

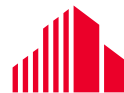
BUILDING FUTURE RESILIENCY IN THE PROFILE OF ATHLETICS FACILITY REVENUES

Enoch Lawrence

Sports & Entertainment Advisory Group
Cushman & Wakefield

Cory Perlstein

North American Real Estate
Sculptor Capital Management



**CUSHMAN &
WAKEFIELD**

Financing Options for College Sports & Entertainment Venues

How do athletic departments access capital to optimize venues in this competitive environment?



Issuance of
Tax-Exempt Bonds



Structured Finance &
Syndicated Bank Loans



Donor Contributions
Host Institution Budget Allocations

Public-Private-Partnerships

To meet program objectives, educational institutions sometimes turn to private financing within the framework of public-private partnerships (PPPs). Such contracts promote the following:

- A robust financing package with reduced impact to bonding capacity;
- Compliance with construction deadlines, and delivery before the targeted completion date
- Economically viable operations and maintenance after project delivery

C&W typically encounters two types of public-private partnership agreements:

- Revenue Sharing / Partnership Contracts
- Concessions / Long-term Leaseholds

Best Practices for Transaction Delivery & Execution in P3s

STANDARD PROJECT DELIVERY MODEL:

Design **B**uild **F**inance **O**perate **M**aintain [DBFOM]

Transaction players:

- Project Company, LLC [Athletic Department / Concessionaire/ Lessee]
- Facility Operator [coordinate with stadium / arena facilities dept.]
- Financing & Real Estate Advisor [revenue optimization / NNN leasehold / sales & marketing of sponsorships]
- Architect [Engineering / Design]
- Project Manager/ General Contractor [design-build delivery / guarantees]

Best Practices for Transaction Delivery & Execution

Total Investment

- Equity (private / donor / host institution)
- Senior Debt (banks or structured finance)
- Revenue Bonds (taxable / tax-exempt)

Project- Phase I

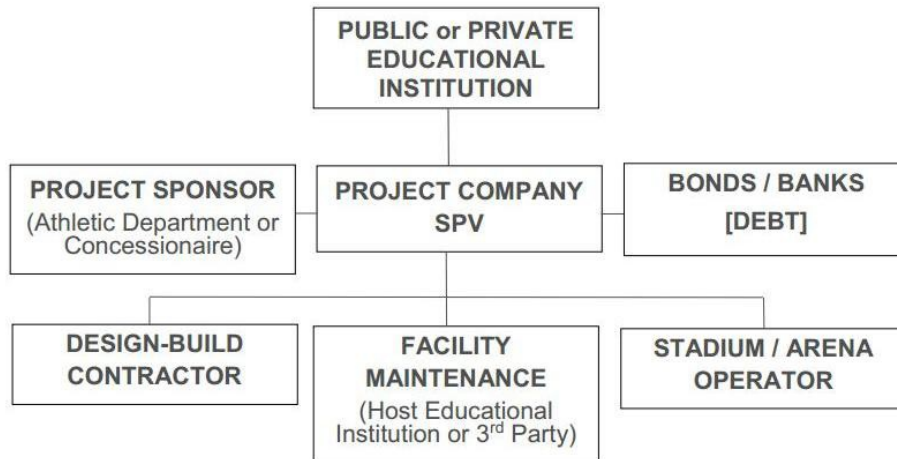
- Site Selection
- Conceptual Design
- Schematic Design
- Financing Feasibility Analysis

Project- Phase II

- Procurement Process
- Concession/ Partnership Award
- Design Development
- Construction Bid Docs & Admin.
- Financial Closure

Project- Phase III

- Construction Period
- Venue Operations & Maintenance Vendor Procurement
- Project Delivery/ Commerce Operations



Fireside Chat – Scenarios & Solutions with Q&A



Enoch Lawrence, Co-Head
Sports & Entertainment Advisory
Cushman & Wakefield



Cory Perlstein, Co-Head
North American Real Estate
Sculptor Capital Management