specific environmental sustainability policy that addresses the arena's specific operating environment and would require that this policy be posted in the front office and distributed to all full-time and contract employees.

**AEG ECOMETRICS**

Data collection is the foundation of any environmental sustainability program and a key component of any well-run sports and entertainment venue.

AEG Ecometrics is AEG's environmental performance tracking system. AEG tracks up to 83 data points each month for all its owned and managed venues worldwide. These data points cover the spectrum of venue operations, from energy consumption to food composting.



AEG will audit the arena's operations and determine which of these data points apply to venue operations. Once the applicable Ecometrics are identified, we will then identify a key point of contact that has responsibility for tracking and reporting this data each month.

Like all AEG venues, Seattle Coliseum would report its Ecometrics to AEG's corporate sustainability team using a tool called Resource Advisor. Resource Advisor is a web-based sustainability management platform that allows AEG venues to store and analyze their historic environmental performance data.

Collecting environmental data will also support venue management by identifying potential areas of concern and tracking how the venue is performing over time. Collecting this sustainability data will allow Seattle Coliseum to illustrate its environmental footprint to its stakeholders, like interested members of the public and potential clients. For example, this system can support Seattle's benchmarking program and any future efforts to pursue LEED or other building certification.

### ENVIRONMENTAL GOALS

AEG's 2020 Environmental Goals are in line with the City of Seattle's Green House Gas (GHG) Emission and Waste goals and are as follows:

#### GREEN HOUSE GAS EMISSIONS

**Goal:** Reduce GHG emissions across all operations by 3.2% per year from 2010 to 2020

#### WASTE

**Goal:** Divert 70% of waste from landfill across all operations by 2020

#### WATER

**Goal:** Reduce potable water consumption use at water-stressed sites by 2.3% per year from 2010 to 2020

As an AEG-managed venue, Seattle Coliseum would work in pursuit of these goals, AEG has a strong interest in minimizing, to the best degree possible, waste and pollution resulting from venue operations.

In addition to these corporate goals, we also encourage venues to set their own sustainability goals. AEG will work with the City of Seattle to determine whether there are any specific areas of concern in this area, and develop appropriate sustainability goals to drive peak performance.

## EDUCATION AND COMMUNICATION

AEG's experience to date has demonstrated that people are the key to successful sustainability initiatives. That's why AEG incorporates sustainability into employee training programs and works to help employees understand the environmental impact of their jobs.

At the Seattle Coliseum, we will:

- Train staff on all legal and regulatory requirements pertaining to environmental sustainability;
- Train staff on details of venue's environmental policy and how to minimize environmental impacts of venue operations; and
- Support creation of an employee "green team" to empower employees to get involved in environmental sustainability

With the high visibility of venues and events, sports and entertainment businesses like Seattle Coliseum have a unique platform to raise public awareness of environmental sustainability issues. AEG reaches these audiences by distributing environmental messaging in venues, online and through social media, as well as hosting awareness raising events for Earth Hour, Earth Day, and America Recycles Day.

At Seattle Coliseum, we will:

- Celebrate environmental holidays like Earth Hour, Earth Day, and America Recycles Day, and others, if desired;
- Include information about Seattle Coliseum's environmental sustainability program and accomplishments on the venue's webpage;
- Include information on responsible personal transportation options for visiting the Seattle Coliseum, from walking, biking, public transportation, electric vehicle charging, and ride-sharing on the venue's webpage;
- Use social media to engage with audiences on environmental sustainability issues; and
- Put up appropriate signage throughout the venue to highlight environmental sustainability programs and to inform and educate guests.

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“Given the number of venues it operates, the intelligence of its ecological goals, and the transparency of its sustainability report, AEG leads the world of sports venue operators when it comes to sustainability.”

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—Allan Hershkowitz, Ph.D.  
Founding Director, Sports and Sustainability International

## STAPLES CENTER

STAPLES Center, home to four professional sports franchises including the Los Angeles Lakers, Los Angeles Clippers, Los Angeles Kings and Los Angeles Sparks is one of the most energy efficient multi-purpose arenas in the U.S. The arena maintains ISO 14001 certification for its Environmental Management System (EMS), which helps reduce the environmental impacts of STAPLES Center's day-to-day operations.

STAPLES Center has a 346-kilowatt roof-mounted solar array and in 2014 became the first US NHL arena to install LED sports lights. On November 19, 2015, Former Vice President Al Gore and other dignitaries joined AEG executives to celebrate the arena's installation of a 500-kilowatt Bloom Energy fuel cell installation as a new element to reduce STAPLES Center's carbon footprint. The fuel cells supply roughly 25% of the arena's electricity, and reduce its greenhouse gas emissions by an estimated 2.2 million pounds each year, while also producing hundreds of thousands of dollars each year in cost savings. Through these combined projects, STAPLES Center can now generate up to 33% of its electric power needs using on-site energy generation.

In 2017, STAPLES Center partnered with the Los Angeles Kings to launch Kings Green, the LA Kings' official sustainability program. With the help of STAPLES Center's operations team, Kings Green addresses environmental issues like greenhouse gas emissions, water conservation, and waste reduction, all of which are listed as "2035 visions" under Los Angeles Mayor Eric Garcetti's LA City pLAn.



## T-MOBILE ARENA

In 2016 T-Mobile Arena in Las Vegas, Nevada, a joint venture between AEG and MGM Resorts International, became the first sports and entertainment stadium in Las Vegas to achieve Leadership in Energy and Environmental Design (LEED) Gold certification. AEG and MGM Resorts partnered together to implement a comprehensive environmental sustainability program to consider all major aspects of the building's construction and operations.

To minimize energy consumption, high-efficiency LED lighting and heating, ventilating and air condition systems (HVAC) were installed throughout the arena. Additionally, an on-site well provides all of T-Mobile Arena's irrigation water, reducing the demand on the city's local water supply. To further maximize water efficiency, low flow fixtures were installed throughout the facility, reducing estimated water consumption to 40% below what is required by code.

To help maximize waste diversion at the arena, the operations team placed single-stream waste bins throughout the concourse with signage stating, "We recycle for you." At the end of each event, the operations staff sorts and separates recyclables at the back-of-house loading dock.





## ORACLE ARENA

In 2015 Oracle Arena, home to the NBA's Golden State Warriors, achieved its Leadership in Energy and Environmental Design for Existing Buildings: Operations & Maintenance (LEED-EBOM) certification for the first time. The facility first opened in 1966 and is the oldest arena in the NBA. Oracle Arena exemplifies the enormous opportunity to reduce the environmental footprint of an older building through major renovations, technology upgrades, and smart operations. The arena implemented a wide range of projects to support its LEED application, like installing energy efficient lighting, upgrading plumbing fixtures to conserve water, and purchasing green janitorial supplies. Oracle Arena also scored points for public transit access, with a significant portion of employees and guests arriving to and from the arena by the Bay Area Rapid Transit (BART) system.



## TARGET CENTER

Target Center, home to the Minnesota Timberwolves and Minnesota Lynx, recently went through a major lighting renovation prior to the 2017 NBA season. The Target Center replaced its legacy sport lighting with new LED units, becoming the latest NBA arena to switch to LED. The new units reduced lighting demand by 85%, which will lead to sustained energy savings. The units also run cooler and exceed league and broadcast requirements for lighting quality.

Just prior to Target Center's 20<sup>th</sup> birthday in 2010, the venue installed a "green roof" at a price of \$6 million. Besides its environmental focus, a green roof will typically last three times as long as a conventional roof, thus ensuring a long life for Target Center.





## MERCEDES-BENZ ARENA, SHANGHAI

In 2016 Mercedes Benz Arena, Shanghai launched its new venue sustainability program, Mercedes Benz Arena Green (MBA Green) to help bring awareness to the 4.7 million fans who visit the arena and entertainment center each year. The program identifies new opportunities to reduce the venue's overall environmental footprint, while placing an emphasis on community and fan engagement.

The program's initiatives include:

- Conducting a deep analysis of existing operation equipment and replacing any outdated technology with more efficient products
- Utilizing reclaimed water from the HuangPu River as an alternative source to potable water for irrigation purposes
- Collaborating with Shanghai's Roots & Shoots Million Tree campaign to help educate the Shanghai community on how individuals can take small actions to make a large positive impact.









## ENERGY MANAGEMENT OPERATIONS PLAN

AEG will utilize its proprietary energy management program, AEG Energy Services, to effectively and efficiently manage energy and utility costs at Seattle Coliseum. AEG and Schneider Electric have co-developed AEG Energy Services, AEG's energy and utility management program that provides a suite of services for all of AEG's sites in North America, South America, Europe, and Australia. AEG Energy Services offers AEG venues complete support for supply-side and demand-side energy and utility needs, focusing on risk mitigation, cost reduction, and environmental sensitivity. For the market in Seattle, we will implement the following:

### SUPPLY SIDE INITIATIVES

#### DATA MANAGEMENT

AEG will deploy a utility bill management (UBM) platform to ensure all utility invoices are processed promptly, accurately, and housed in a centralized database. UBM service generally leads to reduction in fees and lower costs to process invoices. The UBM service also will indicate when bills are anomalously low or high, helping highlight any equipment malfunction or operational inefficiencies.

Invoices for electric power, natural gas, and water will be automatically uploaded to AEG's database on Schneider Electric's Resource Advisor web-based platform. AEG Energy Services will use the Resource Advisor tool to analyze trends in the arena's energy and utility consumption to track the arena's environmental performance and ensure that energy and utility costs are being optimally managed. AEG personnel at Seattle Coliseum will have access to the database for the same analyses and can create custom reports to support specific energy efficiency projects or management inquiries.

#### SOURCING

Where appropriate, AEG Energy Services provides strategic supply sourcing and management in deregulated markets. To the extent any commodity procurement opportunities exist, AEG will ensure that the arena will enjoy the most competitive rates for those commodities. AEG Energy Services will distribute Request for Proposals (RFPs) in the marketplace and ensure that only suppliers that meet certain quality criteria set forth by AEG, Seattle Coliseum, and Schneider Electric can participate.

#### BUDGETING

Utilities are a major cost for operating a large and complex venue. With uncertainty over future utility prices, weather, and event schedules, budgeting future utility costs can be a challenge. AEG Energy Services will develop budgets using historical and projected consumption, event schedules, rate data, and market forecasts. These budgets help minimize uncertainty and support planning for future financial cycles.

### DEMAND SIDE INITIATIVES

Through AEG Energy Services and AEG 1EARTH, AEG fosters a culture of energy efficiency and operational excellence. Minimizing demand for energy and utilities saves money and reduces the environmental impacts of stadium operations.

### DEMAND RESPONSE

Demand response programs offer several ways for venues to make money by agreeing to reduce electrical load during certain grid conditions. AEG Energy Services will support the arena in identifying and enrolling in applicable demand response programs, including conducting RFPs to find the best demand response providers in the market.

### UTILITY REBATE AND INCENTIVE PROGRAMS

Most, if not all, U.S. utilities offer a variety of rebate and incentive programs for commercial customers. AEG Energy Services will work with the arena to identify opportunities to leverage local utility programs that provide free or reduced-cost products and services to save energy.

### BEST PRACTICE SHARING

Studies have shown that poor operational practices can lead to energy waste, which has an impact on an organization's bottom line. AEG Energy Services fosters a culture of energy efficiency throughout AEG's global portfolio of venues by developing and sharing best practices and operational expertise within the AEG network. AEG staff at the arena will have access to this expertise, particularly interactions with other AEG-managed convention arenas. AEG Energy Services will leverage the company's expertise in managing these buildings to ensure that the arena is optimizing its energy consumption.

### ENERGY EFFICIENCY RETROFITS

AEG Energy Services will identify for Seattle Coliseum ownership the best technologies for energy efficiency retrofits, calculate applicable returns on investment, and work with AEG's Strategic Sourcing group to procure the most competitive retrofit products.

### EMPLOYEE SPOTLIGHT

#### JOHN MARLER

*Senior Director,  
Energy and Environment, AEG*



John oversees AEG's corporate environmental sustainability program and proprietary initiatives such as AEG 1EARTH and AEG Energy Services, AEG's corporate energy management program. Through AEG 1EARTH, AEG identifies goals to guide company decision-making, measures and quantifies the environmental impact of its operations, and develops tools to improve its environmental performance. AEG Energy Services supports AEG's venues by managing utility invoices, negotiating energy contracts, and providing project consultation on energy efficiency projects and renewable energy development. John serves on the Sustainability Committee of Claremont, California.

### ON-SITE GENERATION

In addition to energy efficiency, on-site generation can provide new revenue streams, hedge against utility cost volatility, and reduce a building's overall carbon footprint. AEG has developed on-site generation projects, such as solar photovoltaic installations, combined heat and power systems, fuel cells, and energy storage projects. Specific to the Seattle market, AEG intends to explore the feasibility of on-site energy storage. In our experience, a battery storage system will help the arena better manage its load profile and earn additional revenue by providing services to the local grid.



## TICKETING

AEG will distribute a Request for Proposal (RFP) for the ticketing system for the Seattle Coliseum to solicit competitive bids from interested companies to provide this system and service.

AEG venues across the world use a variety of ticketing systems, each one determined to best fulfill the needs of the venue and market.

## AEG MERCHANDISE

The FIFA World Cup. The Stanley Cup® Final. The NBA Finals. AEG Merchandise has been there and is the world's leading provider of every fan's favorite merchandise. AEG Merchandise supports over 50 sports teams and events, offering merchandising services to their fans, customers and employees across the globe, 24 hours a day...365 days each year. AEG Merchandise has one underlying aim—to give the world reason to cheer. With experience and expertise in retail, e-commerce, special events, buying, product development, warehousing and retail marketing, AEG Merchandise works closely with partners to maximize their merchandising revenue potential while providing a lasting memory to the fans.

AEG Merchandise recently announced a partnership with Tap. in2, a leading in-venue app that enables fans to purchase merchandise directly from their smart phones. Debuting in Los Angeles at STAPLES Center This technology provides Los Angeles Clippers, Lakers and Kings fans the unique opportunity to order official team merchandise from their smart phone and have it delivered right to their ticketed seat.

## EMPLOYEE SPOTLIGHT

### SEAN RYAN

*Vice President, AEG Merchandise*



Sean Ryan has more than 23 years of merchandising experience including 14 Super Bowls, 10 US Opens, 4 MLB All-Star Games, 4 NHL Premier Games, 3 NBA Finals, 2 World Series, 3 STANLEY Cup® Finals, an NBA All-Star Game, 2 FIFA Men's World Cup, 1 FIFA Women's World Cup, Confederation Cup, and multiple other large-scale events. He was appointed as Vice President of AEG Merchandise in 2006, and oversees all merchandise business operations. Sean believes that retail stores and merchandise play a critical role in how fans experience a brand. He and his team work closely with AEG's partners to maximize their merchandising revenue potential while providing a fun and lasting memory to the consumer.



## EMPLOYEE SPOTLIGHT

**JAY COOPER**

*Senior Vice President  
and Managing Director  
AEG Facilities Global Solutions*



Jay Cooper has a strong record of success in his 34 years of experience at major indoor and outdoor sports facilities, and has presented over 2,000 events in venues under his direction. As the Managing Director of AEG Facilities Global Solutions, Jay provides comprehensive management and planning services to sports and entertainment facilities worldwide. Jay brings extensive expertise as a facilities' development executive having led numerous projects around the world through planning, construction and operational stages. Jay has been involved with KeyArena since AEG began its partnership with the venue in 2008. He is the primary liaison between AEG and Seattle Center.

**AEG FACILITIES GLOBAL SOLUTIONS**

Building on its leadership position and unparalleled experience, AEG Facilities created Global Solutions. Global Solutions provides comprehensive management and planning services to sports and entertainment facilities worldwide. Global Solutions offers a full scope of customized solutions designed for owners and operators that are considering opening a new venue, as well as those already operating a facility. The group provides fully-integrated solutions and tailored packages of services, including post-construction review, operations support, capital planning, security review and guest services activation. AEG Global Solutions provides the connection between the venue and the many world class services offered by AEG. Global Solutions has unmatched experience in developing, owning and managing leading facilities uniquely equips us to meet the increasingly complex requirements of designing, constructing, operating and managing theaters, arenas, convention centers and stadiums. Its proven and proprietary solutions and services are designed to improve operational performance and optimize revenue generation potential for each facility. Each program can be customized to the unique needs of a venue, client needs and budget parameters.

## AEG ASSET MANAGEMENT

AEG Facilities will implement a two-level approach to capital planning and repairs and maintenance for the Seattle Coliseum. Both areas work together to establish a long-term successful operation.

## CAPITAL PLANNING

Our mission in developing short-term and long-term capital plans is to meet or exceed our mutual goal to preserve and enhance the long-term integrity and beauty of Seattle Coliseum. Our short-term planning model focuses on a rolling three-year time period. The long-term model will look beyond the installation and commissioning period of the equipment to the end of the expected life of the facility. Even in a renovated facility, the capital planning process begins immediately as the commissioning of new equipment will impact the operation and life cycle of building equipment for years in the future. With an iconic venue, as is Seattle Coliseum, AEG's experience has taught us to take such an approach to capital expenditure planning and execution.

The first approach is to determine the capital expenditures needed to maintain existing building infrastructure, furniture, fixtures and equipment and building systems. In a new venue, the equipment or system needs to be evaluated for 1) projected performance under the criteria specified for its operations, 2) verification that the equipment specified in the program is the proper equipment to meet the performance criteria, and 3) expected maintenance costs and life cycle for the equipment in question. AEG will complete this analysis on each piece of equipment to determine its expected life and anticipate the cost of replacement.

The resulting study shows both near and long-term capital expenditure costs through the life of the building. In the specific case of a renovated venue like Seattle Coliseum, many of the major systems, and FF&E (furniture, fixtures and equipment) will require a commissioning period during and following the warranty period offered by the manufacturer. With existing equipment kept through renovation, retro-commissioning is warranted to maximize operating efficiency and life cycle. AEG will also compare performance of the specified equipment against the performance of similar

## EMPLOYEE SPOTLIGHT

### JOSE TENORIO

*Analyst, Supply Chain*



Jose Tenorio is a Supply Chain Analyst in AEG 1SOURCE. He is responsible for managing vendor relationships such as AMEX, Grainger, and FedEx. He also handles RFPs for housekeeping, magnetometers, and telecom data which includes everything from sending out initial invitations to vendors, working with the stakeholders to understand the needs of the facility and creating the scope of work, and negotiating the main deal points of the contract.

equipment in other AEG venues. AEG will examine the performance of each system through the manufacturer's commissioning and warranty period, study the expected maintenance history and determine the life expectancy of each piece of equipment and FF&E to develop a long-term capital plan.

The second approach, and one with a longer reach into the life cycle of the venue, is to continually look toward new enhancements to Seattle Coliseum. This includes improvements to increase revenues, enhancements to the guest experience, or items to reduce operating costs. AEG will examine new trends in the industry, investigate more efficient equipment, or study ways to improve guest satisfaction through new experiences. Even in a newly renovated facility, such as Seattle Coliseum, this approach is critical and a central focus to our capital planning.

Arenas that have been most successful over the life of the facility are those that have reinvested in new ways to generate revenue as tastes and concepts evolve. In addition to the annual capital funding, we would certainly spend a good deal of time working to stay ahead of the next generation of technological and revenue enhancing concepts. We would manage and best allocate the Capital Repair and Replacement Reserve for optimum benefit to the facility, guest experience and bottom line.

Immediately upon engagement at Gila River Arena, AEG conducted a 30-day assessment and created 5-year plans for repair and maintenance; maintenance capital; and capital investment

## REPAIRS AND PREVENTIVE MAINTENANCE

A preventative maintenance program develops scheduled inspections of inventoried equipment on a regular basis and performs the necessary maintenance work on any equipment in need. This minimizes the possibility of breakdowns and prolongs the life of the equipment.

A preventative maintenance program can be established in three ways:

- In-house: work is performed by in-house full time staff during non-event hours
- Outside contractor: an outside company is hired and a formal contract is established to complete the work
- Combination: where both in-house and outside contractors are used to maintain the equipment and facility

The combination approach is the most appropriate for Seattle Coliseum. It is imperative to begin with a well thought out, comprehensive program. To remain effective, proper time must be given to those individuals involved in the preventative maintenance program even during a busy activity schedule.

Long-term benefits for Seattle Coliseum for preventive maintenance include:

- Improved system reliability
- Decreased cost of replacement
- Decreased system downtime
- Better spare inventory management

Long-term effects and cost comparisons usually favor preventive maintenance over performing maintenance actions only when the system fails.

#### SETTING UP A PREVENTIVE MAINTENANCE PROGRAM

- Sub-divide the facility into sections to avoid being overwhelmed by the amount of equipment to be inventoried; this can be either physical sections or functional sections (mechanical, electrical, plumbing, FF&E, etc.)
- Record, file and computerize all information on the facility's inventory of equipment
- Based on the type of equipment, establish maintenance schedules for the preventive maintenance program
- Follow the instructions given by the manufacturers when developing an inspection and maintenance schedule

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“Given our overwhelmingly positive experience with AEG managing and booking the KFC Yum! Center since its opening in 2010, we awarded AEG full operational rights of our arena in 2012 and have recently extended our partnership through 2027.”

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—William Summers V  
Vice Chairman, Louisville Arena Authority



## EQUIPMENT

Custom design the program based on the unique needs and equipment profile of the facility. Listed below are the typical categories that need to be addressed, however a customized equipment inventory will be created for Seattle Coliseum:

- Air handling units
- Air conditioning/Heat pumps
- Ice Compressors
- Water treatment systems
- Ice management systems (as required)
- Dessicant systems
- Chillers
- Cooling towers
- Exhaust fans
- Control Dampers
- Vent fans
- Reheat Coils
- Filters
- Unit heaters
- V.F.D (variable frequency drive)
- V.A.V boxes (variable air volume)
- Irrigation systems for surrounding grounds
- Vehicles/Forklift
- Automated building management systems (BMS)
- Facility electrical system and equipment
- Facility lighting system
- Facility plumbing system
- Custodial equipment (Scrubbers, buffers, window washing equip., etc.)
- Seating and portable bleacher repair (includes folding chairs and tables)
- Conversion department equipment (concert, basketball, hockey, etc.)
- Scoreboard and reader board repair, AV equipment and telephones
- Radio communications equipment
- Kitchen and Catering Equipment
- Technology systems, WiFi systems and DAS systems

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“Over the past 8 years, ABM has had the pleasure of working with AEG and seeing first-hand how they invest in local infrastructure, invigorate neighborhoods, and pay homage to local history, with a huge emphasis on supporting businesses and minority groups.”

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—Art Rodriguez  
Vice President of Operations—National, ABM Sports and Entertainment

## MAINTENANCE LOGS

Create customized forms for the facility that include the following information:

- The system of equipment being serviced
- Maintenance work required
- Date work was performed

## WORK CONTROL SYSTEM

To ensure that preventive maintenance and all operations assignments are completed, a work control System will be developed. Several computerized maintenance management systems (CMMS) exist which will make this task easier and more efficient. These systems allow for more formal documentation and simpler information retrieval. They assist in budgeting, provide an audit trail and allow for tracking of problem areas.

AEG utilizes several partner solutions, including: Archaio, ISS CMMS, AwareManager CMMS and MicroMain XM computer based system to accomplish the following:

- A preventive maintenance work order is generated by the CMMS program. Once the system generates the work order, the operations department assigns the preventive maintenance work order to the appropriate person and/or vendor.
- Completed preventive maintenance work orders are turned in to the departmental supervisor who is responsible for closing out the work order.
- Preventive maintenance reports are generated monthly, or as required by the operator.
- Open preventive maintenance reports may require an outside contractor to assist with getting the system up and running. After reviewing all open reports a decision is made to reassign, defer or outsource the task. All contracted labor is based on approval.

It should be noted that all automated CMMS programs are cross-compatible within each other and outside systems.

## WORK ORDER

Work order tasks are generated from staff and tenants throughout the arena and surrounding grounds. All work orders will be checked daily by the designated department personnel and assigned based on the following priorities:

- |                                  |                            |
|----------------------------------|----------------------------|
| • Safety                         | • Impact on revenue stream |
| • Impact on the guest experience | • Maintenance issues       |
| • Event related issues           | • Long-term projects       |



*Tablet based work order system currently in use at several AEG venues.*

Once this evaluation and initial approval takes place the work order will be assigned to an appropriate staff member or an approved vendor. Once a work order task has been completed the designated department personnel is responsible for inputting the completed information into the CMMS system so the completion is properly tracked and the notifying party is made aware of the resolution.

Once a month (i.e.: the last Wednesday of the month) outstanding work order reports will be generated to show outstanding maintenance issues. After reviewing all open reports a decision will be made to reassign, defer or outsource the task.

AEG CMMS partners also systemically track and manage venue assets, inventory, and maintenance workforce time and effort. The CMMS allows AEG to plan and schedule preventive maintenance, track all direct and indirect costs associated with venue equipment and property, and monitor active licensing and documentation for all equipment types and assigned personnel. The CMMS system is critical to AEG operations and engineering professionals to ensure all equipment is consistently maintained and licensed by certified personnel, and that industry best efforts and disciplines are used in all repair and maintenance activities at all times.

### **AEG RISK MANAGEMENT**

AEG Risk Management provides a full range of services on a worldwide basis to protect venue assets and promote a safe guest experience. Services include: managing insurance programs and policies; placing property, casualty, financial and entertainment insurance; provide in-depth risk assessments and benchmarking to minimize exposure to hazardous conditions; reviewing contracts and license agreements for optimal language; coordinating fire protection inspections and fire risk assessments. AEG Risk Management assists in the development and monitoring of loss prevention strategies to minimize exposure to claims. These elements are bundled into a comprehensive risk management plan.

### **EMPLOYEE SPOTLIGHT**

#### **MICHAEL MURKEY**

*Vice President, Risk Management*



Michael Murkey serves as Vice President of Risk Management within AEG's Global Support Services, joining the organization in August 2009. He is responsible for property, casualty, financial and entertainment insurance programs. He oversees insurance placement, claims management, broker relationship, fire protection and risk analysis for AEG's worldwide operations. He has handled several multimillion dollar insurance claims, and he was responsible for owner controlled insurance programs for construction of entertainment districts, hotels and theme parks with cost in excess of \$3 billion.

## AEG 1COMMUNITY

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As a leader in the sports, entertainment, and facility management industries, AEG believes that corporate philanthropy and community engagement play a critical role in helping communities thrive. We strive to be civic leaders by working to improve the economic and social well-being of local communities. We aim to be industry leaders by incorporating philanthropy and community engagement in all our business divisions.

Our primary mission is to help improve the quality of life for children and families. Our work is focused in the following areas:

- Education (K-12)
- Music & Art Education for Youth
- Community & Economic Development
- Health & Social Services

## SEATTLE

### SEATTLE/KING COUNTY CLINIC

Since the clinic's inception in 2014, AEG has supported the Seattle/King County Clinic through monetary and in-kind services donations. Each October, KeyArena and other Seattle Center spaces transform into a giant free health clinic. Produced by the Seattle Center Foundation, the four-day volunteer-driven clinic provides a full range of free dental, vision and medical care to underserved and vulnerable populations in the region. Nearly every space in the arena is utilized as treatment areas with over 100 dental chairs on the arena floor and other ancillary spaces used for eye-exams and physical therapy. The KeyArena suites serve as private rooms for doctors to provide wellness exams from ultrasounds to wound care and many other services. In 2016 alone, 4,492 patients received the equivalent of \$3.94 million in free medical, dental and vision care.





### KING COUNTY PARKS/KING COUNTY PARKS FOUNDATION

AEG is a partner with King County Parks and is the producer for the Marymoor Park Concert Series. Additionally, guests purchasing an online ticket to Marymoor Park Concert Series performances are encouraged to donate to King County Parks Foundation. All revenue generated by King County is used to support the operations and maintenance at over 200+ King County parks. King County Parks stewards 200 parks, 175 miles of regional trails and 28,000 acres of open space, including such regional treasures as Marymoor Park, Cougar Mountain Regional Wildland Park, and the world-class Weyerhaeuser King County Aquatic Center. By cultivating strong relationships with non-profit, corporate and community partners, King County Parks provides recreational opportunities for King County residents and protects the region's public lands, leaving a legacy for future generations.

The King County Parks Foundation is devoted to cultivating private-sector philanthropy to connect communities to regional trails, open space and parks and to support the resiliency of the parks system for future generations.



## MOTLEY ZOO

AEG provides access at many high-profile events where animals are matched with performers and celebrities for private meet and greets. Motley Zoo uses these opportunities to create marketing assets and further their public outreach and fundraising efforts for their organization.

Motley Zoo Animal Rescue is dedicated to improving the lives of animals locally, nationally and internationally; alleviating their suffering and elevating their status in society through the rescue and rehabilitation of animals in need and through the education of their community on responsible pet ownership and animal welfare, advocating the value of all animal life, in hopes to end the neglect and abuse of all animals and to end the devastating pet overpopulation through spay and neuter advocacy.

Motley Zoo Animal Rescue dedicates its work to end pet overpopulation and the resulting euthanization of healthy, adoptable animals due to limited space and funds of our local, national, and international animal welfare organizations as well as working to end abuse and neglect of all animals resulting from lack of information and education of the community, all the while advocating the value of all animal life.





### CENTER FOR INFECTIOUS DISEASE RESEARCH

The Center for Infectious Disease Research (CIDR) was the official Non-Profit Partner of Bumbershoot in 2015 and 2016. Their mission is to make transformative scientific advancements that lead to the prevention and treatment of infectious diseases.

CIDR advances the science to develop vaccines, drugs, and diagnostics for the infectious diseases that claim the lives of 14 million people every year. They concentrate their efforts on the people that need it most – those in developing nations throughout the world. Progress for those most affected has moved at a slow and inhumane pace. In 1815, the average life expectancy was 47 years in the United States. In Africa, in 2015, 200 years later, the life expectancy is still only 47 years.

CIDR develops and employs systems biology approaches to accelerate progress in the development of vaccines to prevent, drugs to treat, and diagnostics to detect lethal and debilitating infectious diseases.

AEG is proud to be part of the public support in advancing their research, as CIDR seeks to build a healthier, more hopeful world.



## VERA PROJECT

AEG is proud to support the Vera Project and engage with them as a Resident Organizational Partner of Bumbershoot as we have similar goals. The Vera Project fuels personal and community transformation through collaborative, youth-driven engagement in music and art.

VERA is an all-ages volunteer-fueled music and arts venue. By engaging participants at all levels of music production and community organizing, Vera fulfills its mission to foster a participatory creative culture through popular music concerts, arts programs, experiential learning and volunteer opportunities for all ages, especially young people. Vera's programs are always all ages, with a focus on young people ages 14 to 24.

These activities are initiated and driven collaboratively by Vera's volunteers, staff, Board of Directors and youth-led Membership.

Weekly concerts promote artistic experimentation and excellence in a professional setting, leveraging industry-standard technology to showcase music and arts. Classes fuse with experiential learning opportunities and a volunteer-driven structure that engages young people in the arts, fosters inter-generational communication and gives constituents the skills necessary to pursue their creative and professional passions. The skills participants gain at Vera activate future creativity, careers and leadership within Vera and in the greater creative community. Vera engages thousands in the arts, develops the future of the music industry and supports a vibrant Seattle culture.





**KEXP**

KEXP's curatorial staff of 40 DJs, who are widely recognized as experts in their field, present the newest emerging popular artists alongside established bands. KEXP's programming features both variety and specialty shows that brings you the emerging sounds and long-time favorites from the Pacific Northwest, the country, and throughout the world.

Artists championed by KEXP are not typically supported by traditional non-profit arts organizations or commercial media outlets. They are inventive, contemporary musicians creating new work in popular genres that include rock, hip hop, reggae, country, Latin, modern global and more. AEG is proud to support their efforts and engage with them as a Resident Organizational Partner of Bumbershoot.

Seattle Partners' proposal embraces KEXP's plans for a vibrant, engaging outdoor courtyard.



## SIFF

Film is a powerful art form, and it is the experiences we have with film that can transform our lives. SIFF does just that: our mission is to create experiences that bring people together to discover extraordinary films from around the world. It is through the art of cinema that we foster a community that is more informed, aware, and alive.



AEG is proud to provide support and work with SIFF as a Resident Organizational Partner of

Bumbershoot as SIFF has been bringing great film experiences to SIFF Education, SIFF Cinema, the and Seattle International Film Festival.

## MUSICARES

MusiCares provides a safety net of critical assistance for music people in times of need. MusiCares' services and resources cover a wide range of financial, medical and personal emergencies, and each case is treated with integrity and confidentiality. MusiCares also focuses the resources and attention of the music industry on human service issues that directly impact the health and welfare of the music community. AEG contributes financial support to MusiCares to support their mission.

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“AEG financially supports the arts education efforts of Angelica Center for Arts and Music as well as a number of other organizations doing positive and necessary work in the inner city of Los Angeles.”

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—Ellen Sell  
Director, Angelica Center for Arts and Music

## EDUCATION

### THE GRAMMY MUSEUM®

Created as a partnership between AEG and the National Academy of Recording Arts and Sciences (NARAS), the GRAMMY Museum® is one of only four major music museums in the United States. The GRAMMY Museum® is located at L.A. LIVE in Los Angeles; it is an educational and interactive music space committed to engaging children and adults in the power of music—through permanent and temporary exhibits, interactive experiences, workshops and performances showcasing all musical genres. The success at L.A. LIVE enabled an additional GRAMMY Museum® to be created in Mississippi and the GRAMMY Museum® Gallery™ at the Musicians Hall of Fame in Nashville.

The heart of the museum is a robust music education program which provides students and their teachers with access to music education, and opportunities to use music to enhance academics as well as develop critical thinking and creative skills. For many of the children who participate in their programs, the GRAMMY Museum® is the only place where they can discover new styles of music like Folk or Cajun for the very first time; expand their imagination sitting behind a drum kit with drum sticks in hand; and find inspiration by experiencing the evolution of sound from gramophones to vinyl to surround. The Museum's programs serve approximately 30,000 students every year, mostly from very low income communities. By inspiring students to explore music and create their own, we are helping create the next generation of GRAMMY® Award winners. The museum was funded in part through support from the Community Redevelopment Agency of the City of Los Angeles.

For the past several years, the GRAMMY Museum® has organized a group of approximately 120 students from throughout the United States to participate in the White House Black History Month Celebration. Students attended educational workshops developed by the Museum which were designed to introduce them to a specific genre of music and its evolution while hearing from special musical guests. The event included hands on workshops such as a seminar on songwriting as well as exposure to top music industry executives.





### KELA PROGRAM

60 students from Waipahu High School in Hawaii annually join the HCC team for a tour of our beautiful facility and to learn about various jobs and departments. It is important for youth to see the future potential that their home, Hawai'i, has for them with a career. The day ends with a fantastic lunch provided by HCC food and beverage. These 9th and 10th graders are the future of Hawai'i. They are our future HŌKŪ's.





### JEFFERSON COUNTY PUBLIC SCHOOL JOURNEY

Since 2014, the KFC Yum! Center has hosted Jefferson County Public School (JCPS) middle and high school students each year to engage in an inspiring conversation with prominent local personalities in an event at the venue. The goal is to ignite at-promise middle and high school students who will hear relatable stories from the following individuals to encourage them to reach for their dreams and set goals for success. Past speakers have included Louisville Mayor Greg Fischer; JCPS Superintendent Donna Hargens; member of the 2013 NCAA Championship University of Louisville Men's Basketball Team, Peyton Siva; University of Louisville Women's Basketball Coach, Jeff Walz; and many more.



### BACK TO SCHOOL BLOCK PARTY

In partnership with the PATH Foundation, the KFC Yum! Center hosted a back to school block party where over 2,000 kids received free school supplies, food and entertainment. The event was located on the KFC Yum! Center's Norton Healthcare Plaza and featured a back to school fashion show, games, street artists, motivational speakers and a popular radio DJ.





### READ ACROSS AMERICA BOOK DRIVE & SCHOOL EVENT

Oracle Arena hosts an annual book collection drive during all of its spring Disney on Ice shows and encourages guests to bring new or gently used children's books. These books are collected and reviewed to ensure that they are appropriate for elementary school-aged students and are then donated to a local elementary school library. Each year, a different elementary school in the Oakland area is chosen, and the books are brought to the school on Read Across America Day. Various members from the AEG team and local community leaders attend the book donation, read to the students, and answer questions about their careers and how their education has helped them to reach their current point in their career. At the conclusion of the reading event, each student is invited to pick a book to take home, while the remaining books are added to the school's library for all to enjoy.



### RODEO READ TRIP

In its fourth year, AT&T Center held a relay race for our annual all staff service project, Rodeo Read Trip. The project was developed to generate pride and enthusiasm for learning and reading in Our Neighborhood. On February 28, we assembled home library starter kits that included a backpack filled with a journal, pencil, bookmark, t-shirt and three grade-appropriate books for each student to take home. On March 2, we celebrated Read Across America Day, by delivering the new home-library starter kits to each student in our eight schools.





### READ TO ACHIEVE

Target Center/AEG staff members join the efforts of the Minnesota FastBreak Foundation's efforts in the community during Read-to-Achieve month. Staff members visit community schools to read to students, work to put books in the hands of Minnesota children and offer incentives to keep reading.

### BAILEY'S LA KINGS ROYAL READERS

Bailey's LA Kings Royal Readers is a reading incentive program for students in kindergarten to 6th grade. The program aims to encourage children to read outside of the classroom and to improve their literacy skills. Students can win a series of incentive prizes including school supplies and the opportunity to attend an LA Kings game. Through a partnership with Reading is Fundamental, over 23,000 students participated during the 2016-2017 season.

During the summer, Bailey, the LA Kings mascot, joined LA Kings alumni in visits to local libraries throughout Greater Los Angeles to host a story time series for kids encouraging literacy through hockey.



### ADOPT A SCHOOL PARTNER - 10TH STREET ELEMENTARY SCHOOL

Located in Pico Union, 10th Street Elementary School serves 1,700 students and was adopted by STAPLES Center in 1999. During the school year, we partner to support the students, faculty and staff to help them achieve their goal of academic excellence. Central to our partnership is a literacy tutoring program where AEG employees work with students on their reading skills. Just walking distance from the arena, children and their families have enjoyed ticket donations to various sports and family shows. In addition, the school's annual fifth grade culmination ceremony is hosted by AEG at an L.A. LIVE venue such as STAPLES Center or The Novo. In an effort to create a positive learning environment, AEG team members have participated in beautification days at the school. In 2010, STAPLES Center Foundation received the Pillar Partnership Spotlight Award from the Los Angeles Area Chamber of Commerce for its work with 10th Street Elementary School.





### JOB SHADOWING

AEG's Job Shadowing Program is one of the most influencing programs that Oracle Arena and Oakland Alameda Coliseum facilitates each year to show local high school students the many facets of the sports and entertainment industries. Many students do not know the various departments that help day-to-day operations at entertainment and sports facilities. Through the Job Shadowing program student are exposed to marketing, sales, finance, security, and more. These students participate in a week-long shadowing component, which also featured keynote speeches from executives and employees from the Raiders, Athletics, and Warriors.



### SCHOLARSHIP AWARDS

The AEG Oakland Community Foundation was thrilled to have completed the second year of its scholarship program by providing three graduating high school seniors in Alameda County with \$10,000 each in tuition and books for the 2016-17 academic year. These scholarship recipients also can partake in a paid summer internship at Oracle Arena and the Oakland-Alameda County Coliseum in the summer following their first college school year.



## COMMUNITY & ECONOMIC DEVELOPMENT

### SEASON OF GIVING

Season of Giving is AEG's philanthropic platform during the holiday season. Our slogan "HOPE.ACT.GIVE" encourages individuals to take active steps in their community by volunteering and giving to worthy non-profit organizations and thereby providing hope for individuals and families in need during the holiday season.

AEG affiliated facilities and venues worldwide are encouraged to work with local non-profit organizations and schools to support their work. Employees are also encouraged to participate in an annual service day where AEG volunteers collectively spend thousands of hours volunteering at local schools and community based organizations.

Previous Season of Giving events have included a show at L.A. LIVE's Club Nokia benefiting Feeding America, the national non-profit organization whose mission is to feed America's hungry through a nationwide network of member food banks and to engage in the fight to end hunger. Hosted by David Arquette and featuring performances by Katherine McPhee, Sheryl Crow, Ben Harper and Joel and Benji Madden, the event raised \$20 million, assisted by a \$10 million grant from the Lincy Foundation.





## INSPIREU

AT&T Center has 15 high school senior mentees from Sam Houston High School, which is the school the venue works with the most within our neighborhood. With the help of Big Brothers Big Sisters, these 15 students were chosen because they were considered in need in some way ranging from being in a single parent household, needing help in some of their classes or just to provide perspective outside of their norm. Their mentors include our full executive team as well as other staff throughout the organization. The relationship began when then students were in 7th grade and they will be graduating in June 2017. The students and mentors meet at the Arena at least once a month and spend an hour talking with each other about school, life and preparation for graduation. Many of the “Bigs” go to Sam Houston HS and have lunch and help their “Littles” with college applications on their own time as well. Over these past six years, there have been many relationships and bonds built. We are looking forward to honoring these 15 incredible seniors and doing our part to make sure they are set up for the next step in their life!





### BEST FOOT FORWARD

The Best Foot Forward program at Oracle Arena and Oakland Alameda Coliseum has grown immensely since its inception. In partnership with the FAME Church in Oakland, AEG hosts a shoe giveaway that assists underprivileged families in Alameda County. In 2015 2,250 shoes were given away and 5,500 people were hosted inside Oracle Arena for the event.



### SALVATION ARMY CHRISTMAS ANGEL

AEG's Gila River Arena staff worked with the Glendale Salvation Army to assist parents in filling out their Christmas Angel applications.

The Salvation Army Christmas Angel Program is dedicated to helping children in need enjoy the Christmas season with gift donations from generous contributors. Gila River Arena staff met with parents and guardians to document the needs and wishes of each child in their family. With the help of over 20 full time team members, the group completed every family's application with comfort and ease, and assure parents that their children's Christmas wishes would be recognized and supported by the community.



### GARTH BROOKS GIVES BACK TO CALIFORNIA FIREFIGHTERS

STAPLES Center has been privileged to host a variety of charitable events ranging from charitable dinners to benefit concerts. One of our proudest moments was our partnership with Garth Brooks who in 2007 played five shows at STAPLES Center in the span of two days with 100% of the proceeds from the shows donated to fire relief efforts. Through matching grants and corporate sponsors, more than \$7M was raised in support of resources for first responders as well as victims of brush fires in California.



### GRADUATIONS

Many AEG venues host local graduations, bringing the community inside to celebrate milestones in their children's lives. Target Center in Minneapolis hosts several local high schools and over 10,000 people. PPG Paints Arena in Pittsburgh hosts the local universities with over 16,000 graduates and guests attending the two graduations. Rabobank Arena in Bakersfield hosts 10 high school and junior high school graduations annually. StubHub Center in Carson hosts high school and university graduations and welcomes over 7,500 graduates and 80,000 guests.





### EARTH DAY/EARTH HOUR

Through the AEG 1EARTH program, AEG works to engage our guests and employees in environmental issues. Among other activities, AEG celebrates three major environmental events each year: Earth Hour, Earth Month, and America Recycles Day. AEG venues worldwide participate by hosting events ranging from community recycling drives to volunteer tree planting events. In 2016, AEG had 85 percent of eligible venues participate in Earth Hour, 59 percent participate in Earth Month, and 46 percent participate in America Recycles Day. These photos showcase just a few of our activations, from employees at Ericsson Globe Arena in Sweden “going dark” to celebrate Earth Hour to Los Angeles Galaxy players and employees cleaning up their local beach.



### TICKET DONATION PROGRAM

Every year thousands of tickets to sports and family shows are donated to non-profit organizations that work with disadvantaged youth, allowing children and families to attend events as our guest.



## HEALTH & SOCIAL SERVICES

### LA KINGS STREET KNIGHTS

The LA Kings Street Knights is a grassroots street hockey program tailored towards teaching children the basic skills of hockey at community based facilities and schools through the donation of equipment and instruction. During the 2016-2017 season, the LA Kings held more than 40 Street Knights clinics in neighborhoods throughout the City of Los Angeles.



### BEYOND THE BELL

The LA Kings partner with Beyond the Bell to promote health, education, and recreation in local Los Angeles schools. To date, the LA Kings have trained and equipped 32 LAUSD schools to operate their own street hockey programs. In addition to equipment such as sticks, nets, pucks and goalie gear, the schools were provided with nine weeks of training where students were taught the rules of the game and how to play safely. The program has culminated with a hockey tournament at L.A. LIVE prior to a Kings game.



### COACHELLA VALLEY MUSIC & ARTS FESTIVAL & STAGECOACH COUNTRY MUSIC FESTIVAL

Goldenvoice, an AEG Live company, produces two of the most widely acclaimed music festivals in the world. In addition to featuring and showcasing current and upcoming musicians, the festivals proudly designate a portion of proceeds to worthy community organizations providing services to the Coachella Valley, home to both festivals. Proceeds from the events have been allocated to organizations that work with youth such as the Boys and Girls Club of the Coachella Valley, Indio Teen Center and the Indio Senior Center for their inter-generational community programming.

Goldenvoice has also committed funding to RAM CA to provide free medical, dental and vision services at a mobile health clinic in Riverside County Fairgrounds for Coachella Valley Residents. Healthcare professionals are expected to provide care to an anticipated 800 people per day who would not otherwise be able to afford medical care.



### AMGEN TOUR OF CALIFORNIA

AEG's Amgen Tour of California is America's largest and most prestigious road cycling stage race, which travels approximately 750 miles throughout the State of California every year. Created in 2005 by Amgen, "Breakaway from Cancer" is the Tour's official charitable initiative. With the belief that it takes a team to beat cancer, Breakaway from Cancer is a nationwide initiative that aims to increase awareness of the important resources available to people affected by cancer—from prevention to survivorship.

As part of the Amgen Tour of California, several Breakaway from Cancer Champions who have made a difference in the lives of others affected by cancer lead a "Breakaway Mile," an approximately one-mile march that celebrates cancer survivors and crosses the Amgen Tour of California finish line prior to the stage conclusion of the professional race at four stages.





### SEAT 4 SAFETY BOOSTER/CAR SEAT EVENT

March 19, 2016 marked the first Seats 4 Safety event in partnership with AEG Oakland and the Safe Kids coalition. 500 free, new booster seats were given to low-income families from Alameda County. With up to 10 installation lanes in the Oracle Arena parking lot, families had abbreviated wait times for their new (or replacement of ill-fitting) booster seats while also experiencing a fun and interactive safety fair. Approximately 1,500 parents and children participated in the child safety and injury prevention fair inside Oracle Arena.



Children enjoyed face painting, balloon twisting, bounce houses, raffle prizes and Alameda County Sheriff's rock climbing wall. Families received safety and community information from 27 law enforcement and non-profit organizations from across Alameda County. The disseminated information covered: heat stroke prevention, pedestrian safety, bike safety, drowning prevention, sports safety, fire/burn prevention, distracted driving, nutrition/healthy eating, Foster Care support, and childhood vaccinations.

### FACE OFF AGAINST KIDS CANCER

The Face Off Against Kids Cancer (FOAKC) program pairs San Antonio Rampage players with kids from the San Antonio Community who are in various stages of cancer treatment or in remission. The children and their "buddies" participate in a series of events throughout the season with the goal of forming lasting relationships while raising awareness for pediatric cancer in the San Antonio community. In its 8th season, 15 AT&T Center staff members volunteered to be part of the program, giving the families a buddy from the Arena family in addition to their Rampage buddy.





### FOUNDATIONS' FEAST

Each November, the Los Angeles Galaxy Foundation partners with StubHub Center Charitable Foundation to host the Foundations' Feast, a Thanksgiving dinner for 200 children and families in need, served by LA Galaxy players and staff.

### ONE WAVE CHALLENGE

Valley View Casino Center's General Manager, Ernie Hahn, is a surfing aficionado who puts his passion to purpose by participating in the One Wave Challenge to benefit Boys to Men, a San Diego nonprofit dedicated to guiding and supporting young, often fatherless, boys on their journey to manhood.

The One Wave Challenge is an attempt by San Diego surfers to break the world record for most people on one wave at the same time. In 2017, the One Wave Challenge raised over \$45,000 for Boys to Men.

### TURKEY DAY 5K

Target Center partners with Lifetime Fitness to offer the Lifetime Fitness Turkey Day 5K run each year. Food and cash donations are collected to support local initiatives to end hunger. The event has grown to host upwards of 15,000 fun-loving walkers, joggers and runners on Thanksgiving morning. The run, which ends in Target Center's backstage, has become a part of the holiday traditions of many Twin Cities' families.





## ECONOMIC REVITALIZATION

AEG is proud to have been a catalyst for economic revitalization in several communities.

### DOWNTOWN LOS ANGELES - L.A. LIVE

Approved in 2001 L.A. LIVE, a Sports and Entertainment District located in Downtown Los Angeles, CA, developed and adopted a comprehensive Community Benefits Agreement which outlined substantive investments in the community surrounding the L.A. LIVE project site that would be implemented concurrent to the development of the project.

Considered a landmark agreement, the program received national publicity and acknowledgment of its comprehensive approach to economic development. The agreement was considered historic not just because of the diverse group of stakeholders that convened to develop the elements including residents, community based organizations, faith-based organizations and labor, but also for the comprehensive nature of the commitments. The agreement identified economic development strategies and programs that leveraged the development of L.A. LIVE so that the surrounding community could maximize the benefits from the project.



Some of the key aspects of the program include the following:

#### AFFORDABLE HOUSING

Recognizing the importance of safe and affordable housing to a family's ability to thrive, AEG invested more than \$6 million toward affordable housing development projects within a three mile radius of L.A. LIVE.

#### MERCY HOUSING

Mercy Housing is just one example of the projects that received funding assistance from AEG. Completed in 2005, the project provides 62 units of multi-family housing and is located in the South Park community of Downtown Los Angeles. Designed to accommodate a variety of family sizes, it features homes with two to four bedrooms. The development also provides a day care center as well as other supportive services for residents.

#### 1010 DEVELOPMENT CORPORATION

AEG supported two projects developed by 1010 Development Corporation, the James Wood Apartments and Casa Shalom. James Wood Apartments was completed in 2008 and features 61 units of multi-family housing. Located in the Pico Union area of Los Angeles, the project includes two and three bedroom units as well as a day care center. Casa Shalom was completed in 2006 and features 30 units of multi-family housing. Also located in the Greater Pico Union area of Los Angeles, the project includes two and three bedroom units as well as a day care center. All of the units in these two projects are targeted at residents who earn less than 60% of the Area Median Income.





### PARKS & RECREATION

Recognizing the importance of green space and parks & recreation facilities to a community's vibrancy, AEG invested \$1 million towards the development of a local park as well as a recreation center for youth.

#### HOPE AND PEACE PARK

Hope and Peace Park originally started out as a blighted lot which had become a source of criminal activity in the Westlake community. The surrounding community's dream was to convert the land to a park and turn it into a resource for the community. The City of Los Angeles was able to acquire the land but lacked the funds to transform it into a park. AEG provided \$500,000 in matching funds which enabled the City to fully fund the development of a park offering a variety of activities for all age levels. Improvements included the installation of a play area, development of a basketball court, lighting, landscaping as well as a passive gazebo space.

#### VENICE HOPE RECREATIONAL CENTER

Located in the South Park community of Downtown Los Angeles, this recreational facility will be a 26,000 sq. ft. building designed to serve over 3,000 children, youth and families annually. Through a partnership with the Hope Street Family Center, the following services will be offered:

Community Wellness and Recreation Center

Multipurpose Sports Court

Child Development Center and  
Outdoor Play Area

Green Space, Walking Path and  
Children's Play Space

The project is designed to provide expanded opportunities for community recreation and wellness as well as centralized social services for neighborhood families. The center opened in 2013.



## DOWNTOWN KANSAS CITY – SPRINT CENTER

After decades of deterioration and neglect, Kansas City embarked upon a lofty vision to revitalize the city's urban core. In 2003, city leaders hailed a proposed downtown arena project as the vital component to a swath of announced projects, including the Power and Light Entertainment District being developed by The Cordish Co., an expansion of the Bartle Hall Convention Center ballroom and the Kauffman Center for the Performing Arts.

In August of 2004, voters in the City of Kansas City, Missouri, approved a ballot initiative to fund \$222 million of Sprint Center's construction cost through hotel, motel, and rental car fees.

AEG contributed another \$54 million toward the final construction cost of \$276 million. The result was a unique public/private partnership between the City and AEG, who signed 35-year management agreement. Construction broke ground in June 2005 and was completed in fall 2007.

With the epicenter of sports architecture residing in Kansas City, the world's finest arena designers collaborated to create Sprint Center, a landmark venue destined to change the city's skyline. Enclosed by 2,204 panes of glass, designers intentionally made Sprint Center's exterior transparent to allow views into and out of the facility. The clear patterned glass material catches and reflects light both day and night.

As the Midwest's premier arena venue, hosting more than 100 public events per year, including concerts, family shows, and sporting events, Sprint Center is credited with reintroducing more than 10 million people to the Kansas City region since opening and enabling Kansas City to compete for NCAA events, Big 12 Conference Championships, international conventions and national meetings.

Launched in 2007 by a remarkable nine-concert marathon by Garth Brooks that drew 164,000 fans, sustained by the happy return of the Big 12 Men's Basketball Championship and spiced with cultural spectacles from Elton John to Celine Dion to Tina Turner, Sprint Center quickly became a major destination transforming the reputation of the city throughout the sports and entertainment industry. Sprint Center was named one of 2016's top venues in the world by Pollstar magazine, the leading concert trade publication ranking 11th among U.S. concert venues—behind cities including New York City, Chicago and Philadelphia.

As a result of the arena's continued programming success, Sprint Center/AEG has provided nearly \$10 million in unanticipated funds to the city coffers through a provision in the management agreement.

A recent economic impact study shows that Sprint Center generated more than \$660 million in added economic output and helped create 1,361 annual average jobs in the state of Missouri. The study detailed the impact to the area and state economy for the first five years of Sprint Center operations and outlines the employment and financial impact of Sprint Center in three local economies: the City of Kansas City, Mo., the State of Missouri, and the Kansas City metropolitan area.



Highlights from the study include:

- Taxes generated for the Missouri state treasury from this economic activity were estimated at \$19 million.
- Taxes generated for the City of Kansas City were estimated at more than \$9 million.
- Sprint Center directly employs more than 500 people and supports an additional 830 jobs in the bi-state metropolitan area and an additional 858 jobs through the State of Missouri.

The economic impact study calculated the economic multiplier for Sprint Center at 1.97—for every \$1.00 of spending related to Sprint Center, \$1.97 in economic activity is generated.

Kansas City Mayor Sly James said, “Sprint Center has brought the spotlight to Kansas City. It opened as a collaboration of some of our city’s best design firms highlighting our talent to the world. As each performer takes the stage in front of sold out crowds, Sprint Center has become exactly what we set out to build—a world-class arena bring world-class acts to Kansas City. It is the anchor for our rebuilt and revitalized downtown.”



## LONDON - THE O2

Located in Greenwich, London The O2 opened in June, 2007. Built on the site of the Millennium Dome, the project overcame a significant amount of skepticism questioning whether an arena could be successful on the site of what was widely considered a failure. Located in an area in need of revitalization as well as economic investment, AEG realized that the impacts should not just be focused on the physical re-development of the site. Instead, AEG was committed to ensuring that the revitalization impacts to local residents were social, cultural and economic. AEG worked with local educational institutions to establish job training opportunities and aggressive local hiring goals. Through this process, AEG set a new standard of recruitment, training and local hiring, especially for those with multiple barriers to work. This model went on to become the “pathways to work model” adopted by the London Organizing Committee for London 2012.

Since its opening, The O2 has ranked as the world’s most popular music venue with over 60 million visitors to date. Located in what is now a thriving area and generating hundreds of millions in direct and indirect contributions to the London economy. The O2 has been a catalyst for a revitalized Greenwich, London.

The Foundation of The O2 provides opportunities where individuals, particularly young people who are residents of Greenwich, have greater access to music, sports and social cohesion programs. Funding has been allocated toward worthy organizations such as Demelza Hospice, one of the few hospice facilities focused on the needs of children. In addition, several music projects have been supported through funding for the British Music Experience. A substantial amount of in-kind contributions allowing local youth to attend events at The O2 have been made annually.

In conclusion, we consider it a privilege to be in a position to serve as a catalyst for hope and change. We are proud of the numerous awards that we have received in recognition for our work in the community and remain committed to integrating philanthropy and community engagement into all of our work. We aspire to continue to leverage our resources for the betterment of society and to inspire hope in others for a better future.







RAY CHARLES • THE EXCITERS • THE BEACH BOYS • LOUIS ARMSTRONG • THE KINKS • THE SEATTLE  
SUPERSONICS • THE WAILERS • THE MONKEES • THE WHO • THE JIMI HENDRIX EXPERIENCE • RAY CHARLES  
• THE DOORS • THE ROLLING STONES • CROSBY, STILLS, NASH & YOUNG, • CREEDENCE CLEARWATER  
REVIVAL • JETHRO TULL • LED ZEPPLIN • SANTANA • STEELY DAN • B.B. KING • AEROSMITH • 1974 NBA ALL-  
STAR GAME • THE ALLMAN BROTHERS • WHL SEATTLE TOTEMS • WHL SEATTLE THUNDERBIRDS • KC AND  
THE SUNSHINE BAND • SUPERTRAMP • BEE GEES • GRATEFUL DEAD • BUFFALO SPRINGFIELD • 1978 NBA  
FINALS • STYX • STEVE MILLER BAND • THE KINKS • REO SPEEDWAGON • 1979 NBA FINALS • CHUCK BERRY  
• AC/DC • FOREIGNER • VAN HALEN • THE ANIMALS • ROBERT PLANT • SCORPIONS • ZZ TOP • THE CARS •  
JOHN COUGAR MELLENCAMP • HUEY LEWIS & THE NEWS • TOM PETTY AND THE HEARTBREAKERS • BLACK  
SABBATH • MARILYN MANSON • ALANIS MORISSETTE • BILLY JOEL • ANDREA BOCELLI • N'SYNC • ROD  
STEWART • ELTON JOHN • CHER • 1987 NBA ALL-STAR FEST • NEIL DIAMOND • R.E.M. • THE IRISH TENORS  
• THE MOODY BLUES • THE SEATTLE STORM • SEATTLE UNIVERSITY REDHAWKS MEN'S BASKETBALL • THE  
BEATLES • ELVIS PRESLEY BETTE MIDLER • AMY GRANT • WOMEN'S BASKETBALL PAC-12 CONFERENCE  
TOURNAMENT • TLC • KORN • DMX • CREED • RED HOT CHILI PEPPERS • TONY BENNETT • BARENAKED  
LADIES • CHRISTINA AGUILERA • PEARL JAM • TINA TURNER • MATCHBOX TWENTY • CHAMPIONS ON ICE  
• WWE • 98 DEGREES • BEN HARPER • JANET JACKSON • 3 DOORS DOWN • MICHAEL FLATLEY • SADE  
• ERIC CLAPTON • STEVIE NICKS • JAMES TAYLOR • RINGLING BROS. AND BARNUM & BAILEY CIRCUS •  
EARTH, WIND & FIRE • BOB DYLAN • RAT CITY ROLLERGIRLS • THE GUESS WHO • GEORGE STRAIT • ALICIA  
KEYS • WEEZER • KIRK FRANKLIN • DC TALK • INCUBUS • USHER • NICKLEBACK • WOMEN'S FLAT TRACK  
DERBY ASSOCIATION • USHER • MARY J BLIGE • MARC ANTHONY • CHER • TOOL • BOB DYLAN • NO DOUBT  
• NELLY • TORI AMOS • CHER • PETER GABRIEL • DAVID GRAY • MISSY ELLIOTT • BON JOVI • TIM MCGRAW  
• YANNI • DIXIE CHICKS • DEF LEPPARD • SIMON & GARFUNKEL • GOOD CHARLOTTE • DAVE MATTHEWS  
BAND • NEWSBOYS • SARAH BRIGHTMAN • BRITNEY SPEARS • CISL SEATTLE SEADOGS • METALLICA •  
KELLY CLARKSON • CLAY AIKEN • DAVID BOWIE • NCAA WASHINGTON HUSKIES • YES • KID ROCK • SHANIA  
TWAIN • SARAH MCLACHLAN • ERIC CLAPTON • ALAN JACKSON • INCUBUS • U2 • BRUCE SPRINGSTEEN  
& THE E STREET BAND • DESTINY'S CHILD • THE KILLERS • DAVID GRAY • FOOD FIGHTERS • THE ROLLING  
STONES • PAUL MCCARTNEY • DEPECHE MODE • GWEN STEFANI • ANDRÉ RIEU • COLDPLAY • QUEEN • TIM  
MCGRAW & FAITH HILL • BILL GAITHER & FRIENDS "HOMECOMING" • THE CHEETAH GIRLS • PAUL SIMON  
• THE WHO • DEATH CAB FOR CUTIE • BOB SEGER & THE SILVER BULLET BAND • JAMIE FOXX • SNOW  
PATROL • THE POLICE • NICOLE C. MULLEN • JOSH GROBAN • MUSE • KEITH URBAN • OZZY OSBOURNE •  
MILEY CYRUS • MICHAEL MOORE • DANE COOK • TOUR OF GYMNASTICS CHAMPIONS • 107.7 THE END DECK  
THE HALL BALL • BLUE SCHOLARS • KANYE WEST • THOMAS AND FRIENDS LIVE! • GEORGE MICHAEL •  
NINE INCH NAILS • LIL WAYNE • DISNEY LIVE! • BEYONCÉ • TAYLOR SWIFT • MANDISA • WALKING WITH  
DINOSAURS • JAMIE FOXX • "STAR WARS: IN CONCERT" • JAY Z • KISS • ELTON JOHN & BILLY JOEL • JOHN  
MAYER • MICHAEL BUBLÉ • THE AVETT BROTHERS • EAGLES • ARCADE FIRE • ALICE IN CHAINS • GORILLAZ  
• JOEL OSTEEN • THE BLACK KEYS • MADONNA • CARRIE UNDERWOOD • JIMMY BUFFETT • RED HOT CHILI  
PEPPERS • RIHANNA • BRUNO MARS • EAGLES • PINK • SELENA GOMEZ • MICHAEL BUBLÉ • MACKLEMORE  
& RYAN LEWIS • JUSTIN TIMBERLAKE • USHER • SEATTLE STORM • PHISH • LIONEL RICHIE • TOBYMAC  
• TRANS-SIBERIAN ORCHESTRA • BASTILLE • IMAGINE DRAGONS • DECK THE HALL BALL • OPRAH'S  
THE LIFE YOU WANT WEEKEND • JAMES TAYLOR • JESUS CHRIST SUPERSTAR ARENA SPECTACULAR •  
WWE • GONZAGA'S BATTLE IN SEATTLE • CHER • 2015 PAC-12 WOMEN'S BASKETBALL TOURNAMENT  
• LADY GAGA • ELTON JOHN • THE HARLEM GLOBETROTTERS • STEVIE WONDER • 2015 NCAA MEN'S  
BASKETBALL TOURNAMENT • PBR • CHRIS TOMLIN • ARIANA GRANDE • ERIC CHURCH • NEIL DIAMOND •  
BARRY MANILOW • BETTE MIDLER • SHANIA TWAIN • THE INTERNATIONAL DOTA 2 CHAMPIONSHIP • RUSH  
• 5 SECONDS OF SUMMER • KELLY CLARKSON • KEVIN HART • ALT-J • FLORENCE AND THE MACHINE •  
SEATTLE UNIVERSITY REDHAWKS • 107.7 THE END PRESENTS DECK THE HALL BALL 2015 • JUSTIN BIEBER  
• MUSE • WASHINGTON FEDERAL BATTLE IN SEATTLE: GONZAGA VS TENNESSEE • ADELE • AMY SCHUMER  
• WWE MONDAY NIGHT RAW • HARLEM GLOBETROTTERS • MARVEL UNIVERSE LIVE! • 2016 WOMEN'S PAC  
12 TOURNAMENT • THE COMEDY GET DOWN • PAUL MCCARTNEY • THE WHO • ANDREA BOCELLI • STING  
AND PETER GABRIEL • THE INTERNATIONAL DOTA 2 CHAMPIONSHIP • KELLOGG'S TOUR OF GYMNASTICS  
CHAMPIONS • BLINK-182 • SIA • KANYE WEST • 107.7 THE END PRESENT DECK THE HALL BALL 2016 • SAM  
SMITH • MAROON 5 • STEVIE NICKS • ARIANA GRANDE • 2017 PAC-12 WOMEN'S BASKETBALL TOURNAMENT  
• CHRIS STAPLETON • RAY CHARLES • THE EXCITERS • THE BEACH BOYS • LOUIS ARMSTRONG • THE KINKS



Seattle Partners will invest,  
work with Nelson/Nygaard,  
and have a Seattle Coliseum  
Director of Transportation  
Management to ensure  
sustainable transportation  
access and mobility.



# SEATTLE ADVANTAGE

## Seattle Partners Sustainable Transportation Access and Mobility

- Seattle Partners will commit up to \$5 million to accelerate existing transportation strategies and create a shared mobility hub adjacent to the Coliseum to encourage multi-modal transportation to and from Coliseum events.
- Seattle Partners will engage a Director of Transportation to administer and supervise our commitment to improving transportation and parking in the Uptown neighborhood.
- Seattle Partners will contribute to improvements in the Thomas Street Greenway, Lake to Bay, trail and other pedestrian and bike-friendly initiatives impacting the Seattle Center campus.
- Alliances with local stakeholder groups are important and Seattle Partners will be an active participant in transportation related groups, such as Commute Seattle, Mercer Corridor Stakeholders, and the Uptown Alliance to improve transportation and parking infrastructure and advocacy.
- Seattle Partners will introduce new ride sharing technologies, such as Chariot and autonomous shuttles.

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“AEG has been engaged in the Seattle community for many years, long before the opportunity to renovate KeyArena came along. I appreciate AEG’s substantial and extensive outreach to community, business and civic leaders through this process.”

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—Lyn Tanen  
Community Volunteer and Downtown Resident





Seattle Partners will commit  
up to \$5 million towards  
transportation capital projects



# Sustainable Transportation Access and Mobility

## A SUSTAINABLE TRANSPORTATION PLAN FOR SEATTLE COLISEUM

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Seattle Coliseum sits in an already iconic location at the western edge of Seattle Center—a 365 day-a-year, multi-use venue in its own right—and is nestled against one of Seattle’s great urban neighborhoods. The bones of a walkable urban arts and culture district are already in place, requiring investment in existing assets, planned projects, and a strong neighborhood vision. A sustainable transportation strategy for Seattle Coliseum does not rest on one big or futuristic idea—rather it is a strategy to make best use of the many current transportation and public realm assets and for AEG to invest in and enhance planned projects.

AEG’s approach builds on the work already underway by the City of Seattle, Commute Seattle, King County, and many other partners. Many great plans and management strategies and structures are already in place. We believe that “doubling-down” on the implementation of critical programs and infrastructure is the best way to ensure success. We will make pointed investments addressing the specific transportation challenges of the site.

No “silver bullet” exists to address all of the traffic and parking concerns in Uptown. AEG’s strategy spreads demand across a redundant Center City system: building out a network of shared mobility hubs, sharing parking demand across transit-served garages and expanding the City’s E-Park program, leveraging the Westlake Hub connections to light rail and customer parking, and encouraging patrons to walk, ride, eat, and shop local. The potential for Seattle Coliseum to enliven Uptown streets, increase retail spending, and create one of the city’s best pedestrian districts is dramatically increased when most people arrive on foot, bike, or transit. Local partnerships anchor our strategy and access mode share targets provide quantitative measures of success. An executive level Director of Transportation for Seattle Coliseum guarantees delivery. This person will realize and maintain key partnerships with the neighborhood, Seattle Center, Seattle Department of Transportation, Commute Seattle, Downtown Seattle Association, and others.

We have organized our strategies to align with the objectives articulated in the Request for Proposals. Many of the strategies support multiple objectives, and will be implemented in concert to achieve the desired outcome. At their most basic, the strategies articulated in this proposal will reduce access-related impacts, improve travel options and conditions, and make the Seattle Coliseum, Seattle Center, and the Uptown neighborhood world-class destinations in the heart of Seattle.

## APPROACH HIGHLIGHTS

AEG's Sustainable Transportation Plan includes important capital investments and important ongoing staffing and program investments that will minimize impacts to Uptown residents and businesses, minimize event related traffic, and do our part in keeping Seattle moving. This plan describes a comprehensive set of transportation, parking, and access strategies for Seattle Coliseum. Among the many strategies we propose to implement and community projects we propose to support, the following illustrate our dedication and partnership in building a great Seattle.

## SET SUSTAINABLE TRANSPORTATION ACCESS TARGETS AND MEET THEM

It is easy to say the right thing; it is another to set a target and meet it. AEG is committed to developing and managing a Seattle Coliseum that provides the safest most sustainable transportation in the nation. That means setting targets for transit, walk, bicycle, and rideshare access and meeting them.

## FUND AN EXECUTIVE LEVEL TRANSPORTATION POSITION TO DRIVE PROGRAM SUCCESS, MONITORING, AND PARTNERSHIPS

Having executive level staff dedicated to transportation, parking, and access is critical to meeting sustainable transportation goals. In an urban setting, programs and strategies require partnerships. This position ensures we are a good partner, that we meet our goals, and that we are accountable to all our community partners.

## DEVELOP A FULL-FEATURED SHARED MOBILITY HUB AT SEATTLE CENTER

AEG will invest up to \$1 million to create a Seattle Center Shared Mobility Hub. To embrace the emergence of mobility as a service and in support of SDOT's efforts to establish a network of shared mobility hubs across Seattle, AEG will fund the establishment of a full-featured shared mobility hub at Seattle Center in the area where Sound Transit plans a future light rail station. Coordination between the shared mobility hubs at the Seattle Coliseum and Westlake as well as shared mobility providers including Chariot shuttle service will optimize the use of mobility services to connect to high capacity, regional transit. AEG will support strategic coordination between mobility hubs will serve last mile connections for event goers to connect from the regional transit system to the Coliseum.

## INSTITUTE ADAPTIVE SIGNAL CONTROL SYSTEMS AND ITS SOLUTIONS ALONG DENNY WAY, MERCER STREET, AND/OR ELLIOTT/15TH AVENUE

Through a partnership with the Seattle Department of Transportation (SDOT), AEG will contribute up to \$1 million to the installation of active traffic management signal system technology and augment the staffing resources at the city's traffic control center to actively manage the signalized intersections along Denny Way and Mercer Street during special events. This hands-on approach will help ensure the primary corridors connecting people to the regional freeway system operate as smoothly as possible leading up to and following an event.

### COMPLETE THE STREETS IN UPTOWN, INCLUDING THOMAS GREEN STREET

Seattle Coliseum is in one of Seattle's great walking neighborhoods, but there is opportunity to make walking and cycling to Seattle Center and Seattle Coliseum better. Thomas Street improvements defined in the Thomas Street Concept Plan, the Republican Festival Street, and improvements along 1st Avenue are among the projects AEG will support. AEG will commit up to \$1 million build out the community vision for Thomas Street as an exceptional pedestrian-oriented streetscape between Queen Anne and 2nd Avenues.

### PARTNER WITH SEATTLE CENTER MONORAIL

Seattle Center Monorail is a tremendous asset for Seattle Coliseum, providing a link to the regional light rail system and to parking, retail, restaurants, and parking at Westlake. AEG is committed to partnering with the Monorail to improve access from light rail in the Downtown Seattle Transit Tunnel, including Monorail fares as part of patron tickets, updating Monorail fare systems, and supplementing service hours and headways to maximize capacity and ensure service is online before, during, and after events.

### BE A BIKING DESTINATION WITH A WORLD-CLASS BIKE CENTER AND BIKE ROUTE IMPROVEMENTS

For years, AEG has promoted cycling to Seattle Center events including sporting events and festivals like Bumbershoot. Helping the City build out the Center City Bike Network around Seattle Center and making investments in a world-class Bike Center (bike parking, storage, and maintenance) will elevate biking as a preferred access mode.

### DISPERSE PARKING AND ACCESS DEMAND

Seattle's Center City has tens of thousands of parking stalls, the majority of which are empty during most event times. Rather than building excessive new parking at or around Seattle Center, AEG's strategy focuses on shared use of existing parking resources in the broader Center City and prioritizing Seattle Center parking for high-occupancy vehicles. Using incentives, information, and intelligent transportation technologies to encourage people to park and walk or park and ride transit has the benefit of spreading demand across the system, terminating vehicle trips closer to freeway ramps (or before), and reducing search for parking traffic. We plan to work with the City to expand E-Park and DowntownSeattleParking.com programs to Uptown.

### BUILD TRANSIT PARTNERSHIP - BUS SERVICES TODAY, LIGHT RAIL TOMORROW

In 15 to 20 years, Seattle Center will have a station and grade-separated rail service connected to the regional light rail system. AEG hopes to work with Sound Transit and the City to explore the ideas of a direct station connection into Seattle Coliseum and service patterns that provide direct game-day light rail service from the Eastside. In the meantime, bus services provide an important way to move large volumes of event attendees before and after events. Since modern stadiums have fast egress, accommodating large loads can be a challenge. AEG hopes to work with Metro to fund event day/game day service and to work with the City to provide rapid transit/shuttle egress during post event periods.



### FUNDING FOR COMMUTE SEATTLE – BE A LEADER FOR THE UPTOWN NEIGHBORHOOD

The AEG team understands the impacts of Seattle Coliseum access are greatest during the weekday peak periods. Commute Seattle is a highly successful organization focused on reducing impacts from drive alone travel during peak commute periods. We propose to be a partner and to work closely with Commute Seattle to fund Uptown, Seattle Center, and Seattle Coliseum programs that increase use of transit, walking, cycling, and ridesharing including a neighborhood-based access management program to extend the success of large employer-based Transportation Demand Management (TDM) programs to smaller neighborhood-based employers.

### EMBRACE WESTLAKE AS A POINT OF ARRIVAL AND DEPARTURE

Westlake is one of Seattle's three designated multimodal Transportation Hubs and will be the target of Shared Mobility Hub investments. Westlake unlocks tremendous access potential for Seattle Coliseum. It provides connections via the Monorail and bus services between regional LINK light rail service and the Coliseum. Westlake has a large supply of visitor-oriented parking and is a natural park-once location capturing vehicle trips from the freeway system, encouraging patrons to “come early, stay late” to shop, dine, and shop. AEG will partner with Westlake parking garage operators and with the Westlake Center Mall to promote hours conducive to post-event activity and transfers from the Monorail.

### USE INFORMATION TECHNOLOGY TO ENABLE PRE-TRIP DECISIONS

AEG is a leader in use of technology to improve patron experience. We understand that people are consuming transportation as a suite of services and relying on technology before and during the trip to make choices about mode, pathway, and connections. Our program will include web information and smart phone applications to help customers make informed decisions about travel long before they leave for the event. We will work with the City to explore software programs (and tie to city-backed services) that provide dynamic information about travel paths, mode choice, and parking availability.

### CONTRACT WITH CHARIOT TO PROVIDE EVENT DAY TRANSPORTATION FROM NEIGHBORHOODS AND HUBS

Chariot is a flexible, dynamic ridesharing service that fits the market between Uber/Lyft and mass transit. It is a great solution for event day transportation and could provide shared ride trips between urban neighborhoods or transit hubs and Seattle Coliseum. The AEG team will work with Chariot to establish event day transportation and encourage patrons to use services that pick up passengers coming from multiple origins.

### HELP BUILD LAKE2BAY

Lake2Bay is an exciting project that knits Seattle neighborhoods and civic destinations together with a high-quality, well-signed urban “trail.” This project is an exciting way to get people to Seattle Coliseum on foot and bike, while creating a top-of-class civic amenity. AEG plans to fund wayfinding signage directing people to, from and along Lake2Bay and contribute to Lake2Bay construction in the vicinity of Seattle Center.

### A PARTNER FOR THE UPTOWN NEIGHBORHOOD

AEG has carefully considered its Sustainable Transportation Plan, but there are certainly neighborhood priorities that have yet to be voiced or we have not included. AEG is a partner in building a world-class Seattle, Uptown neighborhood, and Seattle Center. AEG will be a partner in supporting community-driven investments that might arise from One Center City or other community plans.



## FRAMING THE CHALLENGE

Seattle's Center City is world famous as a transportation bottleneck. The Elliott Bay, colliding street grids, and Interstate 5 force regional travel into a small set of north/south avenues. In a rapidly growing city with these geographic constraints, the only solution to this challenge is to move people more efficiently in the same limited space. In doing just this, Seattle has had unprecedented success. The Commute Seattle Mode Share survey measures the growth of commute trips in Seattle's 10 Center City neighborhoods and the modes of travel for each. The 2014 to 2016 survey, recently released, shows that about 95% of the 45,000 net new commute trips in that period are being made by walking, cycling, transit, and mode share. No other U.S. city can claim such success in transitioning travel to sustainable transport modes.



*Public transit serves more downtown commuters than any other mode. Non-motorized commutes—walking and bicycling now account for 15% of all commutes, another all-time high (CommuteSeattle, 2014 Downtown Modesplit)*

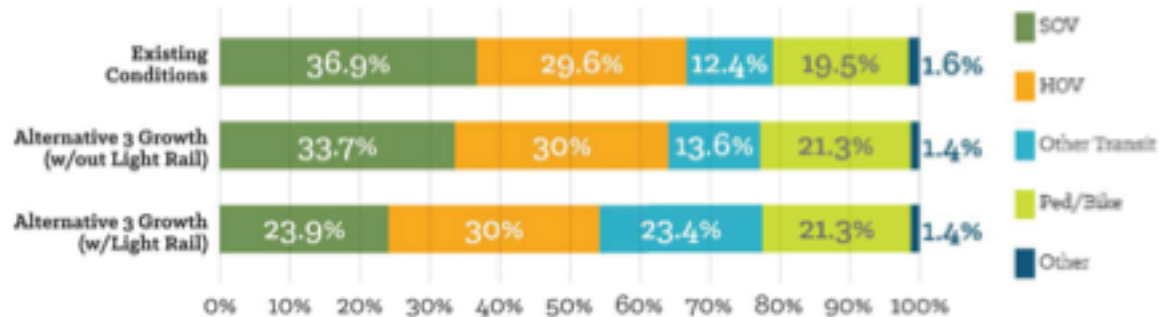
Success does not stop there. Seattle Center City is at or approaching peak auto volumes. Continued rapid development in the Center City will require more investment and new solutions to ensure mode share trends continue for all trip types. A number of efforts are underway to address these transportation challenges. The One Center City Mobility and Public Realm Plan, will drive Center City transportation and public space improvements over the next 20 years. This effort is led by Nelson\Nygaard and will help set a framework for Uptown's mobility and public realm investment. SDOT is developing a Commute Trip Reduction Strategy, which will set targets for mode share in Center City neighborhoods based on street capacity, transit service levels, and land use programming. Sound Transit's planning and design for the Ballard to Downtown LINK light rail line will also be fundamental to providing regional rail system access to Seattle Center. This work will begin in earnest in 2017-2018. Any redevelopment of the Seattle Coliseum needs to be harmonious with and advance the goals of these broader planning efforts.

Recent analysis of Seattle Center travel behavior shows that nearly 37% of trips are drive-alone with another 30% of trips made in private vehicles carrying two or more people, and **only 12.4% of trips are by transit**<sup>1</sup>. This is in contrast to the 45% transit mode share for commute trips to downtown Seattle. Building on many of the successes of downtown

<sup>1</sup> All current mode split numbers sourced from Seattle Center Parking Study and Seattle Arena FEIS.



Seattle to increase the use of alternative travel modes, the AEG team will invest in a suite of multimodal transportation strategies to **achieve a 6% reduction in drive-alone trips**, bringing the total non-single occupant vehicle (SOV) mode share to 69% of total trips.<sup>2</sup>



*Uptown neighborhood mode splits anticipating LINK light rail for the Uptown Rezone EIS.  
(Uptown & Seattle Center Strategic Parking Study)*

The Seattle Coliseum site has parking and traffic circulation challenges accentuated by the unprecedented growth in surrounding neighborhoods. Primary site access today is via three corridors: Elliott, Mercer, and Denny. Taken together, these constrained pathways handle average annual weekday traffic volumes exceeding 135,000 vehicles—more than double the volumes on State Route - 99 through downtown. The two east-west corridors, Denny and Mercer, are chronically congested during the afternoon peak period due to the convergence of a discontinuous street grid and I-5 access ramps. This poses a significant challenge given that more than 40% of Seattle Coliseum event-related demand is projected to overlap with peak afternoon commute times. Without aggressive mode share targets and a comprehensive multimodal site access strategy, an additional 700+ vehicular trips could be added to an already congested street network more than 120 times per year.

The recently completed Uptown and Seattle Center Strategic Parking Study frames the site's parking and vehicular access constraints highlighting that parking demand exceeds capacity at least 20–30 times per year given the current event schedule. With an additional 2,000 seats and increased event frequency at the new Seattle Coliseum, the already excessive demand on a constrained number of parking spaces could result in adverse neighborhood impacts. However, the AEG team's multi-faceted access and parking management strategy takes a creative approach to optimizing existing parking resources in concert with active management of both on- and off-street parking and the use of robust travel choice technologies to minimize parking impacts on neighborhood streets, businesses and residents.

Sound Transit's recent transit levy includes funds to connect Seattle Center to downtown and Ballard/Interbay with a new light rail line that can accommodate upwards of 55,000 riders per day. This service will not be online for another 15 years, which means in the shorter term buses, shuttles, and the Seattle Center Monorail will remain the workhorses bringing people to the Seattle Coliseum. Although there is excellent bus service and available capacity on

<sup>2</sup> Number derived from calculating parking deficit during peak evening events; assumed 18,113-seat capacity for Seattle Coliseum and above-referenced mode split. This number represents the minimum SOV reduction sought by the Seattle Coliseum Sustainable Transportation Strategy.

routes located along the west side of the Seattle Coliseum including the RapidRide D Line, the reach of a one-seat ride to/from Seattle Center is limited to only a handful of Seattle neighborhoods. For most event goers, a transfer is needed to make the last mile connection to the site. Without seamless modal integration, these transfers will be a major barrier to taking transit to the site. AEG's approach to broadening transit's reach beyond central Seattle and improving last mile connections is critical to making transit the most attractive option for people arriving at the new Seattle Coliseum.

Currently, State Route 99 (Aurora) forms a major barrier between Uptown and South Lake Union, two neighborhoods that are only a 10 minute walk from each other as the crow flies. This disconnected street grid has limited the completion of a direct, intuitive network in this northern area of Seattle's Center City. However, the completion of the SR 99 tunnel in 2019 and the subsequent regriding of east/west streets between Denny and Harrison create the opportunity to reconnect these two asset-rich neighborhoods for transit, walking, and biking. These new access points are key to achieving the AEG team's mode share goals for the new Seattle Coliseum.

Seattle's Westlake Hub, while a mile removed from Seattle Center, takes on a special importance in a sustainable access strategy for Seattle Coliseum. Westlake is the nearest light rail station and a seamless connection from LINK light rail to the Monorail, buses, and shuttle service to Seattle Coliseum will be essential as the region embraces light rail as the best way to access Center City. Westlake has many large parking garages with a great deal of unutilized capacity, particularly in the evenings and on weekends. It is the city's largest hotel district and home to some of the city's best shopping, restaurants, bars, and entertainment. It also has excellent access to I-5, limiting the impact of vehicle trips moving through the Center City. These factors in combination make Westlake a natural hub for travel to Seattle Coliseum events. Working with DSA, SDOT, Commute Seattle, Seattle Center Monorail, and Westlake Mall to create a seamless hub and a "come early, stay late" program are natural parts of our transportation plan.

With its unique location between the vibrant Uptown neighborhood and the many amenities offered by Seattle Center, the new Seattle Coliseum is poised to become a compelling walking and biking destination. With key biking and walking investments to knit the Coliseum further into the citywide all ages and ability network, event goers will be enticed to take the short walk or bike ride from the Center City, Seattle Waterfront or South Lake Union to the Coliseum. The redevelopment will include on-street bike facilities and public realm improvements particularly along 1st Avenue N, Thomas Street, and the Lake2Bay Loop. Similarly, reappropriation of right of way and curbspace near the Coliseum's front doors will incentivize the use of shared mobility options to access the site. A Seattle Center mobility hub will centralize and make visible the variety of transportation choices event goers can use to travel to and from the Coliseum.



## PLANNING FRAMEWORK

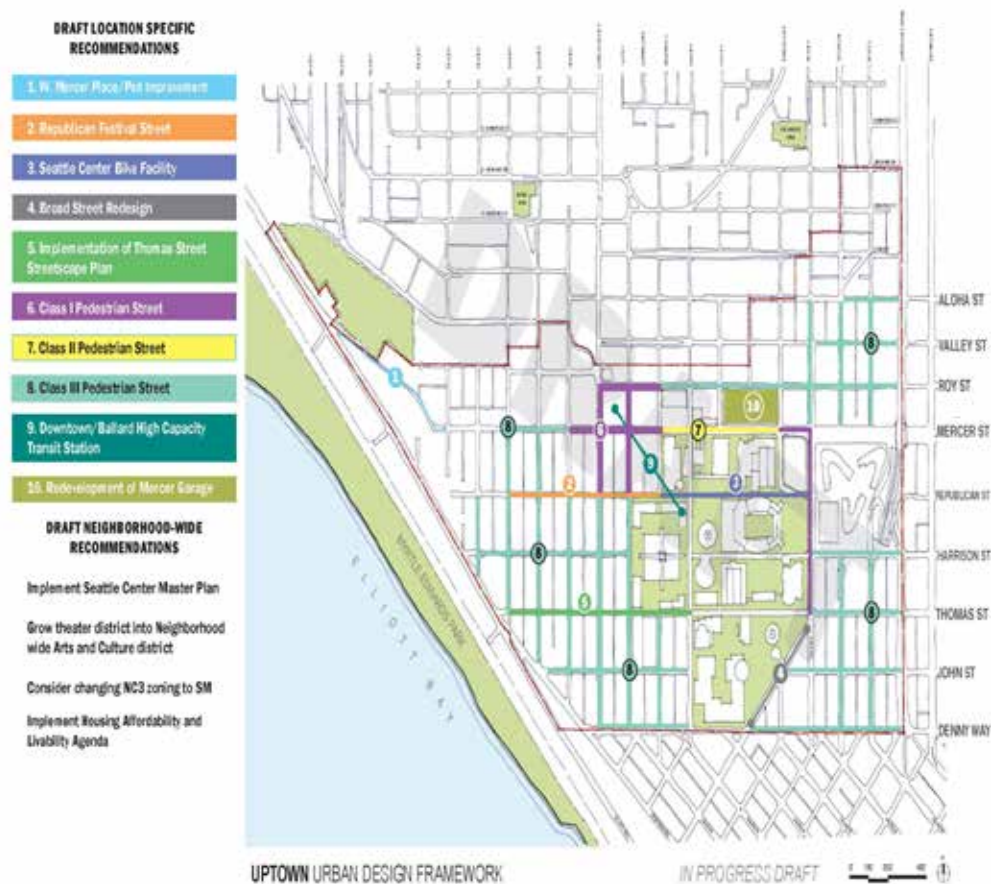
The Seattle Comprehensive Plan (Seattle 2035) calls for Seattle Center to remain a premier regional amenity. The Uptown Urban Design Framework Plan (UDF) is integrated into Seattle 2035, directing growth and management of Uptown. Specifically, the plan guides the City to:

- Diversify transportation modes and emphasize non-SOV travel
- Find solutions to traffic congestion
- Promote a human scale and character
- Reduce industrial through-traffic
- Provide transportation facilities and services consistent with Queen Anne's unique urban character
- Strive to provide multimodal linkages and access to adjacent employment centers
- Provide high-capacity transit services, including light rail
- Provide a system of bicycle facilities and routes within and around Queen Anne to encourage safe and convenient commuter and recreational bicycle use
- Provide convenient and safe bicycle and pedestrian access between Queen Anne and the Elliott Bay waterfront



These goals point to a policy framework that promotes an enhanced public realm in the Urban Center. This enhanced public realm would be built on a strong foundation of sustainable transportation opportunities including quality transit, pedestrian facilities, and bicycle facilities.

The Uptown UDF encourages the neighborhood to embrace Seattle Center and embrace Lower Queen Anne as an emerging Arts and Culture District. The Seattle Coliseum Redevelopment and redesign of adjunct streets will help to open inviting pathways to the Center's valued interior spaces and connect people to Lower Queen Anne streets. The UDF also recognizes that the neighborhood is best served by "a robust multimodal transportation network." Our Sustainable Transportation Strategy recognizes the need for investment in great streets, diverse modal options, and strong on-site management to ensure investments are working for Seattle Coliseum, Seattle Center, and most important, the neighborhood.



*Several key recommendations in the Uptown Urban Design Framework focus on complete street investments including implementation of the Thomas Street Concept Plan, Republican Festival Street and bike connection along August Wilson Way. (Uptown Urban Design Framework)*

Our multimodal strategies for the Seattle Coliseum embrace Seattle's core transportation values articulated in Move Seattle:

- A Safe City
- An Interconnected City
- A Vibrant City
- An Affordable City
- An Innovative City



### GUIDING PRINCIPLES

The AEG team suggests the following principles to guide the Seattle Coliseum Sustainable Transportation Plan. These come from meeting with local stakeholder groups, listening to stakeholders, and the team's knowledge from working in the neighborhood and Center City. Of course, the community should have the final guiding word. An early step in the process will be to meet with a broad range of neighborhood and community stakeholders to refine a set of guiding principles that reflect community voices.

#### REDUCE TRANSPORTATION IMPACTS TO BALANCE EVENT ACCESS, NEIGHBORHOOD LIVABILITY, AND NETWORK RESILIENCE

- Reach an established mode share target
- Minimize parking impacts on neighborhood streets, businesses, and residents
- Establish freight/goods mobility strategies to minimize impacts on neighborhood streets and other Seattle Center operations

#### PROVIDE SAFE, CONVENIENT, AND EFFICIENT ACCESS FOR ALL MODES OF TRAVEL TO AND FROM SEATTLE COLISEUM

- Make KeyArena a walking and biking destination for people of all ages and abilities
- Make public transit a preferred way to arrive

#### PROVIDE SEAMLESS AND LEGIBLE CONNECTIONS BETWEEN MODES

- Integrate shared mobility services
- Identify and develop integrated on-site mobility hubs
- Provide high-quality, real-time information to inform peoples' travel choices

## **SEATTLE COLISEUM SUSTAINABLE TRANSPORTATION PLAN: AEG'S OBJECTIVES & STRATEGIES**

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This Sustainable Transportation Strategy developed in response to the City of Seattle RFP for the Redevelopment of KeyArena (Seattle Coliseum) presents specific access strategies organized around a set of primary objectives. The strategies provide a clear sense of how AEG plans to optimize event access and ensure that the redevelopment and increased activity at the Seattle Coliseum will benefit the Uptown neighborhood. Specific objectives and strategies will be further evaluated, refined, and detailed after the contract is awarded. More detailed traffic operations assessment, strategy modeling, costing, design, and environmental assessment will be conducted in support of a comprehensive Seattle Coliseum Transportation Management Program.

### **MINIMIZE THE TRAFFIC IMPACTS ON SEATTLE CENTER AND THE UPTOWN NEIGHBORHOOD, INCLUDING INTERBAY AND OTHER NEARBY NEIGHBORHOODS**

#### **DESIRED OUTCOME**

Minimize single-occupant vehicle (SOV) trips to the Seattle Coliseum, Seattle Center and the Uptown neighborhood during peak evening event times

#### **TARGET OR METRIC**

Achieve 6% reduction in drive-alone trips for the Seattle Coliseum bringing total non-SOV mode share to 69% of total trips for weekday evening events

### **AEG FINANCIAL COMMITMENT**

**AEG will contribute up to \$500,000 toward achieving the capital projects in this section.**

#### **STRATEGIES TO ACHIEVE TARGET/METRIC**

##### **HIRE A DIRECTOR OF TRANSPORTATION FOR THE SEATTLE COLISEUM**

AEG will establish a senior-level position to lead transportation management initiatives and operations for the Seattle Coliseum and cultivate partnerships with neighborhood stakeholders. AEG's experience shows that onsite staffing dedicated to transportation, parking, and coordination of employee and patron transportation will be critical to success. In addition, the transportation director will manage transportation information, marketing, and the demand management program for Coliseum staff.

The AEG transportation team will develop partnerships with Seattle Center, Gates Foundation, Uptown Alliance, South Lake Union Chamber, the Mercer Stakeholders' Group, City of Seattle departments, and other transportation agencies and providers. Along with support from AEG corporate resources and the Seattle-based senior staff, the director will be responsible for managing the overall transportation management program for the Seattle Coliseum, including performance monitoring and annual reporting.

### ESTABLISH UPTOWN/SEATTLE CENTER TRANSPORTATION MANAGEMENT DISTRICT

Develop a neighborhood-based access management program to extend the success of large employer-based Transportation Demand Management (TDM) programs to smaller neighborhood-based employers. Commute Seattle, working in partnership with the City of Seattle, has seen success in South Lake Union through programs aimed at broadening the reach of program benefits to mid- and small-sized employers. AEG proposes to partner with Commute Seattle, large Uptown employers such as the Gates Foundation, and other Seattle Center and Uptown employers to develop and implement transit pass distribution and sustainable commute benefit programs.

### LEVERAGE COMMUTE SEATTLE

Establish a partnership with Commute Seattle to leverage their existing programs and relationships for the benefit of Seattle Coliseum employees and visitors. Commute Seattle provides commute and transportation management programs throughout the Center City and has a track record of effectively implementing district-specific programs such as our recommended Strategy A.2. Included within this partnership will be development and deployment of a coordinated marketing strategy to better present the various non-SOV transportation options to Seattle Coliseum patrons. Commute Seattle partnerships will include financial contributions to support agreed upon programs and potential in-kind support from the Seattle Coliseum Director of Transportation to support broader Uptown/Seattle Center programs.



## commute seattle

*Commute Seattle has a history success achieving mode share targets in Seattle's Center City.*

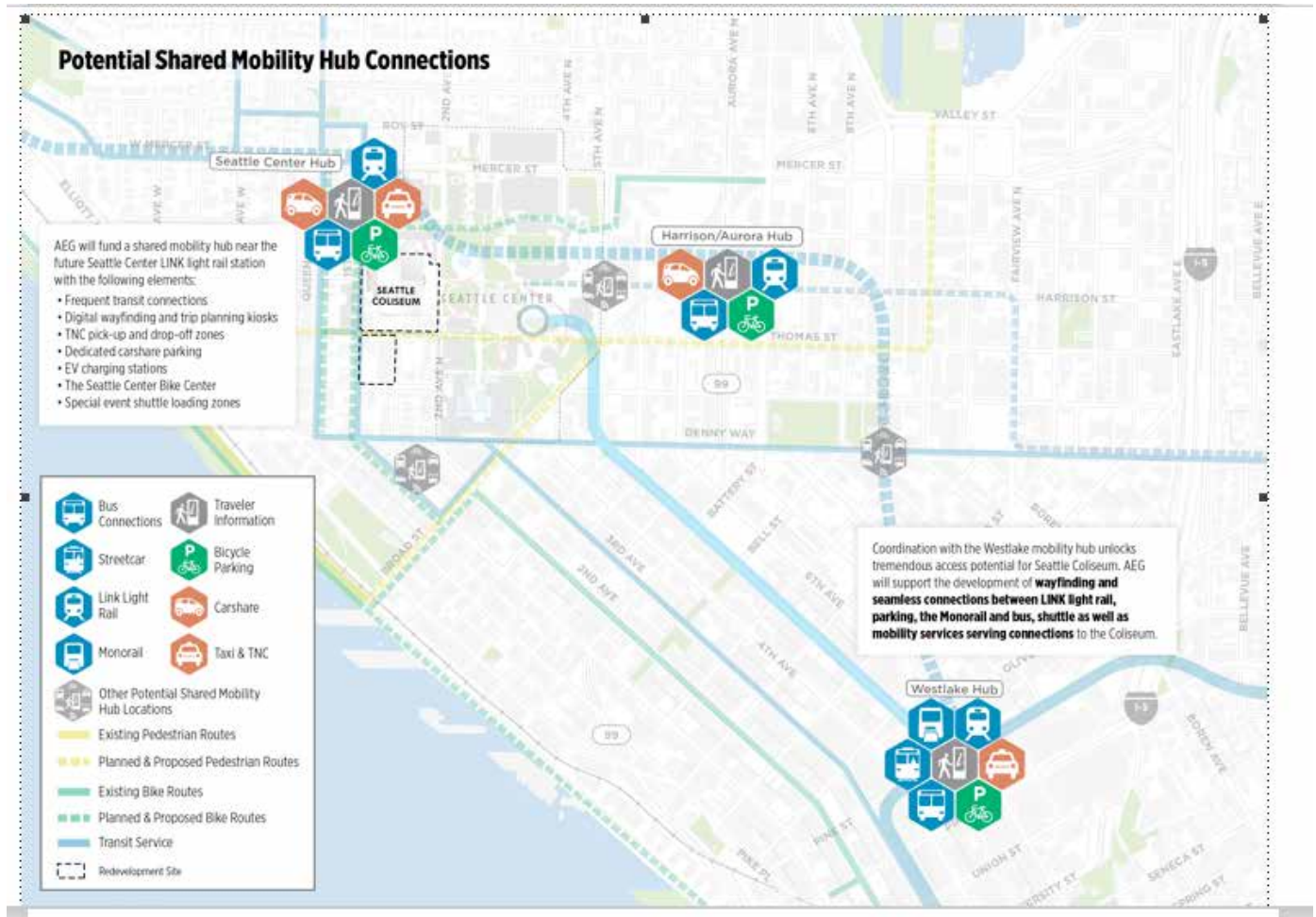
### PROVIDE A TDM PROGRAM FOR SEATTLE COLISEUM STAFF

The Coliseum transportation team will support and incentivize multimodal travel for staff and regular Seattle Coliseum employees, including both full-time staff and event support staff. For event support staff, AEG will provide access to off-site parking and shuttle service for events. Transit incentives will be provided via subsidized transit passes and a guaranteed ride home program. On event days, this TDM program has the potential to eliminate SOV trips for 250-1,000 event staff depending on the scale of event. The transportation team will coordinate all policies and programs with TDM efforts of Seattle Center and other major Uptown employers.



## PARTNER WITH CENTER CITY HOTEL DISTRICT AND TOURISM LEADERSHIP TO INCENTIVIZE MULTIMODAL TRANSPORTATION FOR GUESTS

The Seattle Coliseum will partner with hotel and tourism leaders to package and incentivize multimodal transportation between the Center City's hotel and entertainment district and Seattle Coliseum. Event/lodging/transportation packages will make transportation choices easy and affordable, whether through free Monorail rides for event goers, a pre-loaded ORCA card upon hotel check-in, or a TNC voucher for a ride to the Coliseum.



## INVEST IN ON-SITE AND PROXIMATE MOBILITY HUBS

### DESIRED OUTCOME

Increase the number and percent of people using rideshare, carshare, transit and other shared mobility services to access the Seattle Coliseum.

### TARGET OR METRIC

Achieve 10% shift of HOV trips to rideshare, carshare, and other shared mobility services; lead the industry by providing one of the first complete Shared Mobility Hubs at the Seattle Coliseum; optimize use of technology to enhance customer experience.

### AEG FINANCIAL COMMITMENT

**AEG will contribute up to \$1.5 million toward achieving the capital projects in this section.**

### STRATEGIES TO ACHIEVE TARGET/METRIC

#### CREATE A SEATTLE CENTER SHARED MOBILITY HUB

AEG will invest to create a Seattle Center Shared Mobility Hub. To embrace the emergence of mobility as a service and in support of SDOT's efforts to establish a network of shared mobility hubs across Seattle, AEG will fund the establishment of a shared mobility hub at Seattle Center. SDOT defines a shared mobility hub as "the physical representation of the mobility marketplace." Shared mobility hubs aggregate transportation choices and connections as well as travel information into a seamless, understandable, and on-demand travel experience. The Seattle Center shared mobility hub will be centered around the frequent transit connections and the future Seattle Center LINK light rail station near the northwest corner of the Seattle Coliseum site. Elements of the Seattle Center Mobility Hub will include:

- Enhanced and integrated transit connections,
- Digital wayfinding and trip planning kiosks integrated into the Seattle Coliseum digital parking resources.
- A TNC pick-up and drop-off zone, dedicated on-street carshare parking
- EV charging stations
- Seattle Center bike station with dedicated bike parking,
- Investment in the next generation Seattle bike-share program
- Short term bike parking
- A dedicated curbside loading zone for transportation network companies, taxi service, guest drop-off and special event shuttle loading zones.

Event goers will experience a public realm configured to support shared mobility and seamless transportation connections at the Coliseum's front door.

### SUPPORT WESTLAKE SHARED MOBILITY HUB

Coordination between the shared mobility hubs at the Seattle Coliseum and Westlake will optimize the use of mobility services to connect to high capacity, regional transit. Until the Seattle Center LINK light rail station opens, regional travel will centralize around the Westlake Hub. Seamless transfers to the Westlake Hub from the variety of mobility services offered by the Seattle Center hub will drive users to the ever-expanding regional transit network. In reverse, the strategic coordination between mobility hubs will serve last mile connections for event goers to connect from the regional transit system to the Coliseum.

### WORK WITH SDOT AND SEATTLE CENTER TO ESTABLISH A HARRISON STREET MOBILITY HUB

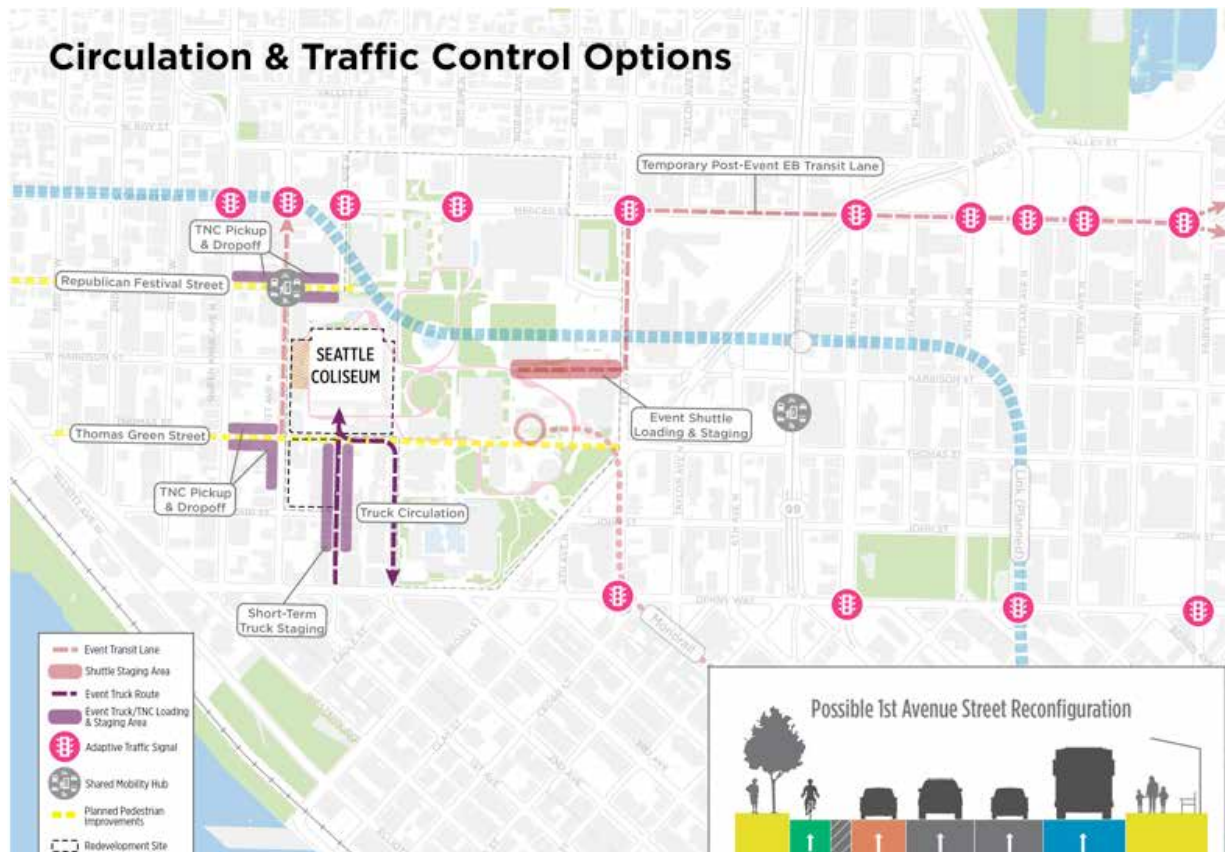
AEG will work with Seattle Center to establish a second shared mobility hub at Harrison Street. This mobility hub will leverage and centralize the transportation assets along the east side of Seattle Center including the Monorail, frequent transit along 5th Avenue, as well as the future 5th Avenue protected bike lane and future Harrison Street Transitway. Interactive wayfinding and trip planning kiosks as well as dedicated parking for carshare, TNC pick-up and drop-off, and EV charging stations will complement and optimize connections to the existing multimodal transportation infrastructure. AEG will commit to enhance the Harrison Street Mobility program.

### INSTALL DIGITAL MOBILITY WAYFINDING AND TRIP PLANNING KIOSKS

As mobility as a service continues to grow and take hold in Seattle's transportation system, increasing access for all people to these services will ensure that transportation inequities are not exacerbated. Whether you're new to town or you don't own a smart phone, interactive digital wayfinding and trip planning kiosks publicly accessible in the right of way allow users to understand the services available to them at a mobility hub as well as plan a trip to their destination utilizing any shared mode. Kiosks such as those by CIVIQ Smartscares or LQD offer mobility and communication services. AEG will use funding in this section toward the installation of two of these dynamic kiosks—to be identified in partnership with SDOT—at the Seattle Center mobility hub.



*Interactive trip planning and wayfinding kiosks will be a key element of the Seattle Center mobility hub transforming access to shared mobility services (image: Palo kiosk by LQD)*





## IMPROVE NETWORK CONNECTIVITY FOR PEOPLE OF ALL AGES AND ABILITIES TO WALK AND BIKE TO THE SEATTLE COLISEUM

### DESIRED OUTCOME

Increase mode share of people walking and biking to access Seattle Coliseum

### TARGET OR METRIC

Achieve 2% or greater increase in walking/biking trips for Seattle Coliseum bringing total pedestrian and bike mode share to 21.5% of total trips or higher; increase sales and patronage at local businesses on walking and cycling routes to Seattle Coliseum

### AEG FINANCIAL COMMITMENT

**AEG will contribute up to \$1.5 million toward achieving the capital projects in this section.**

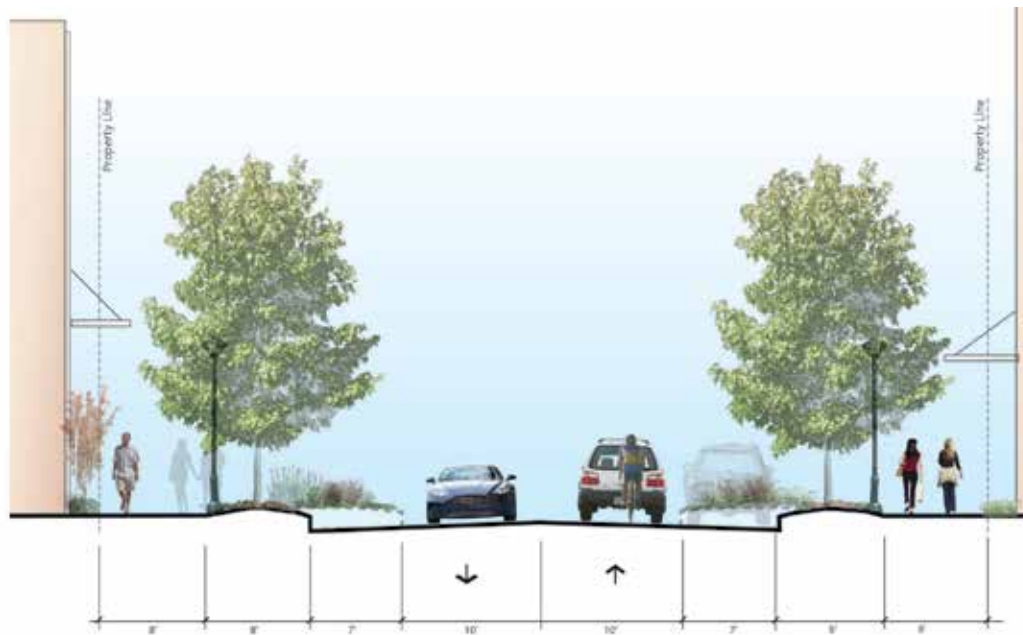
### STRATEGIES TO ACHIEVE TARGET/METRIC

The Seattle Coliseum is in one of Seattle's most walkable neighborhoods. With dramatic increases in housing in Uptown and adjacent neighborhoods, walking will be a viable option for many people. A number of funded and unfunded plans and initiatives are in place to improve safe, comfortable, and enjoyable walking and cycling access to Seattle Center. AEG intends to help advance these plans and help fund facilities, as well as making site improvements and Seattle Center investments that improve walk and bike trips. To further these important initiatives, AEG will fund up to \$1.5 million toward capital costs within a coordinated development plan.

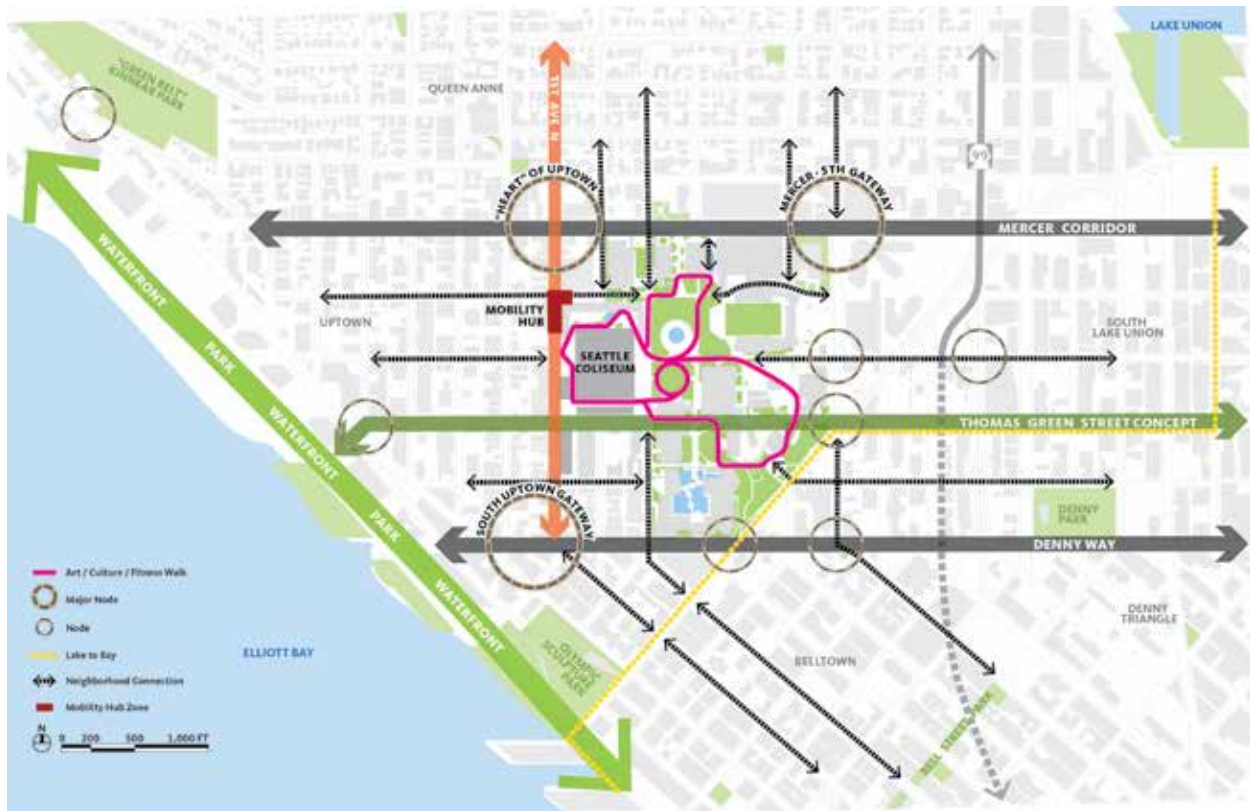
Specific plans and initiatives that the AEG plan supports include, but are not limited to:

- Thomas Street improvements
- East-west grid street improvements
- 1st Avenue complete street
- 1st Avenue and Queen Anne Avenue protected bicycle lanes
- Connections to the Thomas Street Pedestrian Bridge and Myrtle Edwards Trail
- Lake2Bay

The Seattle Coliseum development provides opportunity to advance these city and neighborhood priorities. In addition, AEG's concept includes a Seattle Center walking and exercise pathway that people can connect to from these facilities and use to navigate Seattle Center activities and for fitness activities. AEG will work with the City and neighborhood to create a capital program for street improvements that support Seattle Coliseum access and help achieve the Uptown Urban Design Framework Vision. Among the projects that could be included are:



*The Thomas Street Concept Plan envisions Thomas as a balanced green street complementing Uptown neighborhood character with generous plantings and pedestrian realm (Thomas Green Street Concept Plan)*

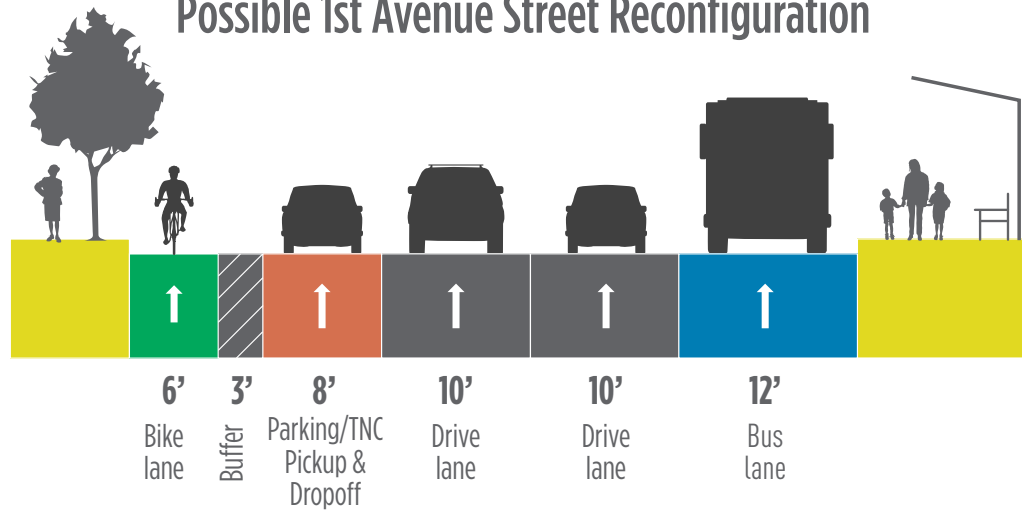


### BUILD OUT THE THOMAS STREET CONCEPT PLAN BETWEEN QUEEN ANNE AVENUE AND 2ND AVENUE

The redevelopment of the Seattle Coliseum includes significant capital investments to build out the adopted Thomas Street Concept Plan between 2nd Avenue and Queen Anne Avenue. AEG will fund the construction of an exceptional pedestrian-oriented streetscape that prioritizes the comfortable flow of people walking and biking, as well as enjoying sidewalk cafes and landscaped pause points. Cars will feel like invited guests in this space as a curbsless configuration will seamlessly connect pedestrian plazas on the north and south of Thomas Street just east of 1st Avenue. Improvements will also include crossing enhancements for pedestrian safety and traffic calming at the intersection of Thomas Street and 1st Avenue. Pedestrian safety will be prioritized through highly visible crossings including pedestrian-activated flashing lights, special crosswalk paving material, and a pedestrian refuge in place of the parking lane along 1st Avenue.

AEG's site plan provides a world-class, active retail frontage along the segment of Thomas Street between 1st and 2nd Avenues. With restaurants and entertainment venues, this segment of the street will provide a unique and vibrant environment, an excellent complement to the more tranquil portions of the street planned east and west of Seattle Center. During non-event times, the design will provide weather protection for pedestrians and quality street features and design to ensure the street feels "active" and safe at all times.

## Possible 1st Avenue Street Reconfiguration



*AEG build on Seattle's complete street precedents and partner with SDOT to integrate a protected bike lane, dedicated transit lane and top-of-class pedestrian realm along 1st Ave N.*



### MAKE 1ST AVENUE A TOP-OF-CLASS PEDESTRIAN STREET

As the front door of the Seattle Coliseum, AEG will invest in the reconfiguration of 1st Avenue as a top-of-class pedestrian-friendly complete street. Public realm investments will maintain the mature tree canopy as well as increase the pedestrian realm. Additionally, AEG will implement a street reconfiguration that amplifies the multimodal function of the street, which includes a northbound protected bike lane in place of the existing westside parking lane and a transit only lane in place of the parking on the east side. Dynamic curb space management will allow the parking lane buffering the protected bike lane on the west side of 1st Avenue to function as a shuttle staging or TNC pick-up and drop-off zone during events. 1st Avenue will prioritize multimodal travel in its reconfiguration and will connect people to the Coliseum, to the rest of the Seattle Center campus, and to the neighborhood at large, becoming a place where people feel comfortable in a crowd of 18,000 on a game day and by themselves on a late winter evening.



*Seattle has embraced festival streets to function as flexible urban spaces used for periodic closures for events.  
(image: Bell Street Park, Belltown, Seattle)*

### BUILD OUT THE REPUBLICAN FESTIVAL STREET BETWEEN 1ST AVENUE NORTH AND WARREN AVENUE NORTH

The Uptown Urban Design Framework codifies community vision for Republican Street to function as a festival street and neighborhood gateway drawing people between the Seattle Center and the Heart of Uptown. AEG will support the redevelopment of Republican Street between 1st Avenue N and Warren Avenue N as a flexible festival street per the Urban Design Framework. Improvements will include intersection and crossing enhancements for pedestrian safety at the intersection of Republican Street and 1st Avenue. Republican Street is poised to serve many functions due to its proximity to the future Seattle Center LINK light rail station. The Republican festival street will support the functions of the near-term Seattle Center mobility hub including connection to the August Wilson Way bicycle route.

### LEVERAGE THE RE-GRIDDING OF HARRISON, JOHN, AND THOMAS STREETS

Upon completion of the SR 99 tunnel, Harrison, John and Thomas Streets will be reconnected between the Uptown and South Lake Union neighborhoods. AEG will leverage and support this network connectivity to create safe, comfortable connections for people walking, bicycling, or taking transit to the Seattle Center and Coliseum. Pedestrian crossing improvements at the intersections of 5th Avenue at Thomas and Harrison Streets will improve the walk from South Lake Union to Seattle Center. The establishment of the Harrison Street Transitway will create a prominent new transit connection from the east side of Seattle Center. AEG will partner with the City of Seattle to contribute to these important street improvements in order to optimize access to the Seattle Coliseum by foot or by bicycle.

### CREATE SAFE AND COMFORTABLE BICYCLE ROUTES TO SEATTLE CENTER

Seattle's Bicycle Master Plan identifies protected bike lanes along the east and west sides of Seattle Center along 5th and 1st Avenues N. AEG will partner with the city to contribute funds toward the design and implementation of these critical connections in Seattle's all ages and abilities bicycle network. These two connections alone will provide bicyclists with direct, comfortable access to the Seattle Coliseum and between neighborhoods citywide. The design of the Seattle Coliseum also incorporates the Seattle Center-identified cross-campus bike route along August Wilson Way.



*The Lake2Bay Street Concept plan envisions a continuous pedestrian friendly pathway linking significant public spaces and cultural assets between Lake Union and Elliott Bay (image: Lake2Bay Concept Plan)*

## DEVELOP LAKE2BAY AS A PROMINENT WALKING CONNECTION

The design and development of the Seattle Coliseum integrates the community vision for the Lake2Bay loop emphasizing the connection to Seattle Center along the Broad and Thomas Street alignment as a prominent walking connection. The prominent Arts and Culture loop proposed in the Coliseum site plan can integrate Lake2Bay wayfinding and design themes in a broader, highly visible loop connecting visitors to many of the Seattle Center's key attractions.

Lake2Bay is an incredible opportunity to link a number of Center City neighborhoods, key cultural activities, and Waterfront Seattle. It can also provide a pleasant and safe last mile connection for people parking outside the immediate vicinity of Seattle Coliseum. AEG is excited to be part of developing this exciting facility and helping to connect Seattle's cultural resources.

## PROVIDE SAFE AND EXPEDIENT TRAVEL TO AND FROM COLISEUM EVENTS

### DESIRED OUTCOME

Increase number of people being moved per hour on Mercer Street, Denny Way, and Elliott/15th Avenue Corridor pre- and post-event

### TARGET OR METRIC

Minimize increase in number of vehicles on key access roadways during weekday PM peak hours; increase number of people per hour traveling via safe, spatially efficient modes including walking, cycling, transit, and rideshare

## AEG FINANCIAL COMMITMENT

**AEG will contribute up to \$1 million toward achieving the capital projects in this section.**

## STRATEGIES TO ACHIEVE TARGET/METRIC

### INSTITUTE ADAPTIVE SIGNAL CONTROL SYSTEMS AND ITS SOLUTIONS ALONG DENNY WAY, MERCER STREET, AND/OR ELLIOTT/15TH AVENUE

Through a partnership with the Seattle Department of Transportation (SDOT), AEG will contribute to the installation of active traffic management signal system technology and augment the staffing resources at the city's traffic control center to actively manage the signalized intersections along Denny Way and Mercer Street during special events. This hands-on approach will help ensure the primary corridors connecting people to the regional freeway system operate as smoothly as possible leading up to and following an event.

AEG will contribute funds and partner with SDOT Traffic Operations to install signal improvements including ITS and automated block the box enforcement to manage traffic congestion along Denny Way and Mercer Street on event days. Adaptive Signal Control Systems provide more flexibility for urban arterials to manage event surges and peak-period traffic volumes. AEG will contribute to the study of and installation of ITS and signal technologies shown to improve operations (travel time and/or reliability) including adaptive traffic signal systems, dynamic messaging, and other ITS solutions along these corridors.

Adaptive signal systems will benefit freight and goods movement by ensuring more reliable operations during peak periods. Portions of Mercer, Broad, Elliott, and 15th Avenue are part of the Seattle Major Truck Street Network. Elliott is identified as a segment with medium levels of bottleneck. Elliott and 15th Avenue are also part of the over-legal freight network and provide connections to the Ballard/Interbay Northend MIC.

#### MANAGE CURB SPACE TO PRIORITIZE TRANSIT

The Seattle Coliseum transportation team will work with SDOT to redesign and restripe 1st Avenue N to include a transit only lane along the east side of the street serving the Coliseum. Additionally, the Coliseum Director or Transportation will work with the Mercer Stakeholder Group and SDOT to explore the opportunity to actively manage curbspace along Mercer Street to create an eastbound temporary transit only lane to serve the post-event surge. Transit lanes along key access corridors, especially those connecting to I-5, are crucial to elevate transit as the preferred way to access Coliseum events. This curbspace management strategy supports subsequent strategies including providing special event shuttle service to regional park-and-rides as well as enhancing existing transit serving the Coliseum.

The City's Bicycle Master Plan and the Center City Bicycle Network identify 1st Avenue/Queen Anne Avenue couplet as a pathway for a protected bicycle lane. AEG will work with the City and local stakeholders to plan for the implementation of this facility and provide financial support to its construction in concert with other proposed street improvements.

#### MANAGE CURB SPACE TO PRIORITIZE PASSENGER PICK-UP AND DROP-OFF ACTIVITIES

AEG will work with SDOT's Curbspace Management Program to designate waiting areas for transportation network company (Uber, Lyft, etc) vehicles to minimize unnecessary circling on the street grid and illegal parking on neighborhood streets or blocking of lanes. Coupled with increased parking enforcement, diligent curb space management will lessen potential neighborhood traffic and parking impacts. Specific strategies that AEG would consider in partnership with the City and Uptown neighborhood include:

- Location and enforcement of Transportation Network Company (i.e., Uber and Lyft) and taxi pick-up and drop off-zones
- TNC/taxi pick-up and drop-off zones for 2+ or 3+
- TNC/taxi zone enforcement (financial contribution to police enforcement)
- TNC taxi surcharge or scaled pricing based on occupancy
- Partnerships with TNC providers to encourage multi-origin TNC trips that ensure "pooling" trips actually reduce drive trips around Seattle Coliseum and on access pathways (single-origin TNC trips will increase total driving, VMT, and congestion)





*Designated curb space for transportation network company (Lyft, Uber) pick-up and drop-off as well as incentives for high occupancy trips will ensure efficient operations and minimize impacts.*

## MAXIMIZE THE EFFICIENCY OF VEHICLE AND BICYCLE PARKING

### DESIRED OUTCOME

Maintain or improve current parking utilization at Seattle Center and in the Uptown neighborhood during peak events by encouraging event goers to walk, bike, and use transit for their entire trip or for the last leg of their trip.

### TARGETS OR METRICS

Parking utilization rates during peak evening events for Seattle Coliseum; no impact to local business reliant on on-street parking; highest bike and walk share of any major arena/coliseum in the U.S.; increased retail spending/business success; neighborhood resident satisfaction.

### AEG FINANCIAL COMMITMENT

**AEG will contribute up to \$500,000 toward achieving the capital projects in this section.**

### STRATEGIES TO ACHIEVE TARGET/METRIC

The parking strategy for Seattle Coliseum focuses on parking opportunities in proximity to the site, the Uptown neighborhood, the Center City, and regional park-and-rides. Encouraging vehicles in route to Seattle Coliseum to park and take transit or shuttle services for the last leg of their trip will optimize existing parking resources and minimize neighborhood impacts. In concert with this approach, Seattle Coliseum will develop wayfinding, navigation, and travel choice technology to provide real-time information to event goers, thereby managing the system in a dynamic manner coordinated with other system demand influences.

### DEVELOP “UPTOWN EVENT ACCESS AND PARKING PLAN”

This comprehensive plan will build on the Uptown and Seattle Center Strategic Parking Study and reflect the neighborhood’s vision and policy goals as set forth in the Uptown Urban Design Framework. Included in this access plan will be a number of parking management strategies which are further explained below. The final access and parking plan will be the result of extensive work with the City, Seattle Center partners, the Uptown neighborhood, key stakeholder groups, and Commute Seattle.

### IMPLEMENT SHARED PARKING PROGRAM WITH LARGE UPTOWN, INTERBAY, AND SOUTH LAKE UNION EMPLOYERS AND PARKING FACILITY MANAGERS

To the northwest and east of the Seattle Coliseum site, parking structures maintained by large employers and property owners are underutilized during off-peak hours, times complementary to many Coliseum events. AEG will leverage these existing resources in close proximity to the Coliseum through shared parking partnerships, to which AEG will contribute funding. AEG has had initial conversations to discuss partnerships with several large employers. Each has indicated willingness to explore shared parking options with the assumption that AEG would provide financial backing for any added staffing, fee collection, or access costs.

To seamlessly connect event goers to these shared parking facilities, AEG will contribute to complementing this strategy with a real-time access and mobility platform, highly-visible parking wayfinding, as well as intuitive walking and transit connections.

Priority will be placed on identifying shared parking locations that are (1) close to freeway on/off-ramps and/or (2) on key entry pathways to the Center City (e.g., Interbay). Priority locations will either be connected by a shuttle service provided by Seattle Coliseum and running frequently during event hours and/or will be within walking distance of the Coliseum.

This strategy makes best use of existing infrastructure, encourages less driving to the Seattle Center area, and provides opportunity to spread the economic benefit of event patron spending to other districts in the Center City.

### EXPAND E-PARK AND DOWNTOWN SEATTLE PARKING PROGRAM TO UPTOWN AND SOUTH LAKE UNION

Originally envisioned as part of Nelson\Nygaard's SR 99 Parking Mitigation Strategy, E-Park is an expanding system that helps visitors quickly navigate to available parking, reducing traffic. Dynamic signs let people know how many spaces are available in twelve garages throughout the Downtown Retail Core, Pike Place Market, Pioneer Square and central Waterfront neighborhoods.

Expansion of the E-Park program to Uptown and Seattle Center (as well as South Lake Union) is a natural complement to the Seattle Coliseum redevelopment and Uptown's vision as a growing arts and culture district.

In concert with a shared parking program, the Seattle Coliseum will partner with SDOT's Parking Program and will contribute funds to the expansion of the City's real-time parking information system. Leveraging and expanding this well-established program to Uptown and South Lake Union will take the guesswork out of parking for event goers as well as reduce congestion and impacts to the Uptown neighborhood.

A complementary program run by Downtown Seattle Association—DowntownSeattleParking.com—has similar goals of making parking access easier for visitors, optimizing use of existing supply, and giving people good information before their trip (or in route). AEG would

propose to work with DSA to determine the viability of expanding this program into Center City neighborhoods north of downtown, particularly Uptown and South Lake Union. AEG could provide financial support for the expanded program and provide staff support working with parking garage managers.

#### PROVIDE SPECIAL EVENT SHUTTLE SERVICE TO WESTLAKE HUB, SOUTH LAKE UNION, AND OTHER SHARED PARKING LOCATIONS

Seattle's retail core and hotel district center around the Westlake Hub and provide a large parking supply close to I-5. Similarly, South Lake Union has a significant parking supply with access from the Mercer ramps. The AEG plan will leverage these parking resources during event times by:

- Leveraging Monorail service and grade separated guideway
- Leveraging public transit connections via 3rd Avenue
- Providing event shuttle service

Similar to the special event services King County Metro provides at University of Washington Husky Football games, event goers will be able to park and hop on a direct connection shuttle from Westlake to the Seattle Coliseum. AEG will explore several ideas for event-day shuttle service:

1. A Monorail shuttle supplement from Westlake. This service would be designed in concert with the Monorail using a staging area near the Monorail platform and using technology and wayfinding to connect people with both options.
2. Parking shuttles from South Lake Union, Interbay or other efficient capture areas. Companies such as SP+ already operate significant commuter park-and-ride shuttles from lots that serve South Lake Union and Uptown. AEG would look to partner with these companies for opportunities to make efficient use of existing lots and shuttle operations. Initial conversations show significant interest.

3. Seattle's first autonomous shuttle service: Seattle Center marks a place of urban foresight and innovation. AEG thinks that an event service using autonomous shuttle technology to connect Westlake Hub and Seattle Center/Seattle Coliseum (and potentially South Lake Union) is an exciting opportunity. Using the 3rd Avenue transit spine - already largely a transit priority street - for a direct connection between Westlake and Seattle Center may be a viable pathway. Providing temporary dedication of a lane on 5th Avenue under the Monorail would provide a unique complement to Monorail service. A more detailed concept of operations is needed, but it would provide a unique and meaningful testing ground for autonomous transit.

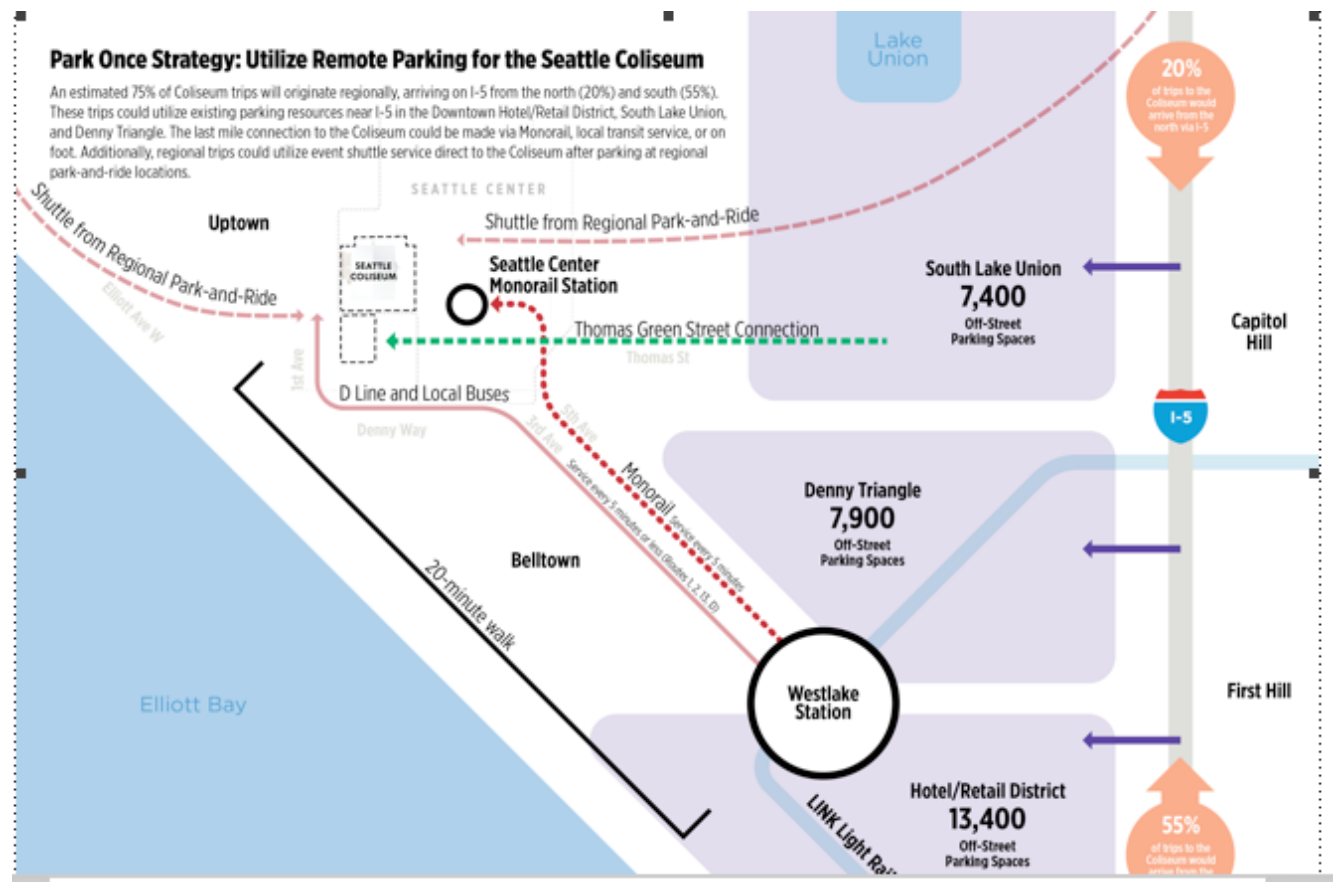


*Autonomous shuttles are rolling out in Las Vegas and the San Francisco Bay Area.*



### PROVIDE SPECIAL EVENT SHUTTLE SERVICE TO REGIONAL PARK-AND-RIDES

AEG will further evaluate and can fund) King County Metro special event shuttle service to regional park-and-rides to connect event goers from greater King County to the Seattle Coliseum. These park-and-ride shuttles have proven to be one of the quickest and most effective ways to transport fans to and from University of Washington Husky Stadium on game days. Building on this established program, AEG will facilitate a “park once” strategy for travelers coming from areas outside of Seattle.



### DEVELOP A “COME EARLY, STAY LATE” PROGRAM

AEG is a world leader in development and support of vibrant entertainment districts and neighborhoods. AEG is committed to the economic success of businesses of all size and those located throughout the Center City, not just in Uptown. AEG believes the development of a “Come Early, Stay Late” program developed in partnership with the neighborhoods, the DSA, the City Office of Economic Development, and others is a great opportunity. Such a program would provide print, web, and social media resources tied to transportation, parking, access, and visitation materials encouraging people to come early to events (avoiding the peak commute times) and stay late. During these times event patrons can shop, dine, and enjoy Seattle Center City’s many cultural and entertainment resources. The “Come Early, Stay Late” program is a win-win bringing economic benefit to local businesses and reducing demand on transit, parking, and roadways during the peak travel times.

AEG will commit staff resources to develop the campaign, design and publish materials, conduct business outreach, and develop web resources and mobile applications.

### SPECIAL EVENT MANAGEMENT OF ON-STREET PARKING

AEG recommends working with the City to develop an event-based strategy for on-street parking pricing and management. Existing management of on-street parking may allow many event patrons and workers to park on-street for events. This does not represent highest and best use of on-street parking and can increase traffic during peak times around events. Adjusting meter rates and management techniques during event times can help mitigate these impacts, encourage people to park outside the district, and continue to ensure access to businesses that rely on patron curbside parking.

To minimize congestion and vehicles circling around Uptown in search of parking, the transportation GM will coordinate with SDOT’s curbspace management program to competitively price and coordinate enforcement of on-street parking near the Coliseum. Most importantly, curbspace will be prioritized for transit or special event shuttle parking and pick-up/drop-off zones during event days. This strategy will protect the neighborhood from unnecessary impacts as well as encourage behavior change toward use of shared parking facilities and multimodal last mile connections.

At Providence Park in Portland game day events regularly bring 21,000 fans to a stadium that has no on-site parking. The City of Portland partners with the Northwest neighborhoods to manage on-street parking for game-day events. The management strategy includes reductions to time limitations near the stadium and heavy enforcement. This ensures short-term access for local businesses is not impacted. The City also designates “event zones” in nearby neighborhoods where parking availability has lesser impact and there is good game-day transit service. Meter rates in these neighborhoods are increased during event periods to limit demand and moderate neighborhood traffic circulation impacts.

### FUND INCREASED SPD PARKING ENFORCEMENT ON EVENT DAYS

Extra on-street parking enforcement and traffic management during Seattle Coliseum events will ensure compliance with strategic on-street parking restrictions. The Coliseum transportation team will coordinate and contribute funds to increase the number of enforcement officers implementing and enforcing the Coliseum traffic control plans on event day. The Coliseum traffic control plan will prioritize transit and shuttle access within closest proximity to the Coliseum followed by TNC pick-up and drop-off. Parking enforcement and traffic control will ensure these operate efficiently and move people smoothly.

#### PRIORITIZE HOV PARKING

Well-managed, HOV-priority parking in direct proximity to the Coliseum but strategically dispersed throughout the Uptown neighborhood will increase pedestrian volumes overall. AEG will work with parking operators in the Uptown neighborhood to prioritize HOV parking in order to decrease the number of SOV trips as well as increase pedestrian volumes throughout the Uptown business district. Specific strategies for encouraging HOV parking include:

- Working with Seattle Center serving parking garage operators to provide locational priority for HOV (3+ parking), preselling HOV parking with enforcement, and providing promotional programs for carpoolers
- Providing incentives to parking operators that are willing to provide reduced parking rates for vehicles carrying 3 or more passengers

#### PRE-SELL RESERVED ARENA PARKING

While AEG's overall transportation strategy for Seattle Coliseum centers on encouraging event goers to park before they reach the Center City, the Uptown neighborhood does have limited parking that will be available to Coliseum patrons. In fact, much of Uptown's existing parking is already shared use with nearby businesses or employers. These smaller-scale, competitively priced parking opportunities in close proximity to the Coliseum are dispersed throughout the Uptown neighborhood. They will be connected to an AEG-funded Access + Mobility Platform, managed by the Coliseum director of transportation that will connect event goers to real-time parking information and facilitate pre-payment of event parking.

Pre-selling parking allows event patrons to leave home with specific directions to their parking location, reducing circling for parking, and allowing optimized travel.

#### BUILD A SEATTLE COLISEUM BIKE CENTER

AEG will incorporate a world-class bike center at the Seattle Coliseum to elevate and encourage cycling access to the site. Permanent, enclosed bike storage as well as a combination of fix-it station and tool access, a maintenance shop, and end of trip facilities including lockers/shower will complement the Seattle Center mobility hub and future LINK light rail station by serving everyone from neighborhood commuters to visitors travelling by bike.

The Bike Center would be a year-round facility and be offered for use to other Seattle Center

patrons and those accessing nearby facilities or employment sites. The Bike Center would be designed in a location that would allow for outdoor expansion of bike valet services on game or event days.



*As a part of the Seattle Center mobility hub, AEG will create a bike center to support people riding bicycles to and from Coliseum events (image: Santa Monica Bike Center)*

#### PROVIDE BIKE VALET SERVICE TO ENCOURAGE CYCLING TO EVENTS

Providing bike valet services near the Coliseum entrance will send the message that bike riders are priority customers. Bike valet services are already utilized with great effect at Seattle Center events such as Bumbershoot. Seattle Coliseum will provide bike valet services during events to accommodate hundreds to over a thousand cyclists depending on the event. Bike valet services will be supported by the Bike Center maintenance and support services.

The Seattle Coliseum Director of Transportation and program staff will develop bike-rider incentive programs such as raffles, food and drink prizes, or giveaways to encourage continued cycling to events.



## MAXIMIZE THE USE AND EFFICIENCY OF RIDESHARE AND CARSHARE SERVICES

### DESIRED OUTCOME

Increase the mode share of people using rideshare and carshare services to access Seattle Coliseum; ensure rideshare trips capture multiple trip origins to reduce drive-alone access (e.g., an UberPool with one rider does provide a benefit)

### TARGET OR METRIC

Achieve 2% shift of SOV trips to rideshare and carshare services

### STRATEGIES TO ACHIEVE TARGET METRIC

#### DESIGNATE TNC PICK-UP/DROP-OFF ZONES

The Coliseum transportation team will work with SDOT's CurbSpace Management Program to designate TNC staging and pick-up/drop-off zones in proximity to the Seattle Coliseum. As a part of the event traffic control plans as well as the establishment of the Seattle Center shared mobility hub, dynamically managed curb strategies will allow for the conversion of on-street parking to TNC staging and pick-up/drop-off zones on event days. These zones will be designated at the shared mobility hub and also along streets just beyond the one-block radius around the Seattle Coliseum. Within closest proximity to the Coliseum, particularly along 1st Avenue, transit and shuttle service will be prioritized for on-street curb uses.

AEG will fund SPD officers and employee staff (as allowed) to set up and enforce temporary pick-up/drop-off zones and ensure rideshare/taxi/TNC services do not interfere with transit operations.

#### ESTABLISH SHARED MOBILITY HUB AT SEATTLE CENTER

In support of SDOT's efforts to establish a network of shared mobility hubs across Seattle, AEG will fund the establishment of a shared mobility hub at Seattle Center (see full strategy below). In order to maximize the use and efficiency of rideshare and carshare services, the Seattle Center shared mobility hub will centralize these services in proximity to other shared mobility options to facilitate seamless transfers between modes. Coliseum event goers experience mobility as a service through the transportation options legibly presented and readily accessible through the Seattle Center shared mobility hub.

#### DESIGNATE HIGHLY VISIBLE CARSHARE PARKING

As a part of the Seattle Center shared mobility hub, the Coliseum transportation team will work with the SDOT CurbSpace Management program to designate on-street parking spaces for carshare vehicles only in close proximity to other transportation choices. This will allow event goers to either have a more predictable parking spot by travelling to a Coliseum event by carshare or have greater access to a carshare vehicle when travelling from an event.

#### PROVIDE TNC RIDE DISCOUNT WITH EVENT TICKET PURCHASE

The Coliseum Director of Transportation will partner with TNC companies to fund rideshare trip discounts to be included with event ticket purchase. For example, event goers would

receive a code for \$10 off a Lyft ride to a Coliseum event upon purchase of their event ticket. AEG would like to explore options to provide discounts only for multiple ride trips or provide greater discounts for users who share a trip on Lyft Lines or Uber Pool. This strategy will incentive the use of shared mobility in order to reduce parking demand and further encourage TNC trips that reduce driving demand by capturing multiple-origin trips.



*Transportation network companies have partnered to provide sports fans with game day ride discounts.*

#### SUBSIDIZE TNC FARES TO WESTLAKE HUB

AEG will partner with TNC companies to explore the opportunity to subsidize TNC fares if the ride ends at the Westlake Hub and event goers take transit for the remainder of their trip to the Coliseum. This strategy reduces congestion and impacts to the Uptown neighborhood by reducing vehicle trips to the Coliseum. A discount code for the TNC could be associated with the event ticket and checked using a geo-fence. Provide Real-Time Travel Information for Arena Guests and Local Residents

#### PROVIDE REAL-TIME TRAVEL INFORMATION FOR ARENA GUESTS AND LOCAL RESIDENTS

##### DESIRED OUTCOME:

Minimize drive-alone trips to Seattle Coliseum, Seattle Center and the Uptown neighborhood during peak evening event times

##### TARGET OR METRIC:

Achieve 14% reduction in drive-alone trips for Seattle Coliseum bringing total non-SOV mode share to 77% of total trips

##### STRATEGIES TO ACHIEVE TARGET/METRIC:

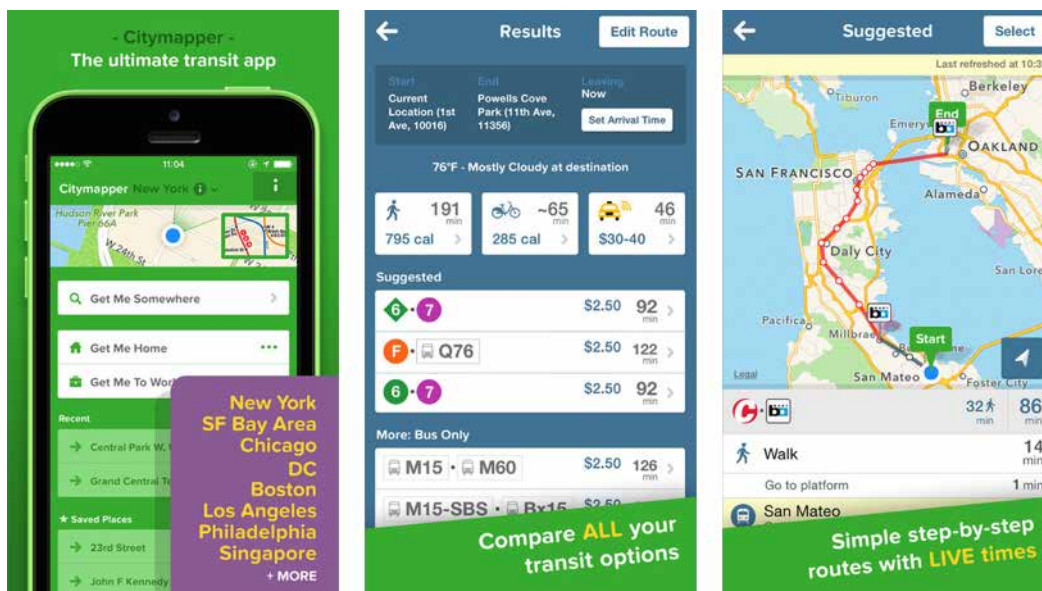
##### DEVELOP REAL-TIME ACCESS AND MOBILITY PLATFORM

AEG will fund the development of a Seattle Coliseum Access + Mobility Platform, managed by the Coliseum transportation team. This web and app-based platform will connect event goers to real-time travel information for all modes and link to real-time mobility planning and parking availability applications. If preferred, AEG could develop a partnership with an existing app (such as CityMapper) rather than developing a new platform. Regardless of the approach,

AEG is committed to providing real-time information that helps people make intelligent choices about their travel to events.

This will include transit and shared mobility information, real-time parking availability synced with the E-Park program including pricing for those who chose to drive to events, as well as walking and bicycling routes. The platform will facilitate pre-payment of mobility as a service, whether that is for transit passes, event parking, or a TNC ride. AEG is committed to integrating mobility as a service into Coliseum transportation operations.

AEG will partner with SDOT and Commute Seattle as they work to integrate software systems such as Flow ([flowmobility.com](http://flowmobility.com)) to support parking and transportation operations and push real-time information into customers' hands for decision-making.



*Citymapper is an example of a real-time access and mobility platform that consolidates real-time travel information creating an on-demand travel experience (image: Citymapper.com)*

#### INSTALL DYNAMIC MESSAGING SIGNS ALONG KEY CORRIDORS

AEG will commit funding, as a part of active management of the main access routes to the Coliseum, in particular Elliott Avenue, Mercer Street and Denny Way, AEG will work with SDOT to install dynamic messaging signage to inform travelers of traffic conditions and travel times.

#### ESTABLISH A SEATTLE COLISEUM ACCESS WEBSITE (LINKED TO SEATTLE COLISEUM SITE)

As a part of the Uptown/Seattle Center Transportation Management District and partnership with Commute Seattle, event goers can access all relevant multimodal travel information and links to the most up-to-date service provider and route information as well as the Coliseum's real-time access and mobility platform. The Coliseum transportation team will actively maintain this website and partner with other neighborhood-based transportation management programs to effectively coordinate transportation options and initiatives.

**DEVELOP A HIGHLY VISIBLE, COHESIVE WAYFINDING PROGRAM**

AEG will fund the design and installation of a new wayfinding program for the Coliseum, which could be expanded to Seattle Center and the Uptown neighborhood. The program will connect people to the Coliseum and other neighborhood destinations, as well as to the critical transportation hubs serving the Coliseum. To be effective, the wayfinding must be visible, graphic, and legible to a non-English speaking audience.

**INSTALL INTERACTIVE MULTIMODAL KIOSKS**

AEG will fund installation of two interactive kiosks to provide real-time multimodal transportation information to Coliseum patrons and Seattle Center visitors. The selection of the kiosks will be coordinated with other City of Seattle activities to install interactive, digital kiosks in the right-of-way. These kiosks will be coordinated with the establishment of the Seattle Center shared mobility hub.

**MINIMIZE THE IMPACTS TO REGIONAL FREIGHT TRAVEL AND TO NEIGHBORHOOD FROM EVENT SUPPORT TRANSPORTATION (STAGE TRUCKS)****DESIRED OUTCOME**

Minimize impacts of Seattle Coliseum events on freight reliability (traffic operations on Major Truck streets); minimize neighborhood impacts from Seattle Coliseum deliveries and staging

**TARGET OR METRIC**

maintain current levels of travel time reliability in Major Truck Corridors with potential impacts from Seattle Coliseum access; create no new impacts from large truck access and staging.

**STRATEGIES TO ACHIEVE TARGET/METRIC****MINIMIZE NEIGHBORHOOD IMPACTS FROM SEATTLE COLISEUM TRUCK STORAGE AND STAGING**

AEG has developed a truck loading design for the Coliseum with extensive thought toward opportunity to minimize truck access impacts. Undergrounding the loading dock and expanding the facility size to accommodate 20 trucks will reduce on-street staging and neighborhood impacts. Direct access from Warren Street to the below grade facility minimizes the impact of truck traffic on neighborhood and high pedestrian volume streets. Providing return truck circulation to Denny via 2nd Avenue and/or Warren keeps trucks off 1st Avenue.

Approximately 80 large events per year require staging for large multi-axle trucks. Near-site staging will be provided on Warren, particularly on the rear side of the parking garage—a location that limits impacts on adjacent land uses. AEG will identify off-site locations—preferably in nearby industrial districts—for truck staging when large events require significant truck fleet staging and/or multiday staging.



### IMPLEMENT ADAPTIVE SIGNAL CONTROL SYSTEMS ON KEY ARTERIALS

The Seattle Coliseum access strategy focuses on reducing drive-alone trips to all events, particularly weekend evening events. The strategy as a whole serves as important mitigation to potential regional and Center City freight and goods system delay. AEG will conduct a detailed analysis of traffic impacts from the redevelopment and event programming and implement strategies to ensure freight and goods movement impacts are minimized. Investment in signal systems and traffic management technologies are likely to be the most beneficial investments.

Adaptive signal systems will benefit freight and goods movement by ensuring more reliable operations during peak periods. Portions of Mercer, Broad, Elliott, and 15th Avenue are part of the Seattle Major Truck Street network (per the SDOT Freight Master Plan). Elliott is identified as a segment with medium levels of bottleneck. Elliott and 15th Avenue are also part of the over-legal freight network and provide connections to the Ballard/Interbay Northend Manufacturing and Industrial Center.



## MAXIMIZE THE USE OF TRANSIT AND INCREASE RIDERSHIP

### DESIRED OUTCOME

Increase the mode share of people taking transit to access Seattle Coliseum

### TARGET OR METRIC

Achieve 4% increase in transit trips for Seattle Coliseum bringing total transit mode share to 16.5% of total trips; partner with Seattle Center Monorail and King County Metro to improve transit access and ensure sufficient capacity; provide a seamless connection to LINK light rail at Westlake Station.

### STRATEGIES TO ACHIEVE TARGET/METRIC

#### ENHANCE EXISTING TRANSIT SERVICE TO THE COLISEUM

King County Metro already provides several direct transit connections to Seattle Center, but more trips will be needed to meet demand from large events. AEG will work with King County Metro to determine targeted service that support events. These might include more weekend trips, event service frequency, or late night trips on Metro transit services, such as the RapidRide D Line and frequent routes, 1, 2, 8 and 13 that serve the Coliseum's front door on 1st Avenue N. These existing transit routes make the Seattle Coliseum easily accessible via a one-seat bus ride from Ballard, Queen Anne, Capitol Hill and the Central District. Targeted service for these routes during event times will ensure trips operate late enough to get people home after an event.

#### PARTNER WITH SEATTLE CENTER MONORAIL AND WESTLAKE CENTER MALL

AEG has met with Seattle Center Monorail staff team to determine the potential for the service to support event access. The Monorail has the ability to carry 6,000 passengers per hour and provides a direct connection between Westlake Station (LINK light rail) and Seattle Center/Seattle Coliseum. The Monorail's operating structure via a private concessionaire provides excellent flexibility to adjust service operations, develop fare programs, and jointly market event access. The unique Monorail experience is also a draw for event goers seeking a unique experience and is more legible for those who may be intimidated by the complexity of urban bus services.

AEG plans to partner with Seattle Monorail in implementing the following:

- Extended hours and maximum frequency of operations during event periods
- Monorail fare included in event tickets (AEG will develop a fare agreement with Seattle Center Monorail)
- Joint marketing of services in event ticketing, websites, ticketing, and other outreach materials
- Improved wayfinding and access from DSTT (LINK Station) to the Monorail Platform at Westlake Center

Since the Seattle Monorail is accessed from inside Westlake Center Mall the expansion of mall operating hours and/or security presence is important to Monorail viability for evening events. AEG will partner with Seattle Center Monorail and Westlake Center to ensure late evening operations are viable.



*The Monorail provides a unique last mile connection between Westlake Hub and Seattle Center. AEG will partner with the City of Seattle, Seattle Monorail Services, and regional transit partners to explore strategies at a variety of scales to improve Monorail access and increase capacity during Coliseum events.*

#### SUBSIDIZE TRANSIT FARES WITH EVENT TICKET PURCHASES

Including the option to advance purchase transit fares with the purchase of a Coliseum event ticket will result in higher levels of transit usage. To meet mode share goals and reduce the need for new parking to provide access for a 18113 seat facility, AEG plans to incentivize use of bus and rail to Seattle Coliseum. AEG will work with King County Metro Transit and Sound Transit on a program that provides transit access with event tickets. Much like pre-purchasing of parking, AEG will incorporate pre-purchase options into the ticket buying experience. This will be done as an incorporated transit fare in the ticket price or an add-on option to the ticket purchase. Other event sites have used this approach successfully, including in Portland where TriMet fares are included in sporting event tickets.

Since current fare media (ORCA) will not allow for event based ticketing and are hard to distribute to one-time event attendees, AEG will work with Metro and Sound Transit to determine if new app-based fare systems could be used to provide event access to transit. The Coliseum's transportation director will work with regional transit providers to determine an implementation approach and fare payment agreements.

This program could also be targeted to season ticket holders and provided via smart card or other form of fare media identified in the ORCA 2.0 process.

### SUPPLEMENT PUBLIC TRANSIT AND MONORAIL SERVICE WITH WESTLAKE HUB SHUTTLES

A direct connection between the Westlake Hub and Seattle Coliseum will be crucial to replacing SOV trips with transit trips as well as supplementing the Monorail's limited capacity. AEG will provide direct one-way transit connections to the Westlake Hub pre- and post-events to increase the ease and attractiveness of event goers using LINK light rail and other existing transit services. AEG proposes that this shuttle be coordinated with the Monorail service so that the two services operating together provide a better frequency of service and information that allows passengers to access the most convenient option. This will require wayfinding, pre-event information distribution, partnerships with hotels and restaurants, and app-based information to optimize the user experience.

### DEPLOY COORDINATED MARKETING STRATEGY

Readily accessible, easily understandable information about transit travel options to and from the Coliseum is key to encouraging event attendees to use transit. The Coliseum transportation team will develop promotional materials and will partner with Commute Seattle and regional transit providers to link event goers with up-to-date information for planning transit trips. The Coliseum's transportation GM will also partner with ticket vendors and tourism partners to advertise multimodal travel options to and from the Seattle Coliseum.

### COORDINATE TRANSIT/LODGING/TICKET PACKAGES

The Coliseum's Director of Transportation will partner with hotels and downtown tourism leaders to package subsidized transit travel with event ticket and hotel packages. This could include providing guests with prepaid transit passes, credits for LyftLine, or a prepaid Monorail fare. The Coliseum transportation team will support the development and deployment of OCRA 2.0 to incorporate the new fare payment technologies adopted by regional transportation providers.

### PROVIDE A DIRECT CONNECTION FROM THE SEATTLE CENTER ST3 STATION INTO SEATTLE COLISEUM

The planned Seattle Center LINK light rail station in the vicinity of 1st Avenue and Mercer Street is an opportunity to reduce vehicle trips and minimize congestion in the Uptown neighborhood. AEG proposes to provide direct connection into the Seattle Coliseum from the future Seattle Center LINK station. A direct tunnel connection would reduce pedestrian congestion at street-level and elevate light rail as the premier travel mode to and from the Coliseum. AEG is willing to work with the City of Seattle and Sound Transit to integrate a direct tunnel connection between the future Seattle Center station and the Coliseum as the station design develops. AEG will provide coordination and support to technical teams reviewing tunnel alignment and station location/design options during upcoming Sound Transit project development activities.



#### LONG-RANGE OPPORTUNITY: EXTEND THE EASTLINK TERMINUS TO WESTLAKE ON EVENT DAYS

Providing a one-seat ride on LINK light rail from Eastside destinations such as Bellevue and Mercer Island to Westlake will reduce complexity by eliminating a transfer at the International District station. AEG will partner with Sound Transit and the City of Seattle to investigate the possibility of extending Eastlink light rail trips to Seattle Center on event days. While station and tunnel capacity might stand in the way of this option, having additional light rail vehicles serving the downtown core on game days will help reduce overcrowding and make riding LINK a more pleasant experience for all riders.

#### LONG-RANGE OPPORTUNITY: EXTEND SEATTLE STREETCAR TO SEATTLE CENTER (OR OTHER HIGH-FREQUENCY TRANSIT CIRCULATION)

Seattle streetcar planning has examined 1st Avenue from downtown to Lower Queen Anne as a potential streetcar route. The Center City Connector will build a connection between Jackson and Stewart. Future operating plans could ingrate a service between the Chinatown/International District and Lower Queen Anne. This is a capital intensive project that would need political and funding support from local agencies. However, AEG sees larger public transit investments as a priority and would partner with local agencies in developing higher-capacity transit connections to Belltown and western downtown. Other options to provide similar connections, such as the extension of the Madison Street RapidRide line to Belltown and Lower Queen Anne will be supported by AEG. Inclusion of these options is meant to signal a desire by AEG to partner with local agencies in developing transportation infrastructure that supports long-term Center City goals.

AEG will collaborate with the City of Seattle to explore ways to contribute to a streetcar extension serving the Coliseum and Seattle Center, as envisioned in Seattle's Transit Master Plan.

## USE ALTERNATE FORMS OF TRANSIT/MOBILITY (SHUTTLES, MONORAIL, TNCS, ETC.)

### DESIRED OUTCOME

Increase the mode share of people taking transit to access Seattle Coliseum; reduce single occupant/rider trips to Seattle Coliseum.

### TARGET OR METRIC

Achieve 4% increase in transit trips for Seattle Coliseum bringing total transit mode share to 16.5% of total trips

### STRATEGIES TO ACHIEVE TARGET/METRIC

#### IMPROVE MONORAIL ACCESS AND CAPACITY

The Monorail provides a unique last mile connection between Westlake Hub and Seattle Center. AEG will partner with the City of Seattle, Seattle Monorail Services, and regional transit partners to explore strategies at a variety of scales to improve Monorail access and increase capacity during Coliseum events.

- A seamless connection between LINK light rail, streetcar, and the Monorail should be facilitated by a unified payment and transfer system. AEG will be involved in the ORCA 2.0 development process to explore ways to include the Monorail in the regional transit fare system.
- AEG will work with parking operators near Westlake to create incentives for people to park in the retail core and ride the Monorail for the last mile to Seattle Coliseum.
- AEG will partner with Westlake Mall and the City of Seattle to create a more direct physical connection between the Downtown Seattle Transit Tunnel (DSTT) and the Monorail. This includes working with retail operators in the Westlake Mall to stay open late on event days.
- AEG will partner with Center City hospitality and tourism organizations to include a free Monorail fare with event ticket/lodging packages.

#### PROVIDE EVENT SHUTTLES TO REGIONAL PARK-AND-RIDES

AEG will provide event-day shuttle service to regional park-and-rides in areas like Shoreline, Kirkland, Eastgate, and Renton. The program will be contracted through King County Metro's Special Event Service, which provides shuttle connections between eight regional park-and-rides and has proven successful in transporting UW football fans to and from Husky Stadium on game days. This strategy takes advantage of underutilized parking space during evenings and on weekends when park-and-rides are generally empty. The Coliseum transportation team will work with King County Metro to design and fund shuttles to regional park-and-rides and will integrate transit fares into the ticket sale platform so event attendees can have a seamless event experience.

#### PARTNER WITH CHARIOT TO PROVIDE ON-DEMAND SHUTTLE SERVICE TO COLISEUM EVENTS

Chariot is a dynamic ridesharing app that operates 14 passenger vans along routes that are determined by customer demand. Chariot is planning to begin operations in Seattle shortly.

AEG will partner with Chariot to offer subsidized shuttle rides to events through the platform. This will provide door-to-door service for event attendees and Coliseum staff. Chariot shuttles will use the designated TNC pick-up and drop-off zone at the Seattle Center shared mobility hub for easy access to the Coliseum.



*Chariot on-demand shuttle service brings another shared mobility service to the Seattle market with the potential for partnership to transport event goers from outlying Seattle neighborhoods to the Coliseum.*

### SOUNDER STATION AT THOMAS STREET

Long-distance regional trips account for a substantial portion of major event traffic. To reduce traffic impacts and incentivize use of the regional rail system, AEG will support BNSF and the City of Seattle a new Sounder Station at Thomas Street. This new station will provide easy access to regional rail for event attendees and Coliseum staff travelling from as far away as Tacoma or Everett.

### COMMITTED FUNDING

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- Capital infrastructure improvements: \$5,000,000
- Annual Maintenance: \$50,000 + Director of Transportation Management \$125,000 + 30% burden

RAY CHARLES • THE EXCITERS • THE BEACH BOYS • LOUIS ARMSTRONG • THE KINKS • THE SEATTLE  
SUPERSONICS • THE WAILERS • THE MONKEES • THE WHO • THE JIMI HENDRIX EXPERIENCE • RAY CHARLES  
• THE DOORS • THE ROLLING STONES • CROSBY, STILLS, NASH & YOUNG, • CREEDENCE CLEARWATER  
REVIVAL • JETHRO TULL • LED ZEPPLIN • SANTANA • STEELY DAN • B.B. KING • AEROSMITH • 1974 NBA ALL-  
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STEWART • ELTON JOHN • CHER • 1987 NBA ALL-STAR FEST • NEIL DIAMOND • R.E.M. • THE IRISH TENORS  
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BEATLES • ELVIS PRESLEY BETTE MIDLER • AMY GRANT • WOMEN'S BASKETBALL PAC-12 CONFERENCE  
TOURNAMENT • TLC • KORN • DMX • CREED • RED HOT CHILI PEPPERS • TONY BENNETT • BARENAKED  
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EARTH, WIND & FIRE • BOB DYLAN • RAT CITY ROLLERGIRLS • THE GUESS WHO • GEORGE STRAIT • ALICIA  
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Seattle Partners fully supports the establishment of an Arts & Culture District, and has the experience of working with Arts & Culture Districts around the world.



# SEATTLE ADVANTAGE

## Seattle Partners' Commitment to Collaboration with the Uptown Neighborhoods

- Collaborative engagement with the Uptown community is a top priority. Seattle Partners will dedicate a Director of Community Engagement to participate in Uptown Alliance meetings and initiatives
- Seattle Partners will work closely with the Uptown Alliance as stewards of the Urban Design Framework. We will provide support, expertise and implementation for elements of the plan including boosting open space
- Seattle Partners fully supports the establishment of an Arts & Culture District in Uptown and will leverage activities at the Coliseum to drive visitors gathering spaces, events, art walks and other activities
- Seattle Partners will ensure that the Seattle Coliseum is an asset to local businesses by drawing additional visitors, for longer periods of time, into businesses, restaurants and bars in the nearby neighborhood
- We will develop and program community activity spaces on the redevelopment site.
- Seattle Partners will implement elements of the Lake to Bay vision like the greening of Thomas Street to improve the pedestrian experience through design, pathways, enhanced lighting and open spaces
- During construction, Seattle Partners will mitigate negative impacts on the surrounding community by providing contractors dedicated off-street parking and identifying a construction outreach lead
- Transportation solutions for the Seattle Coliseum will enhance connectivity for Uptown to the rest of Seattle and increase the integration of Seattle Center into the surrounding community

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“AEG’s efforts to enliven the center as a destination for sports, art, culture and entertainment is a critical public benefit, and one that we wholeheartedly support...In the time AEG has been in Seattle, they have done the hard work necessary to gather diverse opinions and insights from community stakeholders like the Urban League. We view AEG as the best fit for this critically important endeavor.”

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—Pamela Banks  
President & CEO, Urban League of Metropolitan Seattle





# Collaboration with Uptown Neighborhoods

Seattle's Uptown neighborhood is a diverse, dynamic community with iconic businesses, incredible arts and cultural amenities, and wide-ranging housing types. Uptown's richness and the community's deep connection to Seattle's cultural identity feeds Seattle Center's vibrancy—and Uptown is similarly fed by the campus. This is a critical backdrop for the Coliseum renovation project. AEG's confidence and interest in redeveloping the Coliseum draws in large part from the surrounding community's character and energy—and desire for the Coliseum to be successful.

AEG's nearly 10 years working in the Uptown neighborhood as part of the operations team for KeyArena means our company understands the unique opportunities the venue presents, as well as the challenges that must be addressed through this process. As a good neighbor, we are already expanding our partnership efforts within the neighborhood. If selected, AEG will further deepen its collaboration with the Uptown Alliance neighborhood association and Queen Anne Community Council as well as engage new community groups and stakeholder associations, such as the Uptown Arts & Culture Group and a future business association.

AEG will dedicate a Director of Community Engagement who will participate in Uptown Alliance meetings and initiatives.

## OUR PARTNERSHIP WITH THE UPTOWN ALLIANCE

Uptown Alliance's strong commitment to inclusive community engagement is evidenced by its substantial meeting attendance and ability to successfully work with the City and other stakeholders to move neighborhood planning forward. No longer "Lower Queen Anne," the Uptown Alliance continues to carve out a geography, energizing brand and creative vibe for the Uptown neighborhood, its residents and visitors.

If selected, AEG will expand its work in the community by dedicating a Director of Community Engagement who will participate regularly in Uptown Alliance monthly meetings and initiatives. In addition, we envision leveraging AEG's experience and expertise in branding, marketing and communications to help raise visibility for Uptown and its priorities.



## WORKING WITH UPTOWN-AREA BUSINESSES

In an urban neighborhood like Uptown, the time at the venue is just a fraction of a sport or event attendee's experience. We want people to arrive early, ideally by public transportation, and stay late, enjoying the food, beverage, art and cultural attractions in the area surrounding the arena, which are critical components of the overall draw of the arena district.

Uptown's businesses, restaurants, galleries and green spaces create an opportunity for visitors to explore, play and linger. It is important to AEG that a renovated Coliseum is an intricate part of not just the Seattle Center campus, but the surrounding community. The Coliseum will be an asset to local businesses by drawing additional visitors, for longer periods of time, into and through nearby neighborhoods.

Prior to construction, there are ways that the redevelopment of the Coliseum can augment existing businesses and even tie together promotional or branding campaigns. AEG will inventory existing food and beverage venues in the area and work to complement or augment those offerings when creating retail spaces within the arena. We would also seek to carve

out spaces for and actively recruit hyper-local food and beverage retailers within the arena to further connect the Coliseum to the communities it serves.

As a complement to the Uptown Alliance neighborhood organization, a new local business-focused organization could provide an important voice in the community visioning of a revitalized Seattle Center. This group could identify opportunities and challenges as the city considers

up-zones and the potential addition of an Arts & Culture District overlay. A renovated Coliseum would greatly enhance this effort, and AEG would be happy to partner in this conversation and participate if a group is formed.

AEG is proud to partner with Sellen Construction, the largest locally owned commercial construction firm in the Pacific Northwest.

## PARTNERSHIP DURING CONSTRUCTION

Construction for a project of this scale must be managed with a goal to mitigate negative impacts on the surrounding community and expedite the timeline—keep the project on track and on budget. AEG is deeply experienced in balancing these interests and takes special care to address concerns, keep lines of communication open with area businesses and residents, and work closely with city officials to ensure timely completion.

AEG is proud to partner with Sellen Construction on this project, the largest locally owned commercial construction firm in the Pacific Northwest. Recent high-profile projects including the Bill and Melinda Gates Foundation, Olympic Sculpture Park, ACT Theater, renovations at the International Fountain at Seattle Center, Pacific Place, Amazon headquarters (including the iconic spheres), and the Coliseum's immediate neighbor, KEXP.

In addition to adhering to the Access Seattle Construction Hub Coordination Program, Sellen has extensive experience creating and executing good neighbor agreements in Seattle that allow a project to move forward expeditiously while respecting the neighboring community.

AEG will provide construction contractors dedicated off-street parking to keep existing spaces available to residents and visitors. Additionally, AEG will work closely with individual businesses throughout the construction process in several key ways:

1. Create a dedicated construction outreach contact person
2. Share updated construction and access information digitally and in person
3. Create and post signage that draws visitors and ensures that they know “businesses are open”
4. Clearly advertise parking availability.

## **ALIGNING WITH URBAN DESIGN FRAMEWORK**

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The Urban Design Framework (UDF), developed by Uptown residents, business and other public and private stakeholders along with the City of Seattle, is a prime example of the collaboration and engagement that are the hallmark of Seattle’s civic culture. This vision reinforces Uptown’s growing role as a diverse, regional hub.

The redevelopment of the Coliseum will be a catalyst for nearby development and accelerate opportunities in multi-modal transportation, a future Arts & Culture District in the surrounding neighborhood, and the implementation of the Seattle Center Century 21 Master Plan, which articulates Seattle Center’s vision for the future of its campus.

AEG will continue to work closely with Uptown Alliance as stewards of the UDF. We will provide support, expertise and implementation for concepts outlined in the plan, including boosting open space while honoring historic character, working to increase the number of people using transit in favor of single-occupancy vehicles, supporting the establishment of an Arts & Culture District, and improving the pedestrian realm through design, including pedestrian pathways, improved lighting and open spaces.

## **HEART OF UPTOWN**

The UDF describes the center of the neighborhood as the “Heart of Uptown,” an area that extends from the northwest corner of Seattle Center. KEXP, SIFF and the Vera Project play key roles because of their proximity. Through focused engagement with Sound Transit, a future light rail station could be sited there, which AEG fully supports. The redeveloped Coliseum will be the centerpiece of this urban space, encouraging more pedestrians to perambulate through the campus via the future Thomas Green Street, and inviting passers-by into the KEXP courtyard and Republican Festival Street. We look forward to continuing conversations with these neighbors about creating a special indoor/outdoor community gathering space that is a draw to locals and visitors alike.

## TRANSPORTATION

The Urban Design Framework offers explicit guidance around transportation, acknowledging the existing transportation issues in Uptown. AEG, in partnership with the City of Seattle, King County Metro, Sound Transit, and ride-share companies will work collaboratively with world-renowned transportation consultants Nelson/Nygaard to find creative solutions that lower single occupancy vehicle rates, right-size and efficiently use existing parking spaces, and improve transportation communications through new technology platforms.

AEG is partnering with world-renowned transportation consultants Nelson/Nygaard.

AEG will also work with the Uptown neighborhood on human-scale transportation improvements to the pedestrian realm, including safe, bright and wide sidewalks. We will collaborate with City efforts to develop the Lake-to-Bay Trail, which will connect Lake Union through Seattle Center to the new Waterfront Park, and support the smooth advancement of the Thomas Green Street improvements.

## LAND USE

The Uptown neighborhood is also rapidly redeveloping, with several hundred apartment units in the pipeline and plans for several buildings on or near the Seattle Center campus. These projects will not only substantially change the street and sidewalk character of those areas, but will bring more people to Uptown. It is critical to make space for new residents gracefully, while honoring what makes Uptown a place to explore, stay and enjoy for those already here.

AEG will be an active and collaborative partner as Uptown and Seattle Center tenants discuss the future of the Mercer Arena, Mercer Garage and Memorial Stadium. These possible future redevelopments could create significant opportunities to rethink how residents and visitors move to, from and through Uptown and Seattle Center.

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“This partnership [with AEG] has been a game changer for our efforts...We are writing to affirm our recommendation of AEG’s partnership with the City of Seattle for the redevelopment and operations at the Seattle Coliseum/KeyArena.”

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—JME Thomas  
Executive Director, Motley Zoo

## **WORKING WITH OTHER NEARBY NEIGHBORHOODS**

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Though the Coliseum is situated in the heart of Seattle's Uptown neighborhood, the facility is at the cultural epicenter of the City and deeply connected to Seattle's civic history. A renovated Coliseum would be a magnet for walkers, bikers and transit riders from both nearby areas such as Belltown, South Lake Union, Queen Anne, Interbay, Downtown, the Waterfront and the Eastside, as well as communities throughout the region.

AEG has engaged with communities across the region that will be impacted by and benefit from a revitalized Coliseum. These relationships and ongoing conversations are central to inform our approach to this important public-private project and the elements of the site's historical legacy that should be preserved and celebrated. Throughout the RFP process and beyond, AEG will continue to build relationships with these communities and ensure that our project's operations are inclusive and collaborative—and meet the needs of our growing region.

## **ENGAGE WITH EXISTING COMMUNITY AND BUSINESS ORGANIZATIONS**

Understanding and incorporating the perspectives of our neighbors, nearby businesses and existing urban design plans is in our DNA. We have prioritized participation and collaboration with community and business groups throughout the RFP process, and this will continue to be a top priority.

The AEG team in Seattle will have a dedicated employee who will attend and participate in regular meetings of community and business groups. This includes the Mercer Corridor Stakeholder Group, Belltown Community Council and Belltown Business Association (soon jointly operating as Project Belltown), South Lake Union Community Council and Chamber, Queen Anne Community Council and Chamber, the Interbay Neighborhood Association, and Seattle Waterfront businesses. AEG also is a supporter and member of Downtown Seattle Association and Greater Seattle Business Association.

AEG's approach is highly collaborative. We have found that the best way to develop and manage civic assets that benefit the entire community and contribute to a city's long-term vision is to regularly convene stakeholders who know the area best, are passionately committed to its success, and who can provide diverse perspectives to enrich our conversations. We have followed these best practices at facilities throughout the world, leading to their success.

The results of our engagement are always tailored to the community, responding to the needs, history and nuances of each community. As a result, our partnerships are stronger and yield better outcomes.

Importantly, our engagement efforts are not limited to current, established groups. AEG is excited to engage with and provide support for future groups and coalitions of stakeholders. They will be critical to the long-term success of the arena to ensure it remains responsive to and reflective of an evolving, growing community.



### **COLLABORATE WITH GROUPS ON FUTURE URBAN DESIGN AND TRANSPORTATION PLANNING**

The Uptown neighborhood's Urban Design Framework is an exemplary plan that crafts a shared vision for future smart development in Uptown. As others embark on similar planning exercises, AEG will commit to working closely as a stakeholder with neighbors and civic leaders to imagine and plan for a creative, innovative and sustainable future. We are participating in and convening conversations to discuss existing and potential future design and transportation plans.

In our extensive projects in dense urban centers around the world, AEG has learned that the residents, business owners, and community advocates in the neighborhoods immediately surrounding facilities are critical voices in developing inclusive design plans. If selected, AEG will invest heavily in moving neighborhood ideas and values forward.

### **CONTINUE TO EXPLORE AND SUPPORT SHIFTING NEEDS OF NEARBY COMMUNITIES OVER TIME**

In addition to exploring existing plans prepared and put forth by nearby communities, AEG will participate in conversations with business organizations and communities as they respond to future challenges and opportunities. This could be in the form of financial support or providing convening space, as well as ensuring an AEG representative is participating in the conversation.



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Seattle Partners proposes a Seattle Coliseum Community Advisory Council to create a shared vision for the future of Seattle Center and ensure the Seattle Coliseum supports those values.



# SEATTLE ADVANTAGE

Seattle Partners is Dedicated to Close Collaboration with Seattle Center

- Seattle Partners is dedicated to close collaboration with Seattle Center
- Seattle Partners proposes creating a Coliseum Advisory Council, in partnership with and facilitated by the Seattle Center Foundation, to create a shared vision for the future of Seattle Center and ensure the Seattle Coliseum supports those values
- Seattle Partners is already engaging with many Seattle Center organizations to incorporate their desire that a remodeled arena would serve as a cornerstone for Seattle's future and help catalyze a broader vision for campus' role as a civic asset
- Seattle Partners fully supports the vision for the Northwest Rooms Courtyard and is working collaboratively with KEXP and other stakeholders to ensure open plaza spaces near the Seattle Coliseum will become exceptional gathering spaces for music and performances
- Seattle Partners is an expert in scheduling multiple events at multiple venues at the same time. We will coordinate closely with Seattle Center tenants, City officials, and Police and Fire departments to support all events and ensure a world-class experience for all.
- Seattle Partners' approach to style, brand and design for a renovated Seattle Coliseum is deeply influenced by Seattle's love of intimate music experiences, its incredible "12<sup>th</sup> Man" phenomenon, and strong commitment to shared, open space

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“Though AEG is a worldwide company, their work in Seattle feels very local. AEG is committed to excellence in everything that they do, and that commitment shines in their work here at Seattle Center.”

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—Ellen Walker  
Executive Director, Pacific Northwest Ballet







# Collaboration with Seattle Center

In a dense, urban environment like Seattle, AEG knows that operational decisions are best informed by insights and input from diverse stakeholders. Communication and collaboration with neighbors, city officials and local leaders is our top priority, and a critical component of our success in communities around the world.

The Seattle Coliseum site is a unique gem for Seattle—an urban park with ties to the city's cultural and civic history and a bridge between the City's burgeoning high-tech corridor and its celebrated waterfront. Seattle Center itself is home to extraordinary organizations and businesses that embody the soul of the city and spur community engagement and shared experiences.

Our team in Seattle has developed close working relationships with Seattle Center staff and other officials at the City. The revenue that our proposed partnership at the Seattle Coliseum brings to the Center—and the rest of the campus—will contribute meaningfully to the important arts and cultural programming that these organizations provide. Our partnership supports Seattle Center as a strong and celebrated civic and City asset, rather than a financial burden that threatens the future of other Center tenants.

When exploring future arena partnerships or locations, it is always about far more than the square footage or financials. In the case of the Seattle Coliseum, our partnership, which began in 2008, appealed to the AEG team precisely because of the vibrancy and dynamism already present on the Seattle Center campus. The compilation of arts and cultural institutions was inspiring. And the partnership we developed with the Seattle Center team was based on a mutual understanding and respect that the Coliseum could offer so much to other stakeholders, and they to us.

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“We began our partnership with AEG in 2012 after determining them as the best candidate to support our vision for our 30 acre Sports & Entertainment Mix-Use District and its involvement with the surrounding community in Milwaukee. We could not be more pleased with our selection and the support AEG has provided our entire organization.”

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—Peter Feigin  
President, Milwaukee Bucks

## **NAMING, SPONSORSHIP, PROMOTION & CONCESSIONS**

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No two venues are the same. AEG's more than 120 venues worldwide run the gamut of style, vibe and size—from small, gritty, character-filled music venues to the state-of-the-art, multi-sensory experiences at facilities like London's O2 or L.A. LIVE. When framing AEG's approach to style, brand and design for a renovated Seattle Coliseum, we have been deeply influenced by several cultural touchpoints, including Seattle's love of intimate music experiences, its incredible "12th Man" phenomenon, and strong commitment to shared, open space.

The exterior of a renovated Seattle Coliseum should have a strong physical and visual presence on the campus, yet feel at home among the Center's buildings, institutions and organizations. The Coliseum's sunken floor has given it a low profile that retains human-scale views of the Space Needle, and AEG will honor that legacy. Award-winning design firm Gensler has developed a beautiful approach that speaks to a Northwest sensibility. This nod to history will not undermine the design's appeal as a cutting-edge, 21st century facility. The Seattle Coliseum design will highlight sustainable design and operational elements while creating a distinctly local venue for fans to cheer and experience something special.

Inside, we want attendees to feel like locals, regardless of hometown. We will partner with local food and beverage vendors—and consult restaurateurs in the area—to develop menu and concession offerings that are uniquely Seattle.

Because an updated Coliseum will reflect the values and culture of the Northwest we will work to attract a prominent local company to sponsor and name the new Seattle Coliseum. Seattle is fortunate to have many well-known corporations headquartered in the area, and AEG has robust partnerships with many of them. A new world-class arena would create an enticing opportunity for any number of local companies wishing to be a part of the ongoing civic legacy at the Seattle Center.

## **TERMS AND RIGHTS**

See Development Agreement & Lease Agreement Terms section for specific information.

## COORDINATING EVENT SCHEDULING: START AND END TIMES

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### COORDINATION, EDUCATION, COMMUNICATION

This is AEG's mantra when scheduling events. AEG venues are able to host back-to-back events, events with outdoor festival components, events and festivals that take over entire campuses with minimum disruption to our partners and neighbors through coordination, education, and communication. We have the experience and knowledge to manage all types of events and their start and end times, which sometimes we do not have control of. Our experience enables us to build the proper infrastructure at the Seattle Coliseum to support all events and ensure a world-class experience for all.

With coordination as the cornerstone of our scheduling philosophy we will work together with Seattle Center tenants, City officials, and Police and Fire departments. As we do with venues across the world, we will coordinate with key stakeholders on all logistics. As each plan is in place it will be communicated through the appropriate mediums and as a team we will work to educate all who may be impacted. Working together we will deliver a world-class experience for all and enable all types of programming to be brought to Seattle Center.

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“AEG Facilities is responsive to all of our teams' needs, efficiently operates the Target Center, and cooperates with us in scheduling games and team events...AEG Facilities has continually booked enough non-game events to keep Target Center well ahead of the nearby NHL arena in event attendance on an annual basis.”

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—Chris Wright  
President, Minnesota Timberwolves & Lynx



## L.A. LIVE, STAPLES CENTER AND DOWNTOWN LOS ANGELES HOSTED A RECORD BREAKING SPORTS WEEKEND

It was an unprecedented four days, not only for the fans of the Los Angeles Lakers, Clippers, Kings and International pro cycling but for a city that has long considered itself to be the sports capital of America. In less than 80 hours over May 17-20, 2012 STAPLES Center hosted 6 NBA/NHL playoff games and outside on the streets of downtown Los Angeles, the world's top professional cyclists finished the 8<sup>th</sup> and final stage of the Amgen Tour of California.

The six games at STAPLES Center brought over 120,000 fans and media through their doors while tens of thousands of additional fans lined a five-mile closed course through downtown (part of the 42.6-mile stage that started on Rodeo Drive in Beverly Hills) to cheer on the cyclists. Thousands of local residents got to experience the Amgen Tour course the morning before the final stage of the race.

With over a quarter of a million-people traveling to and thru L.A. LIVE and STAPLES Center over the four days, and more than 100 million tuning in to the plethora of live television broadcasts of each event, the potential for transportation challenges certainly existed. However, credit goes to the event attendees who took the advice sent out suggesting taking into consideration potential closures and timing while planning their route and parking locations before beginning their trips. It was also suggested that fans consider the myriad of public transportation options and arriving early to take part in on-site promotional activities

Stats and estimates provided by the Los Angeles County Metropolitan Transportation Authority (Metro) advised that nearly 4,000 Kings fans chose to use the Blue and Expo Lines to arrive at the Pico Station adjacent to STAPLES Center. Metro also estimated that the total rail system ridership was up at least 10% on the Red Line and Purple Line and as much as 20% on the Gold Line from the average Sunday ridership.

STAPLES Center created communication and education campaigns for all stakeholders. These campaigns included local media, venue and team websites and mobile apps, and social media.



## **TENANT AND STAKEHOLDER ENGAGEMENT: COMMUNICATIONS, DECISION MAKING, SECURITY, MARKETING, BRANDING**

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Throughout the RFP process, AEG has met with representatives from many of the nearly 70 Seattle Center organizations, including Pacific Science Center, Seattle Symphony, Seattle Opera, Pacific Northwest Ballet, KEXP, The Vera Project, SIFF and more. We feel strongly that, as in other urban areas where AEG has renovated existing arenas, success depends on close collaboration with these critical partners.

In our conversations with these stakeholders, several important themes emerged that have informed this proposal:

- A strong desire that a remodeled arena would serve as a cornerstone for Seattle's future and help catalyze a broader vision for Seattle Center and the campus' role as a civic asset
- Renovated open plaza spaces near the Seattle Coliseum could become exceptional gathering spaces for music and performances
- Traffic mitigation and transit improvements are critical elements in the re-envisioning of Seattle Center
- Current vendors, tenants, and other stakeholders are important partners in this re-envisioning
- Working closely with businesses and tenants during construction will be critical to their interim and future financial stability
- We must continue and expand our commitment to develop programming and events for and by underserved communities

AEG will address each of these issues head on at the onset of a renovation agreement. A project of this magnitude requires a collaborative mindset. We will participate in Seattle Center Advisory Commission and Seattle Center Foundation meetings, working with neighbor tenants to articulate a shared future for Seattle Center.

During our community outreach, AEG heard from many tenants that no mechanism exists today that connects stakeholders on intra-tenant issues such as cross-promotion, branding, communications and security. Therefore, AEG proposes creating a Coliseum Advisory Council, in partnership with and facilitated by the Seattle Center Foundation. Such a Council would bring together Seattle Center tenants on matters where the opportunity for tenant-specific collaboration exists.

Advisory Council partners would include representatives from Seattle Center tenant organizations, including but not limited to:

- Seattle International Film Festival
- The Vera Project
- KEXP
- Pacific Northwest Ballet
- Cornish Playhouse
- Pacific Science Center
- Seattle Opera
- Seattle Repertory Theatre
- Art/Not Terminal
- Seattle Children's Theatre

Members of the Coliseum Advisory Council will be important partners in clarifying a shared vision for the future of Seattle Center and ensuring a renovated Seattle Coliseum supports those inclusive values. To ensure the lines of communication are open, we will expand upon the relationships built during the proposal process and establish regular meetings for open, candid conversation.

### COLLABORATIONS UNDERWAY

AEG has already begun working with stakeholders of the recently-formed Northwest Rooms Courtyard Committee. The Committee's purpose is to develop a new vision for the under-utilized courtyard space between the KEXP, Vera Project and SIFF facilities and KeyArena. Opportunities include multi-use programming, safety upgrades, improved signage and wayfinding, and other infrastructure improvements. AEG has significant insights that can be leveraged to support this vision, and we are excited to incorporate the courtyard space into our broader vision for the Seattle Coliseum.

AEG has also been in discussions with KEXP to grow their current slate of groundbreaking content by broadcasting from AEG venues and festivals around the world. We are also excited to explore collaborations with KEXP and The VERA Project to offer internships, a job shadowing program, and a mentoring program similar to the programs that AEG has successfully implemented at its facilities in other urban centers. In addition, AEG proposes partnering with The VERA Project to create unique, locally made thank you gifts for the artists that perform at the Seattle Coliseum. These internship opportunities and the job shadowing programs could further be integrated into the curriculum offered by The VERA Project.

AEG is also collaborating with the stakeholders for the Uptown Arts & Culture District concept, which includes many Seattle Center tenant organizations. There are enormous opportunities to cross-promote and support the multitude of cultural and art organizations that make Uptown unique. We will continue with this conversations and work to advance such a District.





