

**From:** Frisoni, Julie  
**Sent:** Thursday, July 02, 2009 2:54 PM  
**To:** Lynch, Art  
**Subject:** FW: press inquiry

Ed mentioned today that the Chicago papers were in line to start doing some stories on Reinsdorf .... And this is a major story for the Chicago Tribune's Sunday paper. This reporters deadline is either end of day today or tomorrow (which is a holiday for us.) Liewer told me that Ed asked you to do media on this offer. Please call the reporter by his deadline ... and if there is anything you need from me, let me know. His cell phone number is [REDACTED]

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**From:** McGrath, Dan [mailto:DMcGrath@tribune.com]  
**Sent:** Thursday, July 02, 2009 12:34 PM  
**To:** Frisoni, Julie  
**Subject:** press inquiry

Hi, Julie, my name is Dan McGrath and I'm with the Chicago Tribune.  
I wonder if you could put me in touch with Ed Beasley or Gary Husk or someone who can discuss (briefly) the status of the Coyotes' sale, in particular Jerry Reinsdorf's potential involvement. He's obviously an important guy here in Chicago and we're working on a story about it.  
I'm at [REDACTED] or [dmcgrath@tribune.com](mailto:dmcgrath@tribune.com). Appreciate any help you might be able to give me.  
Best regards,  
Dan McGrath  
Chicago Tribune sports

**From:** Liewer, Jennifer  
**Sent:** Tuesday, June 30, 2009 2:47 PM  
**To:** Lynch, Art  
**Cc:** Frisoni, Julie  
**Subject:** Need your assistance!

I have left you a message on your cell phone but in case you don't get it...there are three things I really need your attention on.

1. George at the Glendale Star is still waiting on a quote from city related to Reinsdorf's bid.
2. I have left two messages for Christy reg the invoices related to Coyotes consultants for the PRR from the Arizona Republic. They CAO office says that nothing was dropped off and we NEED to get this info together so it can be reviewed and determined what should go out. We have now had the request a month.
3. Mike Sunnucks with Business Journal would also like comment reg Reinsdorf's bid. His deadline is today and I am hoping I can connect the two of you this afternoon.

Thanks,

Jennifer

Jennifer Liewer  
Sr. Marketing & Communication Manager  
City of Glendale, Arizona  
623.930.2965 - office  
623.915.2696 - fax  
[REDACTED] - cell  
[www.glendaleaz.com](http://www.glendaleaz.com)  
[www.glendalesgotgame.com](http://www.glendalesgotgame.com)  
[www.vistiglendale.com](http://www.vistiglendale.com)

Media call about Reinsdorf bid

From: Liewer, Jennifer  
Sent: Monday, June 29, 2009 10:31 AM  
To: Lynch, Art  
Cc: Frisoni, Julie  
Subject: Media call about Reinsdorf bid

The only call I have received about Reinsdorf's bid to buy the coyotes is from George at the Glendale Star. They are on deadline today and I said we should be able to provide them a quote. Let me know if you want me to work on something for you to approve or if you have something worked up already and if you want to send my way...I can easily forward it to the star.

Also, even though they haven't called, I can also make sure the Republic gets your statement as well.

Just let me know.

Thanks,  
Jennifer

Jennifer Liewer  
City of Glendale  
Marketing/Communication Department  
office: 623-930-2965  
fax: 623-915-2696  
mobile: [REDACTED]  
www.glendaleaz.com

**From:** Skeete, Horatio  
**Sent:** Friday, May 15, 2009 10:34 AM  
**To:** Wells, Caroline; McCracken, Darcie; Lynch, Art  
**Cc:** Moreno, Jean; Frisoni, Julie; Liewer, Jennifer; Hanna, Pam; Steinke, Summer; Huskey, Tiffany; Kavanaugh, Pam; Tindall, Craig; Beasley, Ed; Brown, Donna; Coking, Nicole  
**Subject:** RE: Media Request - Harris, AZ Republic - Coyotes

I do not have any information as it relates to this request  
H

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**From:** Wells, Caroline  
**Sent:** Friday, May 15, 2009 9:57 AM  
**To:** McCracken, Darcie; Lynch, Art; Skeete, Horatio  
**Cc:** Moreno, Jean; Frisoni, Julie; Liewer, Jennifer; Hanna, Pam; Steinke, Summer; Huskey, Tiffany; Kavanaugh, Pam; Tindall, Craig; Beasley, Ed; Brown, Donna; Coking, Nicole  
**Subject:** RE: Media Request - Harris, AZ Republic - Coyotes

This request has been re-opened and now expanded by the Arizona Republic's general counsel. The request is now to:

"Inspect records of, or reflecting, any and all communications (a) between the City and Mr. Reinsdorf (or his representatives, including John Kaites), (b) between the city and the National Hockey League (or its representatives); and (c) between the City and the Phoenix Coyotes (or its representatives, including Jerry Moyes, Earl Scudder, Jeff Shumay and Doug Moss), concerning the potential sale of the Phoenix Coyotes hockey team. This request, which includes email records, memoranda and any other memorialization of these communications, calls for the inspection of all responsive public records that were created, sent or received by the City from November 1, 2008 to the present (the "Records")."

Please gather any documents you might have and provide them to the City Attorney's Office. Any responses will be reviewed by our office for responsiveness and appropriateness for release.

They have given a date for inspection/copying by 5:00 p.m. next Thursday, May 21<sup>st</sup>. Please keep us posted with respect to your progress and an anticipated date of when these documents will be given to our office.

Thanks—Caroline Wells  
City Attorney's Office  
Direct: X 2929

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**From:** McCracken, Darcie  
**Sent:** Friday, May 08, 2009 2:37 PM  
**To:** Lynch, Art; Beasley, Ed; Tindall, Craig  
**Cc:** Moreno, Jean; Frisoni, Julie; Liewer, Jennifer; Hanna, Pam; Steinke, Summer; Huskey, Tiffany; Kavanaugh, Pam; Wells, Caroline  
**Subject:** Media Request - Harris, AZ Republic - Coyotes

Good Morning,  
The City Clerk Dept received the following request.

To ensure that we are complying with the "respond promptly" requirement of state


law, please let our office know by Tuesday, May 12, at 3 p.m. if you have anything that is responsive to this request and if so, how long it will take to gather it.

Please be assured that all documents will be reviewed by the City Attorney's office prior to release.

Thank you,

Darcie  
623-930-3261

*Because things are the way they are, things will not stay the way they are.*  
Bertolt Brecht (1898-1956)

Please consider the environment before printing this e-mail. 

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**From:** Llewellyn, Jennifer  
**Sent:** Friday, May 08, 2009 11:08 AM  
**To:** Hanna, Pam; McCracken, Darcie; Steinke, Summer  
**Cc:** Beasley, Ed; Moreno, Jean; Tindall, Craig; Frisoni, Julie; Wells, Caroline; Lynch, Art  
**Subject:** FW: Public Records Request - Phoenix Coyotes

This request was received today but coordination of it needs to go through the City Manager's Office and the City Attorney's Office.

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**From:** Harris, Craig [mailto:Craig.Harris@arizonarepublic.com]  
**Sent:** Friday, May 08, 2009 10:33 AM  
**To:** Beasley, Ed; Llewellyn, Jennifer; Frisoni, Julie; Beasley, Ed  
**Cc:** Watters, Carrie; Tulumello, Kathy; Melendez, Mel; Harris, Craig  
**Subject:** Public Records Request - Phoenix Coyotes

Mr. Ed Beasley  
City Manager  
City of Glendale  
Glendale, Arizona

Dear Mr. Beasley,

The Arizona Republic, under the state's open records laws, requests any and all documents including e-mails between the city and Mr. Jerry Reinsdorf regarding the potential sale of the Phoenix Coyotes hockey team.

This request includes any and all documents, including electronic e-mails or other electronic documents that may be in the city's possession, to representatives of Mr. Reinsdorf, including Mr. John Kaite.

Records from the Phoenix Coyotes bankruptcy proceedings show the NHL had reached a deal with Mr. Reinsdorf, and was about to present that offer to Mr. Jerry Moyes. In addition to the other requests from the Republic, the paper specifically requests a copy of this document if it is in the city's possession.

The paper would be happy to review these documents at Glendale City Hall. Please do not make any copies of these records until they have been reviewed by me or my colleagues at the Republic.

I hope you will be able to comply with my request in a timely matter as this issue of the Phoenix Coyotes possibly relocating to Canada is of immense public interest and the city has made a major investment of \$180 million for

Jobing.com Arena.

If you are unable to comply with my requests, I ask that you put into writing the state law that would prohibit the release of these records. If you have any questions, I can be reached at the numbers below. Thank you.

Craig Harris  
Senior Reporter  
Arizona Republic  
[REDACTED] - direct  
[REDACTED] - cell

**From:** Frisoni, Julie  
**Sent:** Wednesday, May 13, 2009 3:54 PM  
**To:** Beasley, Ed; Lynch, Art; Llewellyn, Jennifer; gary@huskpartners.com  
**Cc:** Moreno, Jean  
**Subject:** FW: Fw: PERMIT

FYI --- received today.

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**From:** Matt Blake [mailto: [REDACTED]]  
**Sent:** Wed 5/13/2009 2:32 PM  
**To:** Frisoni, Julie  
**Subject:** Re: Fw: PERMIT

Hi Julie,

My name is Matt Blake. I am helping to run the Save the Coyotes Rally on Saturday, but I wanted to go over a few things with you and the City of Glendale before the event.

The event will no longer be taking place at Westgate. Westgate asked us to not step onto their property and so we have secured the Native New Yorker across the street as our venue.

I just want to confirm that we have the go ahead from the city to hold the rally on city property if in case there is runoff from Native New Yorker. Native can hold about 300 in their restaurant and will be providing the parking lot as addition space. In the event that there is a very large crowd, I just want to make sure that we have the city's approval to hold such a rally in the event that it spills onto city property.

Please let me know as soon as you can.

Best,

Matt

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**From:** Frisoni, Julie [mailto:JFrisoni@GLENDALEAZ.com]  
**Sent:** Monday, May 11, 2009 7:40 PM  
**To:** Stull, Michael (CCI-Phoenix)  
**Subject:** RE: Coyotes Fan Rally

Yes, Michael. It's fine. Just work with Westgate. They know what is required and will take good care of you.

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**From:** [REDACTED] [mailto: [REDACTED]]  
**Sent:** Mon 5/11/2009 6:26 PM  
**To:** Frisoni, Julie  
**Subject:** RE: Coyotes Fan Rally

Julie, Thanks. Is this OK to do this without a rally permit? Apparently this requirement was discovered

late and there isn't enough time to apply before this Saturday - I think it requires 30 days. Everyone participating are volunteers and there is no association, no group money, no one is being charged anything and nothing is being sold. Just want to make sure this is OK.

Michael

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From: Frisoni, Julie [mailto:JFrisoni@GLENDALEAZ.com]  
Sent: Monday, May 11, 2009 10:08 AM  
To: Stull, Michael (CCI-Phoenix)  
Subject: Re: Coyotes Fan Rally

Contact nicole traylor at ellman companies at 6028403000.

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From: [REDACTED]  
To: Frisoni, Julie  
Sent: Mon May 11 07:52:42 2009  
Subject: Coyotes Fan Rally

Hi Julie,

Per John Kaite's recommendation I am contacting you about an upcoming rally that Coyotes fans are planning out at Westgate. A venue is not locked down and I am wondering if the City can assist - time is short here as a press release needs to be issued very soon so people will have a chance to plan appropriately. Since the City was involved in the Radisson development and owns the adjoining Glendale Media Center I was hoping that might be a possibility. I would also like to see if the Mayor or another top city official would be available to speak at the event.

When you have a moment this morning could you please give me a call on my cell phone - [REDACTED]

Thank you very much!

Michael Stull



they are addressed, if you have received this email in error please delete it and notify the sender of the message. Any views expressed in this message are those of the individual sender, except where the sender

specifies them to be the views of the City of Glendale Arizona.

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This email and files transmitted within are intended solely for the use of the individual or entity to whom they are addressed, if you have received this email in error please delete it and notify the sender of the message. Any views expressed in this message are those of the individual sender, except where the sender

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Message scanning was performed by Websense e-mail security software and virus detection software.

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Matthew Blake  
480-280-6929  
Director of Web Marketing  
Fanster.com

 [matt.blake@fanster.com](mailto:matt.blake@fanster.com)

--  
Matt Blake  
Sr. Director of Marketing  
p. 480.280.6929  
[matt.blake@fanster.com](mailto:matt.blake@fanster.com) | <http://fanster.com> | [http://twitter.com/fanster\\_sports](http://twitter.com/fanster_sports)

**From:** Frisoni, Julie  
**Sent:** Tuesday, July 14, 2009 3:03 PM  
**To:** Beasley, Ed; Lynch, Art  
**Subject:** Fw: May 2009 public records request

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**From:** Llewellyn, Jennifer  
**To:** Frisoni, Julie  
**Sent:** Tue Jul 14 14:54:53 2009  
**Subject:** FW: May 2009 public records request

It is expected that a story will run the Glendale Republic tomorrow based on a public records request submitted by Rebekah Sanders on May 28. It requested a listing of all firm, consultants and costs the city had used related to the Coyotes Bankruptcy filing. The information was released (per the email below) last week and the city responded to questions related to the how the firms were being utilized and why outside legal counsel was being used.

We plan to send an email to the Mayor/Council in advance of the story tomorrow.

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**From:** Frisoni, Julie  
**Sent:** Monday, July 06, 2009 11:23 AM  
**To:** Beasley, Ed; Lynch, Art  
**Cc:** Llewellyn, Jennifer; Coking, Nicole; Handlong, Amy  
**Subject:** May 2009 public records request

In May, the city received a public records request from the Arizona Republic for "copies of contracts or agreements with Husk Partners, Brown Rudnick, Fennemore Craig, and any lawyer, consultant or other outside personnel hired or contracted by the city to perform duties related to the Phoenix Coyotes. Total \$\$ paid so far to those individuals and name, salary, job description of each employee in the marketing and communication dept."

We have compiled all the information and will release tomorrow to the paper.

The companies listed with the totals are:

Fennemore Craig - \$6,666.75  
IFG - \$5,168  
Brown Rudnick - \$30,190.15  
Beacon Sports - \$48,175.73

Consultants on contract:

Husk Partners - \$10,000 monthly retainer  
TL Hocking and Associates - \$7,000 monthly retainer

Just wanted you to have an fyi ~~  
julie

**From:** Liewer, Jennifer  
**Sent:** Tuesday, June 09, 2009 3:52 PM  
**To:** Lynch, Art; Wood, Diane; Moreno, Jean  
**Cc:** Frisoni, Julie; Tindall, Craig; McCracken, Darcie  
**Subject:** FW: Media Request - Sanders, AZ Republic - Legal contracts

**Importance:** High

It is my understanding that we have two outstanding contracts and/or invoices that are still outstanding as it relates to this request.

Tom Hocking and Assoc (I have contract from when it was filed with clerk's office in 2001 but still need invoices related to coyotes activity)  
Gerald Sheehan and Beacon Sports

They have worked on the Coyotes issue and therefore Craig believes we need to include them in the request from Rebekah.

Please let me know how long you believe it will take to pull this information. Also, if there ANY other consultants that we have missed, please identify them and let us know where we can get this information.

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**From:** McCracken, Darcie  
**Sent:** Thursday, May 28, 2009 12:38 PM  
**To:** Wells, Caroline; Durocher, Dede  
**Cc:** Tindall, Craig; Frisoni, Julie; Liewer, Jennifer; Hermanson, Monika; Huskey, Tiffany; Hanna, Pam; Steinke, Summer; Beasley, Ed; Kavanaugh, Pam; Moreno, Jean; Lynch, Art; Brown, Donna; Carmicle, Alma  
**Subject:** Media Request - Sanders, AZ Republic - Legal contracts

Good Afternoon,  
The City Clerk Dept received the following request for records. There are several contained within the request so I have numbered for easier viewing.


Dede (HR), is there a way to print a list of the marketing/communication department members that would contain all or part of the information requested?

Please let our office know by Monday, June 1, 2009, if you have any documents that are responsive. Also advise how long it will take to gather the requested documents.

Thank you,

Darcie  
623-930-3261

*Because things are the way they are, things will not stay the way they are.*  
Bertolt Brecht (1898-1956)

Please consider the environment before printing this e-mail. 

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**From:** webmaster@glendaleaz.com [mailto:webmaster@glendaleaz.com]  
**Sent:** Thursday, May 28, 2009 11:41 AM

**To:** Hanna, Pam; McCracken, Darcie; Steinke, Summer  
**Subject:** Public Records Request Form

**First Name:**

Rebekah

**Last Name:**

Sanders

**Email Address:**

rebekah.sanders@arizonarepublic.com

**Company/Organization:**

Arizona Republic

**Organization**

**Representing Name:**

**Title:**

Reporter

**Address:**

17235 N. 75th Ave Suite A 100

**City:**

Glendale

**State:**

AZ

**Zip Code:**

85308

**Phone:**

602-444-6937

**Fax:**

**What public record is being requested? Give as much specific details as possible, including type of document, category or action taken, date or time frame.**

- 1) Copy of contracts or agreements with Husk Partners, Brown Rudnick, Fennemore Craig, any employees of those firms, and any lawyer, consultant or other outside personnel hired or contracted by the city to perform duties related to the Phoenix Coyotes.
- 2) Total money paid and obligated so far to these hired or contracted personnel.
- 3) Name, title, salary and job description of each employee in the marketing and communication department.

For inspection only.

**For what purpose will you use this information (please explain).**

Non commercial.

**Date needed?**

06/04/09

**How would you like to receive the information?**

Pickup

**Please type your initials here to show you have read and understand all information above.**

RLS

**Date Submitted**

05/28/09

**From:** Liewer, Jennifer  
**Sent:** Tuesday, May 12, 2009 6:18 PM  
**To:** Tindall, Craig; Lynch, Art  
**Cc:** Frisoni, Julie  
**Subject:** Fw: Public Records Request - Phoenix Coyotes

Fyi...eds response.

Sent via blackberry

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**From:** Beasley, Ed  
**To:** Liewer, Jennifer  
**Cc:** Frisoni, Julie  
**Sent:** Tue May 12 18:07:04 2009  
**Subject:** RE: Public Records Request - Phoenix Coyotes

I did not say that to craig Harris I said we a nondisclosure agreement t l Craig Tindal statement is sufficient in my opinion

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**From:** Liewer, Jennifer  
**Sent:** Tuesday, May 12, 2009 5:51 PM  
**To:** Beasley, Ed  
**Cc:** Frisoni, Julie  
**Subject:** Re: Public Records Request - Phoenix Coyotes

Ok. Craig tindall had advised that I send this question to you since he wasn't sure what conversations had transpired between you and craig harris and craig harris had referenced you specifically in his email.

I will work through art and craig.

Sent via blackberry

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**From:** Beasley, Ed  
**To:** Liewer, Jennifer  
**Sent:** Tue May 12 17:36:41 2009  
**Subject:** RE: Public Records Request - Phoenix Coyotes

As I have said before please forward all legal Inquires to Craig and Art. You do not need to respond

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**From:** Liewer, Jennifer  
**Sent:** Tuesday, May 12, 2009 5:21 PM  
**To:** Beasley, Ed  
**Cc:** Lynch, Art; Frisoni, Julie; Tindall, Craig; 'gary@huskpartners.com'  
**Subject:** FW: Public Records Request - Phoenix Coyotes

Ed,

Can you provide direction on how to respond to Craig Harris' email below?

Thanks,  
Jennifer

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**From:** Harris, Craig [mailto:Craig.Harris@arizonarepublic.com]  
**Sent:** Tuesday, May 12, 2009 5:06 PM  
**To:** Llewellyn, Jennifer  
**Subject:** RE: Public Records Request - Phoenix Coyotes

Jennifer,

Could you please clarify whether you have no documents or are you refusing to release documents?

Based on conversations with Mr. Beasley, who has said numerous times the city has an agreement with the NHL, it would appear you have documents.

Thank you.

Craig Harris

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**From:** Llewellyn, Jennifer [mailto:JLlewellyn@GLENDALEAZ.com]  
**Sent:** Tuesday, May 12, 2009 4:59 PM  
**To:** Harris, Craig  
**Cc:** McCracken, Darcie; Frisoni, Julie; gary@huskpartners.com  
**Subject:** RE: Public Records Request - Phoenix Coyotes

Hi Craig,

Below is our response to your recent public records request. At this point, I will consider the request closed and look to you to re-file at a future date if you are still interested in obtaining these documents:

At this time, the city has no documents to release. As with any negotiation of this nature, disclosure of documents or discussions during the negotiations would be detrimental to the parties and the long-term interests involved.

Thanks!  
Jennifer

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**From:** Harris, Craig [mailto:Craig.Harris@arizonarepublic.com]  
**Sent:** Friday, May 08, 2009 10:33 AM  
**To:** Beasley, Ed; Llewellyn, Jennifer; Frisoni, Julie; Beasley, Ed  
**Cc:** Watters, Carrie; Tulumello, Kathy; Melendez, Mel; Harris, Craig  
**Subject:** Public Records Request - Phoenix Coyotes

Mr. Ed Beasley  
City Manager  
City of Glendale  
Glendale, Arizona

Dear Mr. Beasley,

The Arizona Republic, under the state's open records laws, requests any and all documents including e-mails between the city and Mr. Jerry Reinsdorf regarding the potential sale of the Phoenix Coyotes hockey team.

This request includes any and all documents, including electronic e-mails or other electronic documents that may in the city's possession, to representatives of Mr. Reinsdorf, including Mr. John Kaite.

Records from the Phoenix Coyotes bankruptcy proceedings show the NHL had reached a deal with Mr. Reinsdorf, and was about to present that offer to Mr. Jerry Moyes. In addition to the other requests from the Republic, the paper specifically requests a copy of this document if it is in the city's possession.

The paper would be happy to review these documents at Glendale City Hall. Please do not make any copies of these records until they have been reviewed by me or my colleagues at the Republic.

I hope you will be able to comply with my request in a timely matter as this issue of the Phoenix Coyotes possibly relocating to Canada is of immense public interest and the city has made a major investment of \$180 million for Jobing.com Arena.

If you are unable to comply with my requests, I ask that you put into writing the state law that would prohibit the release of these records. If you have any questions, I can be reached at the numbers below. Thank you.

Craig Harris  
Senior Reporter  
Arizona Republic  
602-444-8478 - direct  
[REDACTED] - cell

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This email and files transmitted within are intended solely for the use of the individual or entity to whom they are addressed, if you have received this email in error please delete it and notify the sender of the message. Any views expressed in this message are those of the individual sender, except where the sender specifies them to be the views of the City of Glendale Arizona.

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## National Hockey League

The National Hockey League (NHL) is a professional ice hockey League comprised of 30 teams in North America. It is considered the premier professional ice hockey league in the world and one of North America's major professional sports leagues. The Stanley Cup, the oldest professional sports trophy in North America, is awarded annually to the League champion at the end of each season.



The league was formed in 1917 in Montreal, Quebec, Canada from a predecessor organization, the National Hockey Association (NHA), founded in 1909. It started with four teams, and through series of expansions, contractions and relocations, the league is now composed of 30 teams, 24 of which are based in the United States and six in Canada. After a labor dispute that led to the cancellation of the entire 2004–05 season, the league has staged a growth in revenue, profit, and popularity.<sup>1</sup>

The NHL attracts highly skilled players from all over the world; the League currently has players from about 20 different countries. Historically, the Canadians have constituted over half of the players in the NHL because both the sport and the League originated in Canada and its overall popularity within the country's culture. However, over the past 25 years, the percentage of United States and European players in the NHL has steadily increased. This can be directly attributed to the NHL's continued expansion of the sport around the United States, its superiority in quality of competition compared to other ice hockey leagues, as well as the availability of highly skilled European players.

### History<sup>2 3</sup>

After a series of disputes in the Canadian National Hockey Association (NHA) the owners of the Montreal Canadiens, Montreal Wanderers, Ottawa Senators, and Quebec Bulldogs met at the Windsor Hotel in Montreal to talk about the NHA's future. Their discussions eventually led to the creation of the National Hockey League on November 22, 1917. Three former NHA franchises, the Canadiens, Wanderers and Senators were founding members of the NHL, along with a new Toronto franchise.

Even though the league struggled to stay in business during its first decade, the NHL's teams were very successful on the ice; only once, in 1925, did a team from any other league win the Stanley Cup and by 1926 the NHL was the only league competing for the Cup. The NHL then started a process of expansion: the Boston Bruins (the first U.S.-based NHL franchise) and Montreal Maroons entered the league in 1924–25; the New York Americans and the Pittsburgh

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<sup>1</sup> [http://www.bloomberg.com/apps/news?pid=email\\_en&sid=aKPVUxR5ybog](http://www.bloomberg.com/apps/news?pid=email_en&sid=aKPVUxR5ybog)

<sup>2</sup> <http://www.nhl.com/history/>

<sup>3</sup> <http://www.thecanadianencyclopedia.com/index.cfm?PgNm=TCE&Params=A1ARTA0005623>



Pirates entered in the 1925–26 season; and the New York Rangers, Chicago Black Hawks (now spelled Blackhawks), and Detroit Cougars (now known as the Red Wings) entered in the 1926–27 season, raising the number of teams in the NHL to an even ten.

The Great Depression and World War II took a financial toll on the league and by 1942 the NHL contracted to just six teams. These six teams (the Montreal Canadiens, Toronto Maple Leafs, Detroit Red Wings, Chicago Black Hawks, Boston Bruins, and New York Rangers) are collectively known as the Original Six, and for the next quarter-century were the only teams in the National Hockey League.

By the mid 1960s, the desire for a network television contract in the U.S., and concerns that the Western Hockey League was planning to declare itself a major league and challenge for the Stanley Cup, spurred the NHL to undertake its first expansion since the 1920s. Six expansion teams were added to the NHL roster in 1967, and were placed in their own newly-created division. Two teams each were added in California, Pennsylvania, and the Mississippi River valley. The teams were the Los Angeles Kings, Oakland Seals (later folded), Pittsburgh Penguins, Philadelphia Flyers, Minnesota North Stars (Dallas Stars since 1993), and St. Louis Blues. Three years later, the NHL added the Vancouver Canucks and Buffalo Sabres.

In 1972, the World Hockey Association (WHA) was formed, the first potential rival to the NHL in decades. Although it was at first publicly dismissed as a threat by the NHL owners, the NHL decided to rush its own expansion plans in 1972 by adding the New York Islanders and Atlanta Flames (which became the Calgary Flames in 1980) to forestall WHA franchises in newly constructed arenas in those markets, followed by the addition of the Kansas City Scouts (which became the Colorado Rockies in 1976 before becoming the New Jersey Devils in 1982) and Washington Capitals two years later. The two leagues fought for the rights of players and fans until the WHA folded in 1979

as part of an agreement whereby four of the remaining six WHA teams would enter the NHL as expansion teams: the Hartford Whalers (the Carolina Hurricanes since 1997), Québec Nordiques (the Colorado Avalanche since 1995), Edmonton Oilers, and Winnipeg Jets (the Phoenix Coyotes since 1996).



After a period of stability in the 1980s, the NHL further expanded with nine new franchises in ten years. The San Jose Sharks entered in 1991; a season later the Ottawa Senators would return to the NHL along with the addition of the Tampa Bay Lightning. In 1993, the league added two more expansion franchise, the Mighty Ducks of Anaheim and the Florida Panthers. Finally, the Nashville Predators in 1998, the Atlanta Thrashers in 1999, and then the Minnesota Wild and the Columbus Blue Jackets in 2000, bringing the total to the current level of 30 teams.

### **Past Labor Issues**

There have been three league-wide work stoppages due to labor disputes in NHL history, all happening between 1992 and 2005. The first was a strike by the National Hockey League Players Association in April 1992 which lasted for 10 days, but the strike was settled quickly and all affected games were rescheduled. A lockout at the start of the 1994–95 season forced the league to reduce the schedule from 84 games to just 48, with the teams playing only intra-conference games during the reduced season. The resulting collective bargaining agreement was set for renegotiation in 1998 and extended to September 15, 2004.

With no new agreement in hand when its player contract expired on September 15, 2004, League commissioner Gary Bettman announced a lockout of the players union and cessation of operations by the NHL head office. The lockout shut down the league for 310 days, the longest in sports history; the NHL was the first professional sports league to lose an entire season. The new collective bargaining agreement was ratified in July 2005 with a term of six years with an option of extending the collective bargaining agreement for an additional year at the end of the term, allowing the NHL to resume as of the 2005–06 season.<sup>4</sup>

On October 6, 2005, the first post-lockout NHL season took to the ice with 15 games. Of those 15 games, over 10 were before sell out crowds. The NHL achieved record attendance in the 2005–06 season, generating over 20 millions fans and averaging 16,955 per game in League wide attendance, a 1.2% increase over the previous mark held in the 2001–02 season. That season the Montreal Canadiens, Calgary Flames, Colorado Avalanche, Minnesota Wild, and the Vancouver Canucks all sold out their home games; all six Canadian teams played to 98% capacity or better at home games that season. Over 75% of the clubs finished even or ahead of their 2003–04 attendance mark. The Pittsburgh Penguins had the highest attendance increase at 33%, mainly because of 18-year-old hockey sensation, first overall draft pick Sidney Crosby.<sup>5</sup> Yet, even after losing a season to a labor dispute in 2005, overall attendance figures for League teams has returned to solid ground and the League has clearly demonstrated its sustainable popularity with its fans even during difficult times involving labor disputes and a long absence of play.

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<sup>4</sup> <http://www.bls.gov/opub/mlr/2005/12/art3full.pdf>

<sup>5</sup> [http://www.cbc.ca/sports/indepth/hockey\\_features/season\\_review.html](http://www.cbc.ca/sports/indepth/hockey_features/season_review.html)

## League-wide Cost Certainty <sup>6 7</sup>

The NHL Collective Bargaining Agreement ("CBA") is the basic contract between the National Hockey League (NHL) team owners and the NHL Players Association (NHLPA), designed to be arrived at through the typical process of labor-management negotiations. The most recent agreement, reached on July 13, 2005, was ratified by the NHLPA membership on July 21 and by the League's Board of Governors on July 22.

The previous agreement was signed back in 1995 following a lockout which shortened the 1994-95 NHL season to 48 games, a loss of 36 games from what had originally been an 84-game schedule. None of the games scheduled for the 1994 segment of the season were ever played, the lockout lasting until after the beginning of 1995. The CBA was initially to last for six seasons and be open to re-negotiation in 1998, but was eventually extended to last until September 15, 2004 (one day after the World Cup of Hockey final in Toronto).

On the expiration date of the old agreement, the NHL Board of Governors, representing ownership, met and unanimously decided that the 2004-05 NHL season would be delayed until a new CBA was in place. The owners' lockout of players began at 12:01 a.m. on September 16, 2004, the day most NHL training camps would have opened had the NHLPA and the NHL come to an agreement.

An important provision of the new CBA is an overall salary cap for all NHL teams, tied directly to League revenues. The agreement also phases in a reduced time limit in which a player is designated a "veteran" player and therefore eligible for free agency, which will eventually give players unrestricted rights to negotiate with any team at age 27 or after 7 seasons in the NHL, whichever comes first. Highlights of the 2005 CBA are:

- CBA is a six year agreement ending at the conclusion of the 2010 - 2011 season.
- The players' collective compensation is set at 54% of League revenue, as defined, to the extent League revenues in any year are below \$2.2 billion; 55% when League revenues are between \$2.2 billion and \$2.4 billion; 56% when League revenues are between \$2.4 billion and \$2.7 billion, and 57% when League revenues in any year exceed \$2.7 billion.
- No player may be eligible to contract for or receive in excess of 20% of the Club's upper limit in total annual compensation (NHL salary plus signing, roster, reporting, and all performance bonuses). In 2005-06, no player will be permitted to contract for total compensation in excess of \$7.8 million in any year of his contract.

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<sup>6</sup> <http://www.nhlpa.com/>

<sup>7</sup> <http://www.nhl.com/nhlhq/cba/index.html>

- The minimum NHL player salary in 2005-06 and 2006-07 will be \$450,000; \$475,000 in 2007-08 and 2008-09; \$500,000 in 2009-10 and 2010-11, and \$525,000 in 2011-12 (to the extent the CBA is extended by the Union).
- The League committed to enhanced revenue sharing among its member clubs in an amount and on terms that should allow all Clubs to fund a competitive team within the prescribed payroll limits. Clubs are eligible for revenue sharing: (1) are ranked in the bottom half (bottom 15) in League revenues, and (2) operate in markets with a Demographic Market Area of 2.5 million or fewer TV households.

## Teams

The National Hockey League originated in 1917 with four teams, and through a sequence of franchise expansions, reductions, and relocations currently consists of 30 teams, 24 of which are based in the United States and six in Canada. The Montreal Canadiens are the most successful franchise with 24 Stanley Cup championships (23 as an NHL team, 1 as an NHA team); in the four major North American professional sports leagues the Montreal Canadiens are only surpassed in the number of championships by the New York Yankees of Major League Baseball, who have two more. The 1977 edition of the Montreal Canadiens, the second of four straight Stanley Cup champions, was named by ESPN as the second greatest sports team of all-time.

The current League organization divides the teams into two conferences. Each conference is separated into three divisions and each division with at least five teams. The current organization has roots in the 1998-99 season where League realignment added two divisions to bring the total number of divisions to six; the current team alignment began with the 2000-2001 season when the Minnesota Wild and the Columbus Blue Jackets joined the League as expansion teams.

## Season Structure<sup>8</sup>

The National Hockey League season is divided into an exhibition season (September), a regular season (from the first week in October through early to mid April) of 82 games, and a postseason (the Stanley Cup playoffs). During the regular season, clubs play each other in a predefined schedule. The Stanley Cup playoffs, which go from April to the beginning of June, are an elimination tournament where two teams play against each other to win a best-of-seven series in order to advance to the next round. The final remaining team is crowned the Stanley Cup champion. Beginning in 2007, the NHL regular season has begun in Europe while teams not involved complete their exhibition schedule. The 2008-2009 season began with the Pittsburgh Penguins facing off against the Ottawa Senators in Stockholm, Sweden and the New York Rangers taking on the Tampa Bay Lightning in Prague, Czech Republic further expanding the NHL's international reach.

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<sup>8</sup> [www.NHL.com](http://www.NHL.com)

### Recent Franchise Sales (2009 – 1999)<sup>9</sup>

Team	Owners	City/Area	Year Purchased	Purchase Price*
Pittsburgh Penguins	Mario Lemieux & R. Burkle	Pittsburgh, PA	1999	\$107
Washington Capitals	Theodore Leonsis	Washington, D.C.	1999	\$85
New York Islanders	Charles Wang	Union Dale, NY	2000	\$188
Colorado Avalanche	Stanley Kroenke	Denver, CO	2000	\$202
Montreal Canadiens	George Gillette Jr.	Montreal, QC	2001	\$181
Florida Panthers	Alan Cohen	Sunrise, FL	2001	\$101
Phoenix Coyotes	Jerry Moyes	Glendale, AZ	2001	\$127
San Jose Sharks	Kevin Compton & Greg Jamison	San Jose, CA	2002	\$147
Buffalo Sabres	Thomas Golisano	Buffalo, NY	2003	\$92
Ottawa Senators	Eugene Melnyk	Ottawa, ON	2003	\$92
New Jersey Devils	Jeffrey Vanderbeek	Newark, NJ	2004	\$125
Atlanta Thrashers	Atlanta Spirits	Atlanta, GA	2004	\$80
Vancouver Canucks	Francesco Aquilini	Vancouver, BC	2005	\$207
Anaheim Ducks	Henry Sameli	Anaheim, CA	2005	\$70
St. Louis Blues	David Checketts	St. Louis, MO	2006	\$150
Nashville Predators	David Freeman	Nashville, TN	2007	\$174
Tampa Bay Lightning	Oren Koules	Tampa, FL	2008	\$204
Edmonton Oilers	Daryl Katz	Edmonton, AB	2008	\$170
Minnesota Wild	Craig & Philip Falcone	St. Paul, MN	2008	\$225

As evidenced from the recent transactions outlined above, the values of NHL franchises continue to sustain themselves and should grow as conditions in the capital markets improve worldwide. The Coyotes franchise valuation playing in Glendale should also benefit from these recent sales and from improved market conditions.

<sup>9</sup> Forbes

## NHL Attendance 2009 - 2006<sup>10</sup>

NHL Attendance - 2009					NHL Attendance - 2008				NHL Attendance - 2007				NHL Attendance - 2006			
TEAM	Home Games				GMS	Home Games			GMS	Home Games			GMS	Home Games		
	GMS	TOTAL	AVG	% Cap		TOTAL	AVG	% Cap		TOTAL	AVG	% Cap		TOTAL	AVG	% Cap
Chicago	41	912,127	22,247	108.52%	41	689,377	16,814	82.02%	41	521,809	12,727	62.08%	41	546,075	13,318	64.97%
Montreal	41	872,193	21,273	100.00%	41	872,193	21,273	100.00%	41	872,193	21,273	100.00%	41	872,194	21,273	100.00%
Detroit	41	814,465	19,865	99.00%	41	773,696	18,870	94.04%	41	822,706	20,066	100.00%	41	822,646	20,064	99.99%
Philadelphia	41	801,345	19,545	100.13%	41	801,797	19,556	100.19%	41	790,591	19,282	98.79%	41	805,783	19,653	100.69%
Toronto	41	791,792	19,312	102.62%	41	796,803	19,434	103.27%	41	798,981	19,487	103.55%	41	795,747	19,408	103.13%
Calgary	41	790,849	19,289	100.00%	41	790,849	19,289	100.00%	41	790,849	19,289	100.00%	41	790,849	19,289	100.00%
Ottawa	41	776,909	18,949	98.93%	41	812,665	19,821	103.49%	41	794,271	19,372	101.14%	41	798,453	19,474	101.68%
Vancouver	41	763,830	18,630	100.00%	41	763,830	18,630	100.00%	41	763,830	18,630	100.00%	41	763,830	18,630	100.00%
Minnesota	41	761,288	18,568	102.79%	41	761,288	18,568	102.79%	41	760,280	18,543	102.65%	41	761,614	18,575	102.83%
St. Louis	41	760,714	18,554	96.38%	41	722,021	17,610	91.48%	41	513,345	12,520	65.04%	41	582,742	14,213	73.83%
Buffalo	41	759,771	18,531	99.15%	41	817,956	19,950	106.74%	41	766,290	18,690	100.00%	41	692,329	16,886	90.35%
NY Rangers	41	745,052	18,172	99.85%	41	746,200	18,200	100.00%	41	746,200	18,200	100.00%	41	743,848	18,142	99.68%
Washington	41	741,977	18,097	99.02%	41	634,381	15,472	84.65%	41	571,129	13,929	76.21%	41	570,113	13,905	76.08%
Dallas	41	724,880	17,680	95.40%	41	739,585	18,038	97.33%	41	734,508	17,914	96.67%	41	730,979	17,828	96.20%
San Jose	41	717,008	17,488	99.95%	41	713,863	17,411	99.51%	41	714,316	17,422	99.58%	41	690,095	16,831	96.20%
Boston	41	698,599	17,039	97.01%	41	630,750	15,384	87.58%	41	605,352	14,764	84.05%	41	664,673	16,211	92.29%
Anaheim	41	696,590	16,990	98.93%	41	704,932	17,193	100.11%	41	671,965	16,389	95.43%	41	620,380	15,131	88.10%
Pittsburgh	41	695,975	16,975	100.21%	41	700,137	17,076	100.80%	41	673,395	16,424	96.95%	41	647,975	15,804	93.29%
Edmonton	41	690,399	16,839	100.00%	41	690,399	16,839	100.00%	41	690,399	16,839	100.00%	41	690,143	16,832	99.96%
Carolina	41	679,452	16,572	88.72%	41	681,962	16,633	89.04%	41	712,861	17,386	93.07%	41	639,454	15,596	83.49%
Tampa Bay	41	676,377	16,497	84.60%	41	766,412	18,692	95.86%	41	814,944	19,876	101.93%	41	840,887	20,509	105.17%
Los Angeles	41	676,008	16,488	91.00%	41	680,877	16,606	91.65%	41	691,229	16,859	93.05%	41	731,405	17,839	98.46%
New Jersey	41	647,636	15,796	89.62%	41	638,144	15,564	88.31%	41	581,225	14,176	80.43%	41	583,448	14,230	80.74%
Florida	41	640,461	15,621	81.15%	41	632,881	15,436	80.19%	41	630,183	15,370	79.84%	41	656,587	16,014	83.19%
Columbus	41	637,263	15,543	85.66%	41	607,757	14,823	81.70%	41	672,443	16,401	90.39%	41	688,655	16,796	92.57%
Colorado	41	632,589	15,429	85.68%	41	690,552	16,842	93.53%	41	722,127	17,612	97.81%	41	738,287	18,007	100.00%
Nashville	41	615,410	15,010	87.71%	41	611,328	14,910	87.13%	41	625,649	15,259	89.17%	41	591,556	14,428	84.31%
Phoenix	41	609,875	14,875	83.57%	41	607,638	14,820	83.26%	41	614,519	14,988	84.21%	41	638,871	15,582	87.54%
Atlanta	41	599,666	14,626	78.87%	41	649,081	15,831	85.37%	41	665,862	16,240	87.57%	41	637,578	15,550	83.85%
NY Islanders	41	564,693	13,773	84.84%	41	559,247	13,640	84.02%	41	528,331	12,886	79.38%	41	516,973	12,609	77.67%

## NHL Broadcasting

### Canada

In Canada, National Hockey League games are aired nationally by the Canadian Broadcasting Corporation (CBC) and The Sports Network (TSN). Regional games are broadcast

<sup>10</sup> ESPN.com

by a number of networks including Rogers Sportsnet (RSN). French language games are broadcast by the Réseau des sports (RDS) and Réseau Info-Sports (RIS), but no longer on Radio-Canada (the French-language counterpart of the CBC), a change which has caused controversy in French Canada. The television program *Hockey Night in Canada*, usually aired Saturday nights on CBC, is a long-standing Canadian tradition dating back to 1952 and even prior to that on radio since the 1920s.<sup>11 12</sup>

## United States

In the United States NHL games are aired nationally by Versus (previously the "Outdoor Life Network" and "OLN"), and by NBC. NBC replaced the previous over-the-air network, ABC, and has a revenue-sharing agreement with the NHL. Versus replaced ESPN as the cable network; Comcast, which owns Versus, offered a two-year \$120 million agreement, while ESPN offered a revenue sharing agreement.<sup>13</sup>

Versus had about 20 million fewer subscribers than ESPN when the NHL started on Versus, but Comcast switched Versus from a digital tier to basic cable to make NHL games available to more cable subscribers. For Versus, the NHL coverage was a good addition as Versus' ratings grew by about 275% when it showed an NHL game.<sup>14</sup>

The 2007 Stanley Cup Finals were the lowest rated in the United States in history. As a whole, the television ratings on NBC were down 20% from the 2006 series, with Game 3's coverage on NBC garnering a mere 1.1 rating (approximately 1,205,600 households), making it the lowest rated prime-time broadcast in the network's history. However, coverage in Canada on CBC pulled in 2,608,000, 2,378,000, and 2,553,000 (for Games 1, 2, and 3 respectively), slightly higher than their numbers for the first three games in 2006. Comparatively, in 1994, when the New York Rangers were involved, Game 7 of the Stanley Cup finals posted a rating of 6.9.<sup>15</sup>

Although 2007 saw low Stanley Cup Finals ratings, the 2008 series between Detroit and Pittsburgh drew one of the highest Stanley Cup ratings ever with strong 4.4 as the high overnight rating.

XM Satellite Radio is the official satellite radio broadcaster of the NHL, as of July 1, 2007. Between September 2005 and June 2007, the NHL's broadcasting rights were shared with both XM and Sirius Satellite Radio and were broadcast on just Sirius before the NHL lockout.

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<sup>11</sup> <http://www.cbc.ca/sports/hockey/hnic/seasoninfo.html>

<sup>12</sup> <http://www.cbc.ca/sports/hockey/hnic/histrad.html>

<sup>13</sup> <http://www.nysun.com/article/34542>

<sup>14</sup> <http://www.nysun.com/article/34542>

<sup>15</sup> <http://sports.espn.go.com/nhl/news/story?id=2897126>

XM used to broadcast more than 80% of NHL games, including all the playoffs and Stanley Cup Finals. Starting with the 2007–08 season, XM broadcasts every game.<sup>16</sup>

#### **Phoenix Coyote's Participation in Improved Industry Economics**

As a member club of the NHL, the Phoenix Coyotes will continue to benefit from increased shared national and international broadcast and merchandise revenue and from the continued improvement in the game's business model including player cost certainty which should all drive further increases in NHL franchise valuations in the future. Recent market transactions confirm these dynamics.

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<sup>16</sup> [http://xmradio.mediaroom.com/index.php?s=press\\_releases&Item=1466](http://xmradio.mediaroom.com/index.php?s=press_releases&Item=1466)



# NHL Team Information

## EASTERN CONFERENCE

Team	Owners*	Venue Operator**	Arena*	Built*	Capacity*	Cost*	City/Area*	Year Purchased*	Purchase Price*
Atlantic Division									
New Jersey Devils	Jeffrey Vanderbeek	AEG	Prudential Center	2007	17,625	\$375	Newark, NJ	2004	\$125
New York Islanders	Charles Wang	SMG	Nassau Veterans Memorial Coliseum	1972	16,234	\$31	Union Dale, NY	2000	\$188
New York Rangers	Cablevision System	Cablevision	Madison Square Garden	1968	18,200	\$123	New York City, NY	1997	\$195
Philadelphia Flyers	Comcast Spectator	Global Spectrum	Wachovia Center	1996	19,519	\$210	Philadelphia, PA	1996	\$100
Pittsburgh Penguins	Mario Lemieux & R. Burkle	N/A	Mellon Arena	1961	16,940	\$22	Pittsburgh, PA	1999	\$107
Northeast Division									
Boston Bruins	Jeremy Jacobs	Delaware North Company	TD Banknorth Garden	1995	17,565	\$160	Boston, MA	1975	\$10
Buffalo Sabres	Thomas Gollisano	N/A	HSBC Arena	1996	18,690	\$128	Buffalo, NY	2003	\$92
Montreal Canadiens	George Gillette Jr.	N/A	Bell Centre	1996	21,273	\$270	Montreal, QC	2001	\$181
Ottawa Senators	Eugene Melnyk	Live Nation	Scotiabank Place	1996	19,153	\$170	Ottawa, ON	2003	\$92
Toronto Maple Leafs	Ontario Teachers Pension Plan	N/A	Air Canada Centre	1999	18,819	\$265	Toronto, ON	1994	\$102
Southeast Division									
Atlanta Thrashers	Atlanta Spirits	Atlanta Spirits	Philips Arena	1999	18,545	\$214	Atlanta, GA	2004	\$80
Carolina Hurricanes	Peter Karmanos	Centennial Authority	RBC Center	1999	18,680	\$158	Raleigh, NC	1994	\$48
Florida Panthers	Alan Cohen	N/A	Bank Atlantic Center	1998	19,250	\$185	Sunrise, FL	2001	\$101
Tampa Bay Lightning	Oren Koules	N/A	St. Peter Times Forum	1996	19,500	\$135	Tampa, FL	2008	\$204
Washington Capitals	Theodore Leonsis	Washington Sports & Entertainment	Verizon Center	1997	18,277	\$260	Washington, D.C.	1999	\$85

## WESTERN CONFERENCE

Team	Owners	Venue Operator**	Arena	Built	Capacity*	Cost**	City/Area	Year Purchased	Purchase Price*
Central Division									
Chicago Blackhawks	Witz Family	Rocky Witz & Jerry Reinsdorf	United Center	1994	20,500	\$175	Chicago, IL	1954	\$1
Columbus Blue Jackets	John McConnell	SMG	Nationwide Arena	2000	18,144	\$175	Columbus, OH	1997	\$80
Detroit Red Wings	Michael Ilitch	Olympia Entertainment	Joe Louis Arena	1979	20,066	\$57	Detroit, MI	1982	\$8
Nashville Predators	David Freeman	Power Management Company	Sommet Center	1996	17,113	\$144	Nashville, TN	2007	\$174
St. Louis Blues	David Checketts	Sports Capital Partners	Scottrade Center	1994	19,250	\$135	St. Louis, MO	2006	\$150
Northwest Division									
Calgary Flames	Calgary Flames, LP	N/A	Pengrowth Saddledome	1983	19,289	CAD 100	Calgary, AB	1980	\$16
Colorado Avalanche	Stanley Kroenke	Stanley Kroenke	Pepsi Center	1999	18,007	\$160	Denver, CO	2000	\$202
Edmonton Oilers	Daryl Katz	Northland Parks	Retall Place	1974	16,839	CAD 19.4	Edmonton, AB	2008	\$170
Minnesota Wild	Craig & Phillip Falcone	Minnesota Sports & Entertainment	Xcel Energy Center	2000	18,064	\$130	St. Paul, MN	2008	\$225
Vancouver Canucks	Francesco Aquilini	Canucks Sports & Entertainment	General Motors Place	1995	18,630	CAD 160	Vancouver, BC	2005	\$207
Pacific Division									
Anaheim Ducks	Henry Samuel	Anaheim Arena Management	Honda Center	1993	17,174	\$123	Anaheim, CA	2005	\$70
Dallas Stars	Tom Hicks	N/A	American Airlines Center	2001	18,532	\$420	Dallas, TX	1995	\$84
Los Angeles Kings	Philip Anschutz	AEG	Staples Center	1999	18,118	\$375	Los Angeles, CA	1995	\$113
Phoenix Coyotes	Jerry Moyes	Arena Management Group	Jobing.com Arena	2003	17,799	\$180	Glendale, AZ	2001	\$127
San Jose Sharks	Kevin Compton & Greg Jamison	HP Pavilion Management	HP Pavilion at San Jose	1993	17,496	\$163	San Jose, CA	2002	\$147

\* In Millions - Forbes

\*\*Team/Venue/NHL websites

## NHL & Phoenix Demographics

	New York*	Los Angeles**	Chicago Blackhawks	Dallas Stars	Philadelphia Flyers	Washington Capitals	Atlanta Thrashers	Boston Bruins	Detroit Red Wings	Phoenix Coyotes	Minnesota Wild	St. Louis Blues	Tampa Lightning	Denver Avalanche	Pittsburgh Penguins	Florida Panthers	San Jose Sharks	Columbus Blue Jackets	Nashville Predators	Buffalo Sabres	Carolina Hurricanes
Total Population	18,915,752	13,184,324	9,665,045	8,221,018	5,885,391	5,451,864	5,298,985	4,486,546	4,461,844	4,169,327	3,247,024	2,835,428	2,759,880	2,424,211	2,364,031	2,065,299	1,801,948	1,748,929	1,463,161	1,139,489	1,038,771
Under 18	4,689,447	3,728,285	2,610,935	1,764,786	1,480,538	1,401,006	1,427,237	1,049,977	1,158,089	1,144,610	832,522	722,266	614,799	633,079	433,999	517,050	470,325	448,817	350,698	274,311	267,903
Ages 18 - 34	3,982,111	3,058,689	2,171,857	1,511,743	1,193,471	1,216,566	1,271,043	971,354	898,117	968,606	730,267	583,112	505,790	555,505	335,570	450,654	400,651	422,678	327,334	224,355	257,064
Ages 35 - 44	2,966,032	2,044,109	1,457,503	988,256	893,949	910,219	885,564	719,523	688,438	580,558	531,172	419,308	379,554	375,460	666,470	306,906	306,672	267,427	219,908	160,366	173,404
Ages 45 - 64	4,845,595	3,026,927	2,367,431	1,437,469	1,543,834	1,414,390	1,281,921	1,178,369	1,173,921	967,441	829,859	744,170	750,138	813,316	409,378	526,761	443,515	428,195	372,159	302,279	250,919
Unemployment Rate***	8.2%	10.6%	9.4%	7.0%	8.1%	9.5%	9.1%	7.4%	14.0%	7.2%	8.4%	9.4%	10.4%	8.2%	7.6%	8.5%	11.0%	8.1%	8.8%	9.2%	8.6%

MSA Population Information Provided by: Editor & Publisher Maret Guide 2008

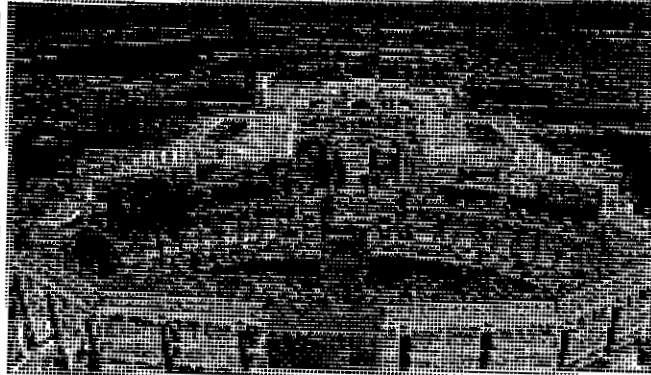
\* New York demographic information is the same for the New York Islands, New York Rangers and New Jersey Devils

\*\* Los Angeles demographic information is the same for the Los Angeles Kings and the Anaheim Ducks

\*\*\* Unemployment Rate is based on March 09 Statistics from Bureau of Labor Statistics

- Phoenix Coyotes have the 10<sup>th</sup> largest U.S. Metropolitan Statistical Area ("MSA") in the National Hockey League in the US.
- The Phoenix Coyotes have the 9<sup>th</sup> largest population in the U.S. MSA of people within the age group under 35 years old, which makes up the largest portion of the NHL's target age demographic.

## JOBING.COM ARENA



Glendale Arena opened its doors on December 26, 2003. The arena was built as a state-of-the-art, multi-purpose facility and anchors the 223-acre, \$1 billion development Westgate City Center - the "crown jewel" of sports and entertainment complexes. Westgate City Center development funded by millionaire New York architect Ron Elsensohn, which is going to be an entertainment and retail hub located around the arena; a 320-room Renaissance Hotel and Conference Center was recently completed on October 25, 2006, Jobing.com purchased the naming rights to the building and Glendale Arena was renamed Jobing.com Arena for a reported 10-year/\$30 million agreement.<sup>17</sup>

Owned by the City of Glendale, Jobing.com Arena is home to the National Hockey League's Phoenix Coyotes. Since opening, the arena has established itself as one of the premiere sports and entertainment venues in the country and has earned its place of distinction as "Arizona's must play."

With two separate concourses on two seating levels, Jobing.com Arena provides guests with non-restricted views of the action, a luxury that was not afforded the team at the America West Arena. The Arena also features an intimate seating bowl with all the modern amenities. Jobing.com Arena is a sports and entertainment arena located in Glendale, Arizona. It is home to the Phoenix Coyotes of the National Hockey League (NHL) and was home to the Arizona Sting of the National Lacrosse League (NLL). Completed in 2003, the arena cost \$180 million. It seats 17,799 for hockey and lacrosse. The arena sits across the street from University of Phoenix Stadium, the home of the NFL's Arizona Cardinals.<sup>18</sup>

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<sup>17</sup> [www.phoenixticketfinder.com/glendale-jobingcom-arena/tickets-to-glendale-arenanow-jobingcom-arena-in-phoenix-az](http://www.phoenixticketfinder.com/glendale-jobingcom-arena/tickets-to-glendale-arenanow-jobingcom-arena-in-phoenix-az)

<sup>18</sup> [www.Jobingarena.com](http://www.Jobingarena.com)

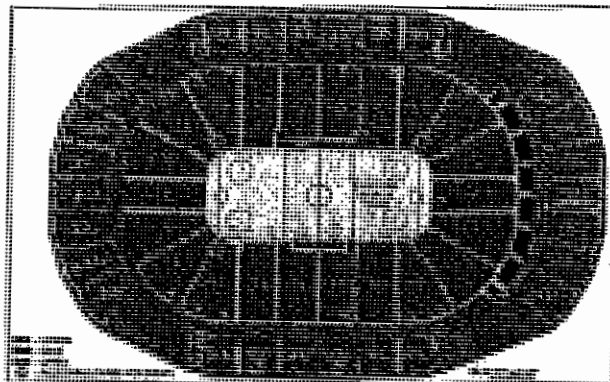
## Arena History

The arena's construction broke ground in 2002, and the Coyotes moved into the arena a year later in late 2003. The team spent its first several seasons since relocating from Winnipeg in 1996 in the America West Arena (now the US Airways Center) in downtown Phoenix. The AWA was not an old arena (it had made its debut as the new home of the NBA's Phoenix Suns only four years earlier, in 1992) but it was primarily designed for NBA basketball. It was quickly retrofitted for hockey. However, the arena floor was just barely large enough to fit a regulation hockey rink, and several seats had badly obstructed views. As a result, before the team's second season in Phoenix, it had to be cut down from over 18,000 seats to just over 16,000—the second-smallest capacity in the NHL at the time. After the Colorado Avalanche moved from the McNichols Sports Arena into the Pepsi Center in 1999, and the Toronto Maple Leafs moved from the Maple Leaf Gardens to Air Canada Centre later in the same season, America West Arena was the smallest NHL venue. A small section of seats on the lower level actually hung over the boards, obstructing the views for up to 3,000 spectators.<sup>19</sup>

When the Coyotes were sold to a partnership led by Steve Ellman, that group committed to building a new arena in suburban Glendale. Originally promised to open in 2001, Glendale Arena opened midway through the 2003–04 season, on December 26, 2003, with the Arizona Sting of the National Lacrosse League defeating the Vancouver Ravens, 16–12; the first NHL game was held the next evening, as the Coyotes dropped a 3–1 decision to the Nashville Predators.

Jobing.com Arena was expected to gain the 2009 NHL All-Star Game after losing the 2006 All-Star Game because of the new Collective Bargaining Agreement ratification in the National Hockey League; however the Montreal Canadiens and their arena, Bell Centre, were awarded the 2009 All-Star Game. Under the terms of the new agreement, the All-Star Game would not be held during the year of the Winter Olympics in order for players to participate in the Games. Philips Arena in Atlanta, which lost the All-Star Game in 2005 because of the lockout, was awarded the 2008 All-Star Game. However, in 2011, the arena might host the All-Star game.

Beginning in 2005, Jobing.com Arena has been host to the Arizona state high school basketball, volleyball, wrestling and cheerleading tournaments in a mega-event called "February Frenzy", as the result of a formal agreement between the city of Glendale and the Arizona Interscholastic Association (AIA).



<sup>19</sup> <http://hockey.ballparks.com/NHL/PhoenixCoyotes/newIndex.htm>

There are 87 Luxury Suites at Jobing.com Arena, which includes two Luxury Tower Suites and 12 Luxury Party Suites that can accommodate large groups of up to 50 people. In addition, the Comerica Bank Club (located on the Club Suites level) consists of approximately 400 upscale seats with unique club and dining opportunities. The Toyota Club (located directly behind the Coyotes and visiting team player benches) offers guests an up close and personal experience combined with first-class hospitality services.

Jobing.com Arena has hosted some of the biggest names in entertainment today including Andrea Bocelli, Bon Jovi, Bruce Springsteen, Christina Aguilera, The Eagles, Elton John, Faith Hill & Tim McGraw, Foo Fighters, Hannah Montana, Justin Timberlake, Madonna, Mannheim Steamroller, Paul McCartney, Red Hot Chili Peppers, The Rolling Stones, Stevie Wonder, Tom Petty & the Heartbreakers, U2 and Van Halen.<sup>20</sup>

### Arena Non-Hockey Events

The chart below is the expected number of non-anchor (i.e. events besides the Phoenix Coyotes) in Jobing.com Arena and Phoenix Suns and the Phoenix Road Runners at US Airways Center) events to take place during the months of December 2008 and April 2009. As of December 15, 2008, the Jobing.com Arena had 10 non-anchor events planned for the facility where as the US Airways Center had a total of 21 non-anchor events. This fact coupled with the US Airways Center currently hosting 3 year round anchor tenants, the Phoenix Suns of the National Basketball Association, the Phoenix Mercury of the Women's National Basketball Association and the Phoenix Road Runners of the East Coast Hockey League highlights an underlining source of the revenue short fall at Jobing.com Arena, a lack of overall events. During the months of December to April the management team of Jobing.com Arena in charge of driving events to the center was only able to bring a total of 39 events, including the anchor tenant Phoenix Coyotes.

Month	Jobing.com Arena				US Airways Arena			
	Coyotes Events	Non-A Events	Total Events	List of Non- Anchor Event	Anchor	Non Anchor Events	Total Events	List of Non- Anchor Event
Dec-08	8 NHL	4 Non	12 Events	Celine Dion, Cheetah Girls, Dancing with the Stars, Sarah Brighton	6 Hockey/ 6 NBA	4 Non	16 Events	AC/DC, Marlacho, NCAA Basketball, Billy Joel & Elton John
Jan-09	7 NHL	0 Non	7 Events		7 Hockey/ 7 NBA	11 Non	25 Events	(9) High School Musical, (2) Harlem Globetrotters
Feb-08	6 NHL	3 Non	9 Events	Smuckers: Stars on Ice, Chris Tomlin, Bull Riding	2 Hockey/ 7 NBA	3 Non	12 Events	(3) NBA ALL-Star
Mar-08	6 NHL	1 Non	7 Events	Slipknot (Heavy Metal Band)	8 Hockey/ 8 NBA	3 Non	19 Events	(2) Horse Show, Billy Joel & Elton John
Apr-08	3 NHL	1 Non	4 Events	Brittney Spears	4 NBA	0 Non	4 Events	

as of December 15, 2008 (Based on Arena's Website Event Schedule)

<sup>20</sup> <http://hockey.ballparks.com/NHL/PhoenixCoyotes/newindex.htm>

## Phoenix Market

Phoenix is the capital and largest city in the U.S. state of Arizona, as well as the fifth most populous city in the United States. Phoenix is home to 1,552,259 residents and is the anchor of the Phoenix Metropolitan Area, the 12th largest metro area by population in the United States with 4,169,327<sup>21</sup> residents. In addition, Phoenix is the county seat of Maricopa County and is one of the largest cities in the United States in terms of land area.

Phoenix's economy has primarily been dominated by agricultural, dependent mainly on cotton and citrus farming. In the last two decades, the economy has diversified and shifted as the population of the area has grown. Arizona State University has also enhanced the area's population through education and its growing research capabilities. Several high-tech and telecommunications companies, Intel and Boeing, have also recently relocated to the area. Due to the warm climate in winter, Phoenix receives an influx of people from tourism and vacationers, especially benefiting the golf industry.

Phoenix is currently home to seven Fortune 1000 companies: waste management company Allied Waste, electronics corporation Avnet, Apollo Group (which operates the University of Phoenix), mining company Freeport-McMoRan (recently merged with Phoenix based Phelps Dodge), Boeing and Intel. Honeywell's Aerospace division is headquartered in Phoenix, and the valley hosts many of their avionics and mechanical facilities. Intel has one of their largest sites here, employing about 8,000 employees and 3 chip manufactures, including a \$3 billion state-of-the-art facility. American Express hosts their financial transactions, customer information, and their entire website in Phoenix. The city is also home to the headquarters of U-HAUL International, a rental company and moving supply store, as well Best Western, a hotel chain. Mesa Air Group, a regional airline group, is headquartered in Phoenix.<sup>22 23</sup>

The military has a significant presence in Phoenix with Luke Air Force Base located in the western suburbs. At its height, in the 1940s, the Phoenix area had three military bases: Luke Field (still in use), Falcon Field, and Williams Air Force Base (now Phoenix-Mesa Gateway Airport), with numerous auxiliary air fields located throughout the region.

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<sup>21</sup> Editor & Publisher – Market Guide 2008

<sup>22</sup> <http://www.acinet.org/>

<sup>23</sup> Greater Phoenix Economic Council

## Arizona's Largest Employers

Employer	City	Number of Employees	Employer	City	Number of Employees
PHOENIX SPEEDWAY CORP	Avondale	30,823	JOHN C LINCOLN HEALTH NETWORK	Phoenix	3,000
UNIVERSITY OF ARIZONA	Tucson	12,000	JOHN C LINCOLN WEE CARE	Phoenix	3,000
PHOENIX SKY HARBOR INTL-PHX	Phoenix	9,618	NATIONAL COMPUTER SYS/2000 CEN	Phoenix	3,000
INTEL CORP	Chandler	8,000	PHOENIX POLICE DEPT	Phoenix	3,000
GENERAL DYNAMICS C4 SYSTEMS	Scottsdale	7,000	SOUTHWEST EMERGENCY ASSOC	Tucson	3,000
ARIZONA STATE UNIVERSITY	Tempe	6,548	TUCSON MEDICAL CTR	Tucson	3,000
PULTE BUILDING SYSTEMS	Tolleson	6,000	TURF PARADISE RACE COURSE	Phoenix	3,000
INTERMODAL TRANSPORTATION DIV	Phoenix	5,000	PHOENIX UNION HIGH SCHOOL DIST	Phoenix	2,800
SCOTTSDALE HEALTHCARE	Scottsdale	5,000	BANNER THUNDERBIRD MEDICAL CTR	Glendale	2,700
ST JOSEPH'S HOSPITAL	Phoenix	5,000	DRIVETIME	Mesa	2,600
BOEING CO	Mesa	4,000	MARICOPA COUNTY SHERIFF'S OFC	Phoenix	2,500
MAYO CLINIC	Scottsdale	4,000	PHOENIX SUNS	Phoenix	2,500
MERCY HEALTHCARE ARIZONA	Phoenix	4,000	CHANDLER REGIONAL HOSPITAL	Chandler	2,000
ST JOSEPH'S HOSPITAL & MED CTR	Phoenix	4,000	NORTHERN ARIZONA HEALTHCARE	Flagstaff	2,000
SUN HEALTH BOSWELL HDSPITAL	Sun City	4,000	PHILIPS DODGE MORENCI	Morenci	2,000
BANNER GOOD SAMARITAN MEDICAL	Phoenix	3,800	SCG INTERNATIONAL DEVTMT LLC	Phoenix	2,000
NORTHERN ARIZONA UNIVERSITY	Flagstaff	3,800	SCHOOL OF EXTENDED EDUCATION	Tempe	2,000
DEER VALLEY UNIFIED SCH DIST	Phoenix	3,499	SHAMROCK FARMS DAIRY	Phoenix	2,000
UNIVERSITY MEDICAL CENTER	Tucson	3,450	US AIRWAYS GROUP INC	Tempe	2,000
HONEYWELL AEROSPACE	Phoenix	3,300	US AIRWAYS INC	Tempe	2,000
ARIZONA STATE PRSN STATE CMLX	Florence	3,000	MESA COMMUNITY COLLEGE	Mesa	1,951
BANNER CHILDREN'S HOSPITAL	Mesa	3,000	CITY OF CHANDLER	Chandler	1,800
BANNER DESERT MEDICAL CTR	Mesa	3,000	CRIMINAL INVESTIGATION DIV	Phoenix	1,800
BANNER ESTRELLA MEDICAL CTR	Phoenix	3,000	FIRSTFLEET INC	Gilbert	1,800
DESERT SAMARITAN CARE CTR	Mesa	3,000	NORTHWEST MEDICAL CTR	Tucson	1,800

\*based on America's Career InfoNet

## Phoenix's Largest Employers

Firm Name	City	Number of local employees	Number of national employees
State of Arizona	Phoenix	50936	50936
Wal-Mart Stores Inc.	Bentonville	32814	1400000
Banner Health	Phoenix	23100	30269
City of Phoenix	Phoenix	17068	17068
Maricopa County	Phoenix	14014	14014
Wells Fargo	Phoenix	1400	160500
Arizona State University	Tempe	13005	13005
Honeywell Aerospace	Phoenix	12600	40000
U.S. Postal Service	Phoenix	10545	685000
Bashas' Inc.	Chandler	10460	10460
Apollo Group Inc.	Phoenix	10292	17624
Intel Corp.	Chandler	1000	45000
US Airways Group Inc.	Phoenix	9934	35434
Target	Minneapolis	9600	350000
Mesa Public Schools	Mesa	9100	9100
Freeport McMoRan Copper & Gold Inc.	Phoenix	8200	11250
Luke Air Force Base - 56th Fighter Wing	Glendale	8000	8000
JPMorgan Chase & Co.	Phoenix	7950	173300
American Express Co.	Phoenix	7700	DND
Catholic Healthcare West	San Francisco	7145	44851
Scottsdale Healthcare	Scottsdale	6700	6700
Arizona Public Service Co.	Phoenix	6400	6800

Greater Phoenix Economic Council

## Media Outlets

Phoenix is served by two major daily newspapers: *The Arizona Republic* (serving the greater metropolitan area) and the *East Valley Tribune* (serving primarily the cities of the East Valley). In addition, the city is also served by numerous free neighborhood papers and weeklies such as the *Phoenix New Times*, Arizona State University's *The State Press*, and the *College Times*.<sup>24</sup>

The Phoenix metro area is served by numerous local television stations and is the 14th largest designated market area (DMA) in the U.S. with 1,660,430 homes (1.5% of the total U.S.) in 2003. Despite being the 12<sup>th</sup> largest TV market in the US within the NHL, the Phoenix Coyotes management has one of the lowest revenue levels from its local television broadcast. The major network television affiliates in the greater Phoenix market are:<sup>25 26</sup>

- KPNX 12 (NBC),
- KNXV 15 (ABC),
- KPHO 5 (CBS),
- KSAZ 10 (FOX),
- KUTP 45 (MNTV),
- KASW 61 (CW)
- and KAET 8 (PBS)<sup>27</sup>

Other network television affiliates operating in the area include KPAZ 21 (TBN), KTVW 33 (Univision), KTAZ 39 (Telemundo), KDPH 48 (Daystar), and KPPX 51 (ION). KTVK 3 (3TV) and KAZT 7 (AZ-TV) are independent television stations operating in the metro area. KAZT broadcasts in digital format only.<sup>28</sup>

Nielsen Media Research ranks the Phoenix the 15 largest market in spring 2005 for radio. The radio market in the greater Phoenix area has a listening population of 2.8 million people a day.<sup>29</sup>

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<sup>24</sup> [http://phoenix.about.com/od/newspapers/Phoenix\\_Newspapers.htm](http://phoenix.about.com/od/newspapers/Phoenix_Newspapers.htm)

<sup>25</sup> [www.mediainfocenter.org](http://www.mediainfocenter.org)

<sup>26</sup> [http://www.tvb.org/rcentral/markettrack/us\\_hh\\_by\\_dma.asp](http://www.tvb.org/rcentral/markettrack/us_hh_by_dma.asp),

<sup>27</sup> <http://www.clrs.org/arizona-media.html#tv>

<sup>28</sup> <http://www.clrs.org/arizona-media.html#radio>

<sup>29</sup> [www.mediainfocenter.org](http://www.mediainfocenter.org)



## Accessibility to Venue

### Airports

Phoenix owns and operates three airports. Phoenix Sky Harbor International Airport is the economic engine of the entire state of Arizona, contributing more than \$33 billion to Arizona's economy each year and employing more than 33,000 people. There are hundreds of nonstop and connecting flights from points around the globe each day.<sup>30</sup>

Phoenix is served by Sky Harbor International Airport which is centrally located in the metro area near several major freeway interchanges east of downtown Phoenix. Sky Harbor is the ninth-busiest airport in the U.S. and 17th in the world for passenger traffic, handling more than 42 million travelers in 2007. The airport serves more than 100 cities with non-stop flights. AeroMexico, Air Canada, British Airways, and WestJet are among several international carriers as well as American carrier US Airways providing flights to destinations such as Canada, Costa Rica, and Mexico.<sup>31</sup>

The Phoenix-Mesa Gateway Airport in neighboring Mesa also serves the area's commercial air traffic. It was converted from Williams Air Force Base, which closed in 1993. The airport has recently received substantial commercial service with Allegiant Air opening a focus city operation at the airport with non-stop service to over a dozen destinations.

Smaller airports that primarily handle private and corporate jets include Phoenix Deer Valley Airport located in the Deer Valley district of northwest Phoenix, as well as municipal airports including Glendale Municipal Airport and Phoenix Goodyear Airport.

### Highways

Loop 101 begins as the Agua Fria Freeway west of Phoenix in Tolleson at a three-level interchange with Interstate 10. From that point, it heads north through Glendale, passing the University of Phoenix Stadium and Jobing.com Arena. Continuing northward through Peoria, it passes the Peoria Sports Complex before heading east just past the Arrowhead Towne Center mall. Loop 101 is now heading eastward on the Beardsley Road alignment. The freeway enters North Phoenix, and at milepost 23, Loop 101 intersects Interstate 17 near the Deer Valley Airport, 15 miles (24 km) north of Downtown Phoenix.

Continuing east as the Pima Freeway, it passes through the Union Hills area and then has an interchange with the northern terminus of SR 51 at milepost 30. The freeway provides access

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<sup>30</sup> [http://aci-na.org/index/todaynews\\_0528a](http://aci-na.org/index/todaynews_0528a)

<sup>31</sup> [http://www.airports.org/cda/aci\\_common/display/main/aci\\_content07\\_c.jsp?zn=aci&cp=1-5-54-55-7153\\_666\\_2](http://www.airports.org/cda/aci_common/display/main/aci_content07_c.jsp?zn=aci&cp=1-5-54-55-7153_666_2)

to Downtown Scottsdale, a large open-air power center called Scottsdale Pavilions, Scottsdale Community College, the Salt River Pima-Maricopa Indian Community (and its two casinos), and Scottsdale Fashion Square. Continuing south, Loop 101 encounters an interchange with the Red Mountain Freeway portion of Loop 202 in Tempe at milepost 51, near the campus of Arizona State University. This interchange is partially built over the Salt River.

After this interchange, Loop 101 is now the Price Freeway, and interchanges with US 60 at milepost 55 before entering Chandler. Loop 101 provides access to Chandler Fashion Center just prior to concluding at milepost 61 at an interchange with the Santa Freeway portion of Loop 202.

**From:** McCracken, Darcie  
**Sent:** Tuesday, June 23, 2009 2:54 PM  
**To:** Lynch, Art; Tindall, Craig; Beasley, Ed  
**Cc:** Wells, Caroline; Hanna, Pam; Steinke, Summer; Huskey, Tiffany; Llewellyn, Jennifer; Wood, Diane; Moreno, Jean; Frisoni, Julie  
**Subject:** PRR - Goldwater Institute - Coyotes negotiations  
**Attachments:** PRR Goldwater Institute - coyotes negotiations.pdf


Good Afternoon,

The City Clerk Dept received the attached request for records. The Goldwater Institute is requesting a copy of all "drafts, correspondence, notes, emails, memoranda, proposals, and other records of negotiations with potential new owners of the Phoenix Coyotes hockey team from May 11, 2009 to date."

They are additionally requesting that we make this an ongoing request and to send them as they are created.

Darcie McCracken  
Deputy City Clerk  
City of Glendale, Arizona  
623-930-3261

*A light heart lives long.  
Irish Proverb*

Please consider the environment before printing this e-mail. 

**GOLDWATER**  
INSTITUTE  
*in defense of liberty*

CITY CLERK  
CITY OF GLENDALE  
2009 JUN 23 PM 2:01

**CENTER FOR CONSTITUTIONAL LITIGATION**

TO: City Clerk for the City of Glendale  
FAX: 623-463-6678  
FROM: Carrie Ann Sitren (tel. 602-462-5000 ext. 231)  
DATE: June 23, 2009  
  
RE: Public records requests relating to Coyotes negotiations

Pursuant to Arizona's open records law, A.R.S. §§ 39-121 to 39-126, I write to request a copy of all drafts, correspondence, notes, emails, memoranda, proposals, and other records of negotiations with potential new owners of the Phoenix Coyotes hockey team from May 11, 2009 to date. Please consider this request ongoing and continue to send me records as they are created.

This request is for noncommercial purposes, and copies of the records will not be used for a commercial purpose. If you choose to deny or limit this request, please provide a written explanation for the denial or limitation including a reference to the specific law(s) upon which you rely.

Please contact me with any questions at 602-462-5000 ext. 231 or [csitren@goldwaterinstitute.org](mailto:csitren@goldwaterinstitute.org). Thank you.

**Clint Bolick | DIRECTOR**

Re: <no subject>

Page 1 of 2

**From:** gary@huskpartners.com  
**Sent:** Tuesday, May 19, 2009 11:25 AM  
**To:** Lynch, Art  
**Subject:** Re: <no subject>

Ok. Thx. Just need a ballpark amt.

Sent from my Verizon Wireless BlackBerry

---

**From:** "Lynch, Art"  
**Date:** Tue, 19 May 2009 11:13:07 -0700  
**To:** <gary@huskpartners.com>  
**Subject:** Re: <no subject>

Gary we are in meetings with attys. And will be tied up for a long time. I will talk with you later. Thanks.

----- Original Message -----


**From:** gary@huskpartners.com <gary@huskpartners.com>  
**To:** Lynch, Art  
**Sent:** Tue May 19 11:04:07 2009  
**Subject:** Fw: <no subject>

Can we get this info? Thx GH

-----Original Message-----

**From:** Mike Sunnucks  
**To:** GARY HUSK  
**Subject:** <no subject>  
**Sent:** May 19, 2009 10:48 AM

Can you run through how much the Coyotes own the city of Glendale and how late they might be with such payments?

Mike Sunnucks  
Reporter  


Check out the newly redesigned  
Phoenix Business Journal  
101 N. 1st Ave., Ste. 2300, Phoenix, AZ 85003

- 
- **INFORM** - Sign up for our 3 p.m. daily news update  
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<http://phoenix.bizjournals.com> <<http://phoenix.bizjournals.com>>

Sent from my Verizon Wireless BlackBerry

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Message scanning was performed by Websense e-mail security software and virus detection software.

**From:** Wells, Caroline  
**Sent:** Tuesday, June 23, 2009 4:11 PM  
**To:** McCracken, Darcie  
**Cc:** Hanna, Pam; Steinke, Summer; Huskey, Tiffany; Llewellyn, Jennifer; Wood, Diane; Moreno, Jean; Frisoni, Julie; Lynch, Art; Tindall, Craig; Beasley, Ed  
**Subject:** RE: PRR - Goldwater Institute - Coyotes negotiations

Please respond to the requestor [REDACTED]

[REDACTED] The requestor is welcome to resubmit the request at a future date.

Thanks—Caroline  
X 2929

---

**From:** McCracken, Darcie  
**Sent:** Tuesday, June 23, 2009 2:54 PM  
**To:** Lynch, Art; Tindall, Craig; Beasley, Ed  
**Cc:** Wells, Caroline; Hanna, Pam; Steinke, Summer; Huskey, Tiffany; Llewellyn, Jennifer; Wood, Diane; Moreno, Jean; Frisoni, Julie  
**Subject:** PRR - Goldwater Institute - Coyotes negotiations


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Darcie McCracken  
Deputy City Clerk  
City of Glendale, Arizona  
623-930-3261

*A light heart lives long.  
Irish Proverb*

Please consider the environment before printing this e-mail. 

**From:** Frisoni, Julie  
**Sent:** Monday, July 06, 2009 11:23 AM  
**To:** Beasley, Ed; Lynch, Art  
**Cc:** Liewer, Jennifer; Coking, Nicole; Handlong, Amy  
**Subject:** May 2009 public records request

In May, the city received a public records request from the Arizona Republic for "copies of contracts or agreements with Husk Partners, Brown Rudnick, Fennemore Craig, and any lawyer, consultant or other outside personnel hired or contracted by the city to perform duties related to the Phoenix Coyotes. Total \$\$ paid so far to those individuals and name, salary, job description of each employee in the marketing and communication dept."

We have compiled all the information and will release tomorrow to the paper.

The companies listed with the totals are:

Fennemore Craig - \$6,666.75

IFG - \$5,168

Brown Rudnick - \$30,190.15

Beacon Sports - \$48,175.73

Consultants on contract:

Husk Partners - \$10,000 monthly retainer

TL Hocking and Associates - \$7,000 monthly retainer

Just wanted you to have an fyl ~~

julie



Conf call re teamarena

From: Klein, Adam R. [adam.klein@kattenlaw.com]  
Sent: Tuesday, July 07, 2009 8:31 AM  
To: Lynch, Art; Beasley, Ed; Tindall, Craig; tlhocking@msn.com  
Cc: flatbush@chisox.com; [REDACTED]; [REDACTED]; Padmanabhan, Ram  
Subject: Conf call re team/arena

We would like to have a conf call today at 4:00 AZ time (6:00 Chicago time) to see if our group has a deal with the City such as to be able to move forward with a bid for the team. The dial in info is as follows:

888-232-0366  
Code: 908315  
Adam R. Klein  
Katten Muchin Rosenman LLP  
312-902-5469

-----  
CIRCULAR 230 DISCLOSURE: Pursuant to Regulations Governing Practice Before the Internal Revenue Service, any tax advice contained herein is not intended or written to be used and cannot be used by a taxpayer for the purpose of avoiding tax penalties that may be imposed on the taxpayer.

=====

CIRCULAR 230 DISCLOSURE: Pursuant to Regulations Governing Practice Before the Internal Revenue Service, any tax advice contained herein is not intended or written to be used and cannot be used by a taxpayer for the purpose of avoiding tax penalties that may be imposed on the taxpayer.

=====

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=====

NOTIFICATION: Katten Muchin Rosenman LLP is an Illinois limited liability partnership that has elected to be governed by the Illinois Uniform Partnership Act (1997).

=====

**From:** Baldiga, William R. [WBaldiga@brownrudnick.com]  
**Sent:** Friday, June 26, 2009 3:16 PM  
**To:** Tindall, Craig; Lynch, Art; Sroka, Andrew M.; Shaw, Paul W.; Beville, Sunni P.  
**Subject:** Fw: Coyotes/Jobing.com Arena Summary Term Sheet  
**Attachments:** C17N\_EXCHANGE\_06262009-163600.PDF

Fyi

----- Original Message -----

**From:** Milmoe, J. Gregory <Gregory.Milmoe@skadden.com>  
**To:** 'Singer, Kelly E.' <KSinger@ssd.com>; 'psala@asbazlaw.com' <psala@asbazlaw.com>; Kroop, Jordan A. <JKroop@ssd.com>; 'tallen@asbazlaw.com' <tallen@asbazlaw.com>; Baldiga, William R.; 'Abramowitz, Steve' <SAbramowitz@velaw.com>  
**Cc:** Meda, Alan <AMeda@stinson.com>; Ashworth, Taylor <CAshworth@stinson.com>  
**Sent:** Fri Jun 26 18:05:12 2009  
**Subject:** FW: Coyotes/Jobing.com Arena Summary Term Sheet

FYI

-----Original Message-----

**From:** Klein, Adam R. [mailto:adam.klein@kattenlaw.com]  
**Sent:** Friday, June 26, 2009 5:58 PM  
**To:** gbb602@nhl.com; bdaly@nhl.com; DZimmerman@nhl.com; Milmoe, J. Gregory (NYC); Earl Scudder; TSalerno@ssd.com  
**Cc:** Jerry Reinsdorf; tony tavares; John Kaite; Sieger, John P.  
**Subject:** Coyotes/Jobing.com Arena Summary Term Sheet

On behalf of Glendale Hockey, LLC and Glendale Arena, LLC (collectively, the Buyer"), please find attached a non-binding summary term sheet regarding the proposed purchase by Buyer of the Phoenix Coyotes NHL franchise, the rights to operate and manage Jobing.com Arena and related assets. By way of separate email and subject to confidentiality as set forth in the Bid Procedures. please note that I am also submitting the NHL Application to the NHL on the date hereof.

Please inform me when the attached has been filed with the Bankruptcy Court.

ADAM R. KLEIN

Partner

Katten Muchin Rosenman LLP

525 W. Monroe Street / Chicago, IL 60661-3693 p / (312) 902-5469 f / (312) 577-8739

[adam.klein@kattenlaw.com](mailto:adam.klein@kattenlaw.com) / [www.kattenlaw.com](http://www.kattenlaw.com)

---

CIRCULAR 230 DISCLOSURE: Pursuant to Regulations Governing Practice Before the Internal Revenue Service, any tax advice contained herein is not intended or written to be used and cannot be used by a taxpayer for the purpose of avoiding tax penalties that may be imposed on the taxpayer.

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\*\*\*\*\*

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Further information about the firm, a list of the Partners and their professional qualifications will be provided upon request.

\*\*\*\*\*

\*\*\*\*\*

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\*\*\*\*\*

**Asset Purchase  
Summary of Terms**

**June 26, 2009**

*These terms do not constitute any form of binding contract and create no obligations or the basis of any claims against any party, but rather are solely for the purpose of outlining the terms pursuant to which a definitive purchase agreement may ultimately be entered into by the parties.*

- Seller:** Coyotes Hockey, LLC and Arena Management Group, LLC, collectively.
- Buyer:** Glendale Hockey, LLC and Glendale Arena, LLC, collectively. Jerry Reinsdorf and John Kaites are the initial members, and Tony Tavares will become a member, of both entities. Buyer also intends to admit other equity investors as members.
- Purchased Assets:** Subject to the terms and conditions set forth below, Buyer would acquire, free and clear of all claims, liens, encumbrances and interests, the Phoenix Coyotes National Hockey League ("NHL") franchise (the "Club"), the right to operate and manage the Jobing.com Arena (the "Arena") and all of the assets of the Seller used in operating the Club and the Arena, except for assets to be designated as excluded assets by Buyer. The Purchased Assets would include, without limitation:
- contracts designated by Buyer as those that would be assumed by Seller and assigned to Buyer in accordance with Section 365 of the Bankruptcy Code, including agreements related to providing Club or Arena sponsorship rights to third parties following the acquisition closing date (the "Closing Date"), agreements for use of Arena suites, premium club seats and season tickets following the Closing Date, agreements for use of the Arena to present entertainment events following the Closing Date, employment contracts for players on the roster as of the Closing Date, employment contracts for coaches, trainers, scouts, announcers, front office personnel and other non-player employees of the Club and/or Arena designated by Buyer, the Club's minor league affiliate agreement, the Club's radio broadcast agreement and vendor contracts for the Arena and the Club ("Assumed Contracts");
  - ownership interests in all NHL entities that are jointly owned by all member clubs of the NHL and all other rights, privileges and benefits granted to a member club by the NHL;
  - tangible personal property, such as furniture, fixtures, machinery, equipment, computers, computer software and supplies, incidental to the operation of the Club and/or the Arena, including training room supplies, exercise and fitness equipment, audio-visual equipment, uniforms, skates, protective equipment, medical equipment, pucks, hockey sticks, office supplies, water coolers, Zamboni ice resurfacing machines, dasher boards, team boxes, penalty boxes, scoreboards, static and non-static signage, goals and standards and the ice surface;

- licenses, permits and other governmental authorizations incidental to the operation of the Club or the Arena, to the extent assignable by law;
- trademarks, logos and other intellectual property incidental to the operation of the Club or the Arena, including those licensed by the NHL and the Arena naming rights holder; and
- all sales data, ticket holder lists, mailing lists, supplier lists and advertising materials related to the Club or the Arena.

Consideration:

The consideration payable by Buyer would not exceed \$148.0 million and would be in the form of the following:

1. assumption of all unpaid amounts or unsatisfied obligations that must be paid or satisfied to effectuate, pursuant to the applicable provisions of the Bankruptcy Code, the assumption by Seller and assignment to Buyer of the Assumed Contracts; and
2. with respect to claims by third parties designated by Buyer ("Modified Claims"), Buyer would negotiate the withdrawal of the claims by such third parties on terms and conditions reflected in modified or substitute agreements acceptable to Buyer and such third parties ("Modified Contracts"). The Modified Claims would include the following approximate amounts owed by Seller to the following parties with whom Buyer would expect to enter into the following Modified Contracts:
  - \$79.7 million owed to MSD Capital (Buyer expects to enter into new or amended debt financing agreements with MSD Capital pursuant to which Buyer agrees to satisfy the amount owed on the terms and conditions to be set forth therein);
  - \$38.8 million owed to the NHL plus additional amounts borrowed by Seller up until the Closing Date as part of debtor-in-possession financing (Buyer expects to enter into new or amended agreements with the NHL pursuant to which Buyer agrees to satisfy the amounts owed on the terms and conditions to be set forth therein);
  - \$5.6 million owed to Aramark Sports and Entertainment Services, LLC (Buyer expects to enter into a new or amended concessions agreement with Aramark for the food and beverage services at the Arena, and to satisfy amounts owed to Aramark through such new or amended agreement);
  - \$3.0 million owed to the City of Glendale (Buyer expects to enter into a new Arena Management, Use and Lease Agreement (and related agreements) with the City of Glendale, and to satisfy amounts owed to the City of Glendale through such new agreements);
  - \$355,000 owed to AEG Facilities (Buyer expects to enter into a new or amended booking agreement with AEG Facilities for the booking of events at the Arena, and to satisfy amounts owed to AEG Facilities

through such new or amended agreement); and

- \$320,000 owed to FSN Arizona (Buyer expects to enter into a new or amended broadcast agreement with FSN Arizona for the broadcast of the Club's games on cable television, and to satisfy amounts owed to FSN Arizona through such new or amended agreement).

Conditions:

Prior to entering into a definitive asset purchase agreement, Buyer would complete its business, financial and legal due diligence investigation of Seller, the Club and the Arena and must be satisfied with the results of such investigation. Buyer's obligation to close the acquisition would be conditioned upon (in addition to any other items identified in the definitive asset purchase agreement):

1. The negotiation, execution and delivery of an asset purchase agreement satisfactory to Buyer, which would provide, among other things, representations, warranties, indemnifications, covenants, conditions and other terms as are customary for transactions of this nature;
2. All approvals and consents (governmental or otherwise) required in connection with the consummation of the acquisition being obtained, including, but not limited to, approval of the transaction by (i) the NHL, including negotiation, execution and delivery by Buyer, its owners (to the extent applicable) and the NHL of an NHL Consent Agreement and by Buyer and the NHL of an NHL Guaranty, in each case acceptable to such parties and (ii) the Bankruptcy Court in accordance with Section 363 of the Bankruptcy Code pursuant to a non-appealable final order containing terms acceptable to Buyer; and
3. The negotiation, execution and delivery of the Modified Contracts on terms and conditions satisfactory to Buyer and the third parties that are party thereto.

## Serda, Angela

---

**From:** Pino, Lorraine  
**Sent:** Monday, June 01, 2009 11:13 AM  
**To:** Serda, Angela  
**Subject:** FW: 2008 Jobing.com Attendance  
**Attachments:** documentscan@no-reply.int\_20090429\_173721.pdf

**From:** Megan Curdy [mailto:Megan.Curdy@jobingarena.com]  
**Sent:** Wednesday, April 29, 2009 5:42 PM  
**To:** Pino, Lorraine; Leslie Himley  
**Subject:** RE: 2008 Jobing.com Attendance

Here we go...

Changes are as follows:

Chief Executive: Douglas Moss

Description: Jobing.com Arena, Arizona's Premiere Sports & Entertainment Facility, is home to the National Hockey League Phoenix Coyotes. The award winning, multi-purpose facility hosts national and international chart topping recording artists, variety of sporting events and exciting family shows each year.

Calendar Year Attendance: 1.2 Million

Attached is the sheet...

Megan

Have a Great One!

**Megan Curdy**

Arena Marketing and Publicity Manager  
Jobing.com Arena

For a full listing of Jobing.com Arena events, please visit [www.jobingarena.com](http://www.jobingarena.com).

**From:** Pino, Lorraine [mailto:LPino@GLENDALEAZ.com]  
**Sent:** Monday, April 27, 2009 9:25 AM  
**To:** Megan Curdy; Leslie Himley  
**Subject:** FW: 2008 Jobing.com Attendance  
**Importance:** High

Hi,  
Can you complete the attached form and return to Beth? Thanks so much for your help!  
Lorraine

**From:** Beth Billings [mailto:bbillings@azot.gov]  
**Sent:** Friday, April 24, 2009 11:11 AM  
**To:** Pino, Lorraine  
**Subject:** 2008 Jobing.com Attendance  
**Importance:** High

The Arizona Office of Tourism is currently collecting attraction information of the **Top 50 Tourist Attractions** to be published in the **Arizona Business Journal**. Each year the *Arizona Business Journal* publishes the Book of Lists. Being listed is of no cost and the magazine will rank attractions by attendance. We reserve the right to edit information provided by your establishment.

Attached is the information we currently have on your attraction. Please complete the attached form and send it back by email ([bbillings@azot.gov](mailto:bbillings@azot.gov)) or fax (602) 364-3702, by **May 1, 2009**. If you have any corrections to the information regarding your attraction, please make them in the change(s) section on the form or in the email. **Calendar year 2008 attendance data is mandatory to be listed.**

Thank you for your help!

Sincerely,

**Beth Billings**  
*Research Specialist*  
**Arizona Office of Tourism**  
(P) 602.364.3689  
(F) 602.364.3702  
[www.azot.gov/www.arizonaguide.com](http://www.azot.gov/www.arizonaguide.com)

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Message scanning was performed by Websense e-mail security software and virus detection software.



# Sports & Money

**Forbes**  
.com

## Special Report NHL Team Valuations

10.29.08, 6:00 PM ET

RANK	TEAM	CURRENT VALUE <sup>1</sup> (\$MIL)	1-YR VALUE CHANGE (%)	DEBT/VALUE <sup>2</sup> (%)	REVENUE (\$MIL)	OPERATING INCOME <sup>3</sup> (\$MIL)
1	Toronto Maple Leafs	448	9	35	180	66.4
3	Montreal Canadiens	334	18	72	139	39.6
2	New York Rangers	411	12	0	137	30.7
8	Vancouver Canucks	236	12	47	107	19.2
6	Dallas Stars	273	8	73	105	14.2
4	Detroit Red Wings	303	3	0	110	13.4
20	Edmonton Oilers	175	11	0	85	11.8
15	Calgary Flames	203	24	15	97	7.4
18	Pittsburgh Penguins	195	26	51	87	5.1
13	Ottawa Senators	207	12	63	96	4.7
19	San Jose Sharks	179	9	25	85	2.4
9	Colorado Avalanche	231	8	21	91	2.3
10	New Jersey Devils	222	14	113	97	1.9
14	Chicago Blackhawks	205	14	0	79	1.4
12	Los Angeles Kings	210	0	87	91	1.2
17	Tampa Bay Lightning	200	1	53	84	1.2
16	Anaheim Ducks	202	3	17	90	1.0
11	Minnesota Wild	217	21	52	94	0.7
23	Nashville Predators	164	14	49	70	-1.3
5	Philadelphia Flyers	275	13	24	102	-1.8
7	Boston Bruins	263	8	46	97	-3.0
27	Atlanta Thrashers	158	6	44	70	-6.1
26	Washington Capitals	160	10	43	73	-6.9
28	Columbus Blue Jackets	157	4	29	71	-7.1
25	St Louis Blues	162	12	74	73	-8.6
29	New York Islanders	154	3	65	64	-8.8
21	Buffalo Sabres	169	4	30	76	-8.9
24	Florida Panthers	163	8	49	74	-9.4
30	Phoenix Coyotes	142	-3	63	68	-9.7



Revenues and operating income are for 2007-2008 season. <sup>1</sup>Value of team based on current arena deal (unless new arena is pending), without deduction for debt (other than arena debt). <sup>2</sup>Includes arena debt. <sup>3</sup>Earnings before interest, taxes, depreciation and amortization.

# STREET & SMITH'S **SportsBusiness JOURNAL**

This Week's News

## **NHL's attendance, TV ratings both showing increases**

By TRIPP MICKLE

Staff writer

Published January 19, 2009 : Page 03

For the first time since the 2004-05 lockout, the NHL has increased both its attendance and ratings at the midpoint of a season.

Through 628 games this season, average reported attendance is up 1.5 percent from 2007-08. The increase came despite the fact that the 2009 Winter Classic in Chicago at Wrigley Field held 30,000 fewer fans than the 2008 outdoor game in Buffalo, a game that drew 71,000.

"We're particularly pleased this year because the world around us is a lot different than it's been in a long time," said NHL Deputy Commissioner Bill Daly. "Most businesses would have reasons to be concerned about a downturn, and so far we haven't seen it."

The league increased its attendance in part because 10 of its clubs played to 100 percent capacity during the first half of the season. It also benefited from significant increases in average reported attendance in Chicago, Washington and Boston.

The Chicago Blackhawks led all teams in attendance, averaging 21,592 (excluding the game at Wrigley Field on Jan. 1). That made for a league-high 42 percent increase in reported attendance. The team also led the league in paid attendance increases, with a jump of more than 60 percent from 2007-08, according to league sources.

The success in Chicago comes in Rocky Wirtz's first complete season as chairman of the team. After taking over the club in October 2007 after his father's death, Wirtz brought in former Cubs President John McDonough, who overhauled the front office and reinvigorated the franchise with new marketing and locally televised games.

"A strong Chicago market with fan interest is important to the league, and (the Blackhawks') ability to reconnect with their fan base, which never left, has been nothing short of amazing," Daly said. "They're hitting on all cylinders and the fans have embraced what they bring to the rink every night."

The Washington Capitals saw attendance increase 29.8 percent to an average of 17,959, and as of Jan. 9, the team had increased its paid attendance by 37 percent, putting it in the top 10 in paid admissions, according to league sources. The Boston Bruins increased average attendance 12.3 percent to 16,692.

All six Canadian clubs continued to play to capacity, as did the Minnesota Wild, Pittsburgh Penguins, New York Rangers and the Blackhawks.

The league's success in those markets was partly offset by low attendance elsewhere. Five teams reported average attendance below 15,000 — the New York Islanders, Columbus Blue Jackets, Atlanta Thrashers, Nashville Predators and Phoenix Coyotes. The Islanders averaged a league-low 13,462. The other four teams averaged between 14,000 and 15,000 a game.

National and local TV ratings also improved compared with the midway mark in 2007-08. U.S. broadcaster Versus saw total viewers increase to an average of 310,732 through 31 games, compared to 265,314 over the same period in 2007-08. NBC benefited from the tune-in of more than 4.4 million for the 2009 Winter Classic, making it the most-viewed NHL regular-season game in 34 years and drawing a 2.5 rating and 5 share.

Ratings also increased in Canada where the CBC averaged 868,000 viewers a game through 34 telecasts. That number is up from 850,000 viewers a game in 2007-08 but down from 1 million viewers in 2006-07. TSN averaged 483,000 viewers, a 7.2 percent increase, and RDS averaged 648,000 viewers, a 31 percent increase.

Local ratings rose in 15 of 22 markets in the U.S., according to Nielsen data obtained by sources. (The Nashville Predators and Carolina Hurricanes ratings weren't available.) The Buffalo Sabres led the league with an 8.87 average local rating per game, and the Pittsburgh Penguins were the second highest with a 6.14 average. The Florida Panthers averaged a league-low 0.15 local rating, while the Islanders had a 0.17 average.



The Buffalo Sabres lead the NHL in local TV ratings at midseason.

## NHL At The Gate

### Highest average per game

Team (# of home dates)	Avg. attendance
Blackhawks^ (19)	22,604
Canadiens (22)	21,273
Red Wings (21)	19,724
Flyers (22)	19,413
Maple Leafs (21)	19,301

### Biggest increase

Team	% change
Blackhawks^ (19)	49.00%
Capitals (22)	29.80%
Bruins (21)	12.30%
Blues (21)	8.10%
Red Wings (21)	6.60%

### Lowest average per game

Islanders (19)	13,462
Thrashers (21)	14,372
Blue Jackets (20)	14,373
Predators (20)	14,427
Coyotes (23)	14,734

### Biggest decrease\*

Lightning (18)	-11.60%
Thrashers (21)	-7.90%
Hurricanes (22)	-6.60%
Senators (20)	-4.30%
Avalanche (21)	-4.00%

**Note:** Games through Jan. 13

^ Includes 2009 Winter Classic at Wrigley Field

\* Does not include Buffalo, which hosted the Penguins at Ralph Wilson Stadium last season, posting attendance of 71,217.

**Source:** SportsBusiness Journal research

## NHL Local TV Ratings

Team	RSN (# of telecasts)	2008-09 rating	Change
Anaheim Ducks	Prime Ticket (17)	0.29	11.50%
Atlanta Thrashers	SportSouth (27)	0.23	21.10%
Boston Bruins	NESN (37)	2.16	53.20%
Buffalo Sabres	MSG (38)	8.87	3.70%
Chicago Blackhawks	Comcast SportsNet Chicago (26)	1.07	72.60%
Columbus Blue Jackets	Fox Sports Ohio (37)	1.43	40.20%
Dallas Stars	Fox Sports Southwest (32)	0.52	18.20%

Denver Avalanche	Altitude (35)	1.65	21.30%
Detroit Red Wings	Fox Sports Detroit (32)	3.7	-21.80%
Florida Panthers	Fox Sports Florida (29)	0.15	-16.70%
Los Angeles Kings	Fox Sports West (31)	0.38	26.70%
Minnesota Wild	Fox Sports North (22)	2.22	-12.90%
New Jersey Devils	MSG+ (31)	0.38	15.20%
New York Islanders	MSG+ (30)	0.17	-37.00%
New York Rangers	MSG (36)	1.03	-3.70%
Philadelphia Flyers	Comcast SportsNet Philadelphia (32)	2.22	1.40%
Phoenix Coyotes	Fox Sports Arizona (22)	0.5	100.00%
Pittsburgh Penguins	Fox Sports Pittsburgh (37)	6.14	22.10%
San Jose Sharks	Comcast SportsNet Bay Area (31)	1.25	42.00%
St. Louis Blues	Fox Sports Midwest (25)	1.32	-42.90%
Tampa Bay Lightning	Sun Sports (31)	0.49	-21.00%
Washington Capitals	Comcast SportsNet Mid-Atlantic (31)	1.2	140.00%

**Note:** Ratings through Jan. 11, 2009, compared with telecasts through Jan. 13, 2008. Comparable data for the Carolina Hurricanes, Nashville Predators, Calgary Flames, Montreal Canadiens, Edmonton Oilers, Ottawa Senators, Toronto Maple Leafs and Vancouver Canucks was not available.

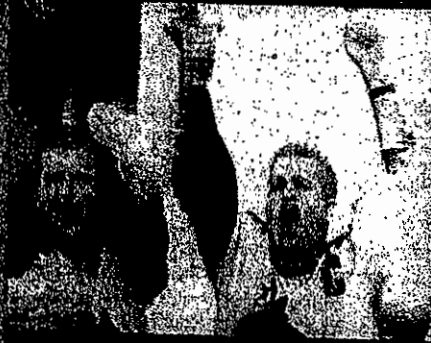
### Biggest increase

Team	RSN (# of telecasts)	2008-09 rating (through Jan. 11)	Change
Washington Capitals	Comcast SportsNet Mid-Atlantic (31)	1.2	140.00%
Phoenix Coyotes	Fox Sports Arizona (22)	0.5	100.00%
Chicago Blackhawks	Comcast SportsNet Chicago (26)	1.07	72.60%
Boston Bruins	NESN (37)	2.16	53.20%
San Jose Sharks	Comcast SportsNet Bay Area (31)	1.25	42.00%

### Biggest decrease

St. Louis Blues	Fox Sports Midwest (25)	1.32	-42.90%
New York Islanders	MSG+ (30)	0.17	-37.00%
Detroit Red Wings	Fox Sports Detroit (32)	3.7	-21.80%
Tampa Bay Lightning	Sun Sports (31)	0.49	-21.00%
Florida Panthers	Fox Sports Florida (29)	0.15	-16.70%

**Source:** SportsBusiness Journal research



**RABID TO RESIGNED:** Chad Penkert (far left) and Tom Hunt catch a playoff game downtown in 2000. In November, U.E. Schmitzer watches the team in Glendale.

# Can Phoenix ever be a hockey town?

## Coyotes say no, but NHL still optimistic

By Craig Harris  
THE ARIZONA REPORTER

**T**heir attendance has been among the lowest in the National Hockey League, although the owner last season bought about 1,000 tickets per game. Their game broadcasts draw some of the league's lowest local ratings. Even with legend Wayne Gretzky as coach, the team's on-ice performance has been poor enough to keep it out of the playoffs. Off the ice, the team during its entire time in Arizona never has posted a profit.

Team and league officials, despite their schism over the franchise, agree a subsidy is needed to keep the Phoenix Coyotes financially afloat.

As the two sides prepare to fight for control of the Coyotes in U.S. bankruptcy court on Tuesday, all the data raises an obvious question: Can hockey

See COYOTES Page A6

### Average home attendance

While the NHL insists Metro Phoenix can support a hockey team, game attendance suggests a different story.

(All-time per-game attendance)

Season	Average Attendance	League Rank (30 teams)
03-04	14,224	29
02-03	13,165	29
01-02	13,229	29
00-01	15,467	49
99-00	15,582	22
98-99	14,998	24
97-98	14,820	29
96-97	14,875	28

Source: NHL, THE ARIZONA REPUBLIC

**EARLY SEATS:** Seats near the action are sold out during the game against Tampa Bay. The Coyotes missed the playoffs again this year.

**COMING TUESDAY:** An analysis of how the showdown between the NHL and Coyotes owner Jerry Moyes could play out.





City budget officials talked this week

# Residents see benefits of Glendale's sports district

By Carrie Watters  
CARIE.WATTERS@ARIZONAPUBLIC.COM

Spencer Hazzard and his wife, Sandy, bought their Glendale home 10 years ago for the open space and agriculture that went as far west as the eye could see.

Today, their front-porch panorama is dominated by University of Phoenix Stadium and Jobing.com Arena.

A five-star hotel and flashing billboards reminiscent of Times Square at Westgate City Center, which opens its first phase this month, are replacing cotton fields.

The transformation has brought headaches in the form of dust and dirt for residents along the booming Loop 101 corridor. But some say they can see the payoff.

Home values are up and should continue to rise as development springs up to serve the tens of thousands of sports fans who'll be attending the Fiesta Bowl and Super Bowl XLII.

Neighbors in the 85305 ZIP code say the city has done a good job preparing them for the influx.

And there are other perks. While some Valley sports fans complain about traffic going in and out of Glendale's venues, the Hazzards hold season tick-

ets for the Cardinals, the Coyotes and the Sting. "We walk to every game," said Spencer Hazzard, who lives on 90th Drive.

He and other neighbors aren't without concerns. Hazzard attended city meetings and said Councilwoman Joyce Clark has twice visited his home.

He finds himself picking up more trash and debris in his

yard, including the occasional paper cup. When a phone list for one of the construction companies working nearby blew into his backyard, he held on to it for future reference.

But he thinks the city has done a good job of protecting neighborhoods around the sports and entertainment district. Residents have placards they can place in their cars to allow them past officers' man-



Speacer and Sandy Hazzard live near Glendale's sports district and are three-sport season-ticket holders. They walk to games.

## Rising values

In the past five years, homes sold near the sports sites in the 85305 ZIP code have shown the biggest price climb. Compare these increases in the median price of resale homes around the city from 2001 to 2006, by ZIP code:

85301	91 percent
85302	100 percent
85303	101 percent
85304	98 percent
85305	210 percent
85306	100 percent
85307	115 percent
85308	97 percent
85310	110 percent

Source: Republic analysts with data from Marketron.

ning the nearby side streets on game days to keep fans from parking in residential areas. The city sends out notices to remind residents of home games and expected heavy traffic.

Margery Beaty, who was among the biggest skeptics about a stadium in her backyard, said she has been surprised. Beaty lives at "Pendergast

West, a county island that is a part of the city. Still, she is satisfied and her street is guaranteed. "Glendale has done such a good job of fitting us in so that I think we're OK," said.

Glendale native Mary C. Hazzard said she was ready for change.

"I was tired of seeing fields and the dirt," she said. Real estate is tricky to speculate on, but longtime homeowners like Gonzales and Hazzards are certain to see benefits. Century 21 real estate agent Ethel Luzario said.

Already, a home on Mountain Avenue is assessed at \$165,000 compared with \$88,500 in 2000, according to the county assessor's figure. On 90th Drive, with view of the stadium from the backyards, a house assessed at \$82,500 in 2000 has nearly doubled to \$163,500.

Despite a softening housing market, Luzario said, home prices along the corridor should continue to rise as developments are completed. The Super Bowl is near.

"I'm putting my money in it," said Luzario, who has chased a townhouse at Valley View.

Reach the reporter at (602) 444-6334.



**From:** Liewer, Jennifer  
**Sent:** Tuesday, June 09, 2009 3:52 PM  
**To:** Lynch, Art; Wood, Diane; Moreno, Jean  
**Cc:** Frisoni, Julie; Tindall, Craig; McCracken, Darcie  
**Subject:** FW: Media Request - Sanders, AZ Republic - Legal contracts

**Importance:** High

It is my understanding that we have two outstanding contracts and/or invoices that are still outstanding as it relates to this request.

Tom Hocking and Assoc (I have contract from when it was filed with clerk's office in 2001 but still need invoices related to coyotes activity)  
 Gerald Sheehan and Beacon Sports

They have worked on the Coyotes issue and therefore Craig believes we need to include them in the request from Rebekah.

Please let me know how long you believe it will take to pull this information. Also, if there ANY other consultants that we have missed, please identify them and let us know where we can get this information.

---

**From:** McCracken, Darcie  
**Sent:** Thursday, May 28, 2009 12:38 PM  
**To:** Wells, Caroline; Durocher, Dede  
**Cc:** Tindall, Craig; Frisoni, Julie; Liewer, Jennifer; Hermanson, Monika; Huskey, Tiffany; Hanna, Pam; Steinke, Summer; Beasley, Ed; Kavanaugh, Pam; Moreno, Jean; Lynch, Art; Brown, Donna; Carmicle, Alma  
**Subject:** Media Request - Sanders, AZ Republic - Legal contracts

Good Afternoon,  
 The City Clerk Dept received the following request for records. There are several contained within the request so I have numbered for easier viewing.


Dede (HR), is there a way to print a list of the marketing/communication department members that would contain all or part of the information requested?

Please let our office know by Monday, June 1, 2009, if you have any documents that are responsive. Also advise how long it will take to gather the requested documents.

Thank you,

Darcie  
 623-930-3261

*Because things are the way they are, things will not stay the way they are.*  
 Bertolt Brecht (1898-1956)

Please consider the environment before printing this e-mail. 

---

**From:** webmaster@glendaleaz.com [mailto:webmaster@glendaleaz.com]  
**Sent:** Thursday, May 28, 2009 11:41 AM

**To:** Hanna, Pam; McCracken, Darcie; Steinke, Summer  
**Subject:** Public Records Request Form

**First Name:**

Rebekah

**Last Name:**

Sanders

**Email Address:**

[rebekah.sanders@arizonarepublic.com](mailto:rebekah.sanders@arizonarepublic.com)

**Company/Organization:**

Arizona Republic

**Organization**

**Representing Name:**

**Title:**

Reporter

**Address:**

17235 N. 75th Ave Suite A 100

**City:**

Glendale

**State:**

AZ

**Zip Code:**

85308

**Phone:**

602-444-6937

**Fax:**

**What public record is being requested? Give as much specific details as possible, including type of document, category or action taken, date or time frame.**

1)Copy of contracts or agreements with Husk Partners, Brown Rudnick, Fennemore Craig, any employees of those firms, and any lawyer, consultant or other outside personnel hired or contracted by the city to perform duties related to the Phoenix Coyotes.

2)Total money paid and obligated so far to these hired or contracted personnel.

3)Name, title, salary and job description of each employee in the marketing and communication department.

For inspection only.

**For what purpose will you use this information (please explain).**

Non commercial.

**Date needed?**

06/04/09

**How would you like to receive the information?**

Pickup

**Please type your initials here to show you have read and understand all information above.**

RLS

**Date Submitted**

05/28/09

**From:** Lynch, Art  
**Sent:** Tuesday, July 14, 2009 3:10 PM  
**To:** Frisoni, Julie  
**Subject:** Re: May 2009 public records request

Please come update me. Thanks

---

**From:** Frisoni, Julie  
**To:** Beasley, Ed; Lynch, Art  
**Sent:** Tue Jul 14 15:02:49 2009  
**Subject:** Fw: May 2009 public records request

---

**From:** Liewer, Jennifer  
**To:** Frisoni, Julie  
**Sent:** Tue Jul 14 14:54:53 2009  
**Subject:** FW: May 2009 public records request

It is expected that a story will run the Glendale Republic tomorrow based on a public records request submitted by Rebekah Sanders on May 28. It requested a listing of all firm, consultants and costs the city had used related to the Coyotes Bankruptcy filing. The information was released (per the email below) last week and the city responded to questions related to the how the firms were being utilized and why outside legal counsel was being used.

We plan to send an email to the Mayor/Council in advance of the story tomorrow.

---

**From:** Frisoni, Julie  
**Sent:** Monday, July 06, 2009 11:23 AM  
**To:** Beasley, Ed; Lynch, Art  
**Cc:** Liewer, Jennifer; Coking, Nicole; Handlong, Amy  
**Subject:** May 2009 public records request

In May, the city received a public records request from the Arizona Republic for "copies of contracts or agreements with Husk Partners, Brown Rudnick, Fennemore Craig, and any lawyer, consultant or other outside personnel hired or contracted by the city to perform duties related to the Phoenix Coyotes. Total \$\$ paid so far to those individuals and name, salary, job description of each employee in the marketing and communication dept."

We have compiled all the information and will release tomorrow to the paper.

The companies listed with the totals are:

Fennemore Craig - \$6,666.75  
IFG - \$5,168  
Brown Rudnick - \$30,190.15  
Beacon Sports - \$48,175.73

Consultants on contract:

Husk Partners - \$10,000 monthly retainer  
TL Hocking and Associates - \$7,000 monthly retainer

Just wanted you to have an fyl ~~  
julie

**From:** Wood, Diane  
**Sent:** Thursday, June 11, 2009 11:37 AM  
**To:** Liewer, Jennifer  
**Subject:** RE: Media Request - Sanders, AZ Republic - Legal contracts

Hi Jennifer!

I have some information, are you still in City Hall?

---

**From:** Liewer, Jennifer  
**Sent:** Tuesday, June 09, 2009 3:52 PM  
**To:** Lynch, Art; Wood, Diane; Moreno, Jean  
**Cc:** Frisoni, Julie; Tindall, Craig; McCracken, Darcie  
**Subject:** FW: Media Request - Sanders, AZ Republic - Legal contracts  
**Importance:** High

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---

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**Sent:** Thursday, May 28, 2009 12:38 PM  
**To:** Wells, Caroline; Durocher, Dede  
**Cc:** Tindall, Craig; Frisoni, Julie; Liewer, Jennifer; Hermanson, Monika; Huskey, Tiffany; Hanna, Pam; Steinke, Summer; Beasley, Ed; Kavanaugh, Pam; Moreno, Jean; Lynch, Art; Brown, Donna; Carmickle, Alma  
**Subject:** Media Request - Sanders, AZ Republic - Legal contracts

Good Afternoon,  
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Thank you,

Darcie  
623-930-3261

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 Bertolt Brecht (1898-1956)

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**From:** webmaster@glendaleaz.com [mailto:webmaster@glendaleaz.com]

**Sent:** Thursday, May 28, 2009 11:41 AM

**To:** Hanna, Pam; McCracken, Darcie; Steinke, Summer

**Subject:** Public Records Request Form

**First Name:**

Rebekah

**Last Name:**

Sanders

**Email Address:**

rebekah.sanders@arizonarepublic.com

**Company/Organization:**

Arizona Republic

**Organization**

**Representing Name:**

**Title:**

Reporter

**Address:**

17235 N. 75th Ave Suite A 100

**City:**

Glendale

**State:**

AZ

**Zip Code:**

85308

**Phone:**

602-444-6937

**Fax:**

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**Date needed?**

06/04/09

**How would you like to receive the information?**

Pickup

**Please type your initials here to show you have read and understand all information above.**

RLS

**Date Submitted**  
05/28/09

**From:** Ricard, Suzie on behalf of Lynch, Art  
**Sent:** Thursday, June 11, 2009 3:19 PM  
**To:** Wood, Diane; Liewer, Jennifer  
**Subject:** RE: Request from Jennifer Liewer - Media Request - Sanders, AZ Republic - Legal contracts

Diane,

Art had a short break from his meeting and said to let you know he is not okay with releasing copies of the invoices at this time since they're still in court over this matter.

Jennifer, he also said if you need to discuss this any further, then you can contact Craig [REDACTED]

Suzie

---

**From:** Wood, Diane  
**Sent:** Thursday, June 11, 2009 1:20 PM  
**To:** Lynch, Art  
**Subject:** Request from Jennifer Liewer - Media Request - Sanders, AZ Republic - Legal contracts  
**Importance:** High

Art,

Jennifer Liewer is requesting copies of the four invoices from Gerald Sheehan that have been paid. Are you okay with me forwarding these copies to her?

Please advise yes or no. Thanks!

Diane

---

**From:** Liewer, Jennifer  
**Sent:** Tuesday, June 09, 2009 3:52 PM  
**To:** Lynch, Art; Wood, Diane; Moreno, Jean  
**Cc:** Frisoni, Julie; Tindall, Craig; McCracken, Darcie  
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They have worked on the Coyotes issue [REDACTED]

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**Cc:** Tindall, Craig; Frisoni, Julie; Llewellyn, Jennifer; Hermanson, Monika; Huskey, Tiffany; Hanna, Pam; Steinke, Summer; Beasley, Ed; Kavanaugh, Pam; Moreno, Jean; Lynch, Art; Brown, Donna; Carmicle, Alma  
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**Subject:** Public Records Request Form

**First Name:**  
 Rebekah  
**Email Address:**  
[rebekah.sanders@arizonarepublic.com](mailto:rebekah.sanders@arizonarepublic.com)

**Last Name:**  
 Sanders

**Company/Organization:**  
 Arizona Republic

**Organization  
 Representing Name:**

**Title:**  
 Reporter

**Address:**  
 17235 N. 75th Ave Suite A 100

**City:**  
 Glendale

**State:**  
 AZ

**Zip Code:**  
 85308

**Phone:**  
 602-444-6937

**Fax:**

**What public record is being requested? Give as much specific details as**

**possible, including type of document, category or action taken, date or time frame.**

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RLS

**Date Submitted**

05/28/09



## Combined Tax Rates (Glendale, State, County)

Below are the tax rates for the various taxable categories effective November 1, 2007. Implementation of City of Glendale, Arizona tax increase for public safety.

All rates shown as percentages except as noted.

BUSINESS CLASSIFICATION	GLENDALE	STATE	COUNTY	COMBINED
Advertising (local)	2.2	0.0	0.0	2.2
Amusements	2.2	5.6	0.7	8.5
Construction Contracting	2.2	5.6	0.7	8.5
Hotel/Motel, Other Transient Lodging				
30 days or less	5.6	5.5	1.77	12.87
more than 30 days	2.2	0.0	0.0	2.2
Jet Fuel (rate shown as cents per gallon)				
Sales not more than 10 million gal.	0.021	3.05	0.305	3.376
Sales more than 10 million gal.	0.021	0.0	0.305	0.326
Use	0.021	3.05	0.0	3.071
Job Printing	2.2	5.6	0.7	8.5
Publishing (distribution only)	2.2	5.6	0.7	8.5
Rental, Leasing, Licensing of Real Property				
long-term residential	2.2	0.0	0.0	2.2
commercial licensing	2.2	0.0	0.0	2.2

commercial rental, leasing	2.2	0.0	0.5	2.7
<b>Rental, Leasing, Licensing of Tangible Personal Property</b>				
other rental, leasing	2.2	5.6	0.7	8.5
other licensing	2.2	0.0	0.0	2.2
<b>Restaurants and Bars</b>	3.2	5.6	0.7	9.5
<b>Retail Sales</b>	2.2	5.6	0.7	8.5
<b>Retail Sales – Food for Home Consumption</b>	1.8	0.0	0.0	1.8
<b>Transportation and Towing</b>				
pipeline, railroad, air freight	2.2	5.6	0.7	8.5
<b>Telecommunications</b>				
telecommunications	5.4	5.6	0.7	11.70
cable TV	0.0	0.0	0.0	0.0
<b>Utilities</b>				
electric, gas, water	2.2	5.6	0.7	8.5
wastewater	2.2	0.0	0.0	2.2
<b>Use Tax</b>	2.2	5.6	0.0	7.8

**From:** Mike Nealy [Mike.Nealy@PhoenixCoyotes.Com]  
**Sent:** Friday, June 19, 2009 3:30 PM  
**To:** Lynch, Art  
**Cc:** Tindall, Craig  
**Subject:** Bank report

Hi Art-

We spoke to Wells Fargo and they are going to work on getting the account name on the bank report. I would expect for sure by the next report it will be changed. Regarding the type of account that you had expected as being different (i.e. escrow account,...), feel free to have your lawyers talk to Squire Sanders folks and if we need to make a change, we will certainly do so.

Thanks,

Mike

Michael J. Nealy  
Executive Vice President and Chief Financial Officer  
Phoenix Coyotes / Arizona Sting / Jobing.com Arena  
6751 N. Sunset Boulevard, Suite 200  
Glendale, AZ 85305  
Office: 623-772-3262 Fax: 623-872-2182

**From:** Ricard, Suzie  
**Sent:** Friday, May 15, 2009 3:20 PM  
**To:** Lynch, Art  
**Subject:** Please read...FW: Pre-meeting scheduled for Tuesday, 5/19/09

Art the request below has been added to your calendar. Please see Nikki's email below ☺

---

**From:** Coking, Nicole  
**Sent:** Friday, May 15, 2009 2:00 PM  
**To:** Ricard, Suzie  
**Subject:** RE: Pre-meeting scheduled for Tuesday, 5/19/09

Can you please let Art know that Ed wants to be sure Art is able to be there right at 10:00 a.m. Thanks!

---

**From:** Ricard, Suzie  
**Sent:** Friday, May 15, 2009 1:59 PM  
**To:** Coking, Nicole  
**Subject:** RE: Pre-meeting scheduled for Tuesday, 5/19/09

Ok thanks ☺

---

**From:** Coking, Nicole  
**Sent:** Friday, May 15, 2009 1:56 PM  
**To:** Ricard, Suzie  
**Subject:** Pre-meeting scheduled for Tuesday, 5/19/09

Hi Suzie,

Here is the information for that pre-meeting for Art's calendar. Let me know if you have questions.

Thanks,  
 Nikki

**Date/Time:** Tuesday, May 19, 2009 – 10:00 a.m.

**Event/Subject:** Pre-meeting – Coyotes Bankruptcy Hearing

**Location:** Stinson Morrison Hecker LLP  
 1850 North Central Avenue  
 Suite 2100  
 Phoenix, AZ 85004-4584  
 Phone: 602-279-1600

**Parking Information:** Large parking garage connected to the building. Located on the west side of the building at the intersection of Central Avenue and Palm (Palm is 1 block north of McDowell) – Bring your ticket to the meeting and they will validate.

**Glendale Attendees:** Ed Beasley, City Manager  
 Craig Tindall, City Attorney  
 Art Lynch, Deputy City Manager

Gary Husk

**Glendale Outside  
Council Attendees:** Cathy Reece – Fennemore Craig  
Bill Baldiga – Brown Rudnick

**NHL Attendees:** Bill Daly, Deputy Commissioner of the National Hockey League

**NHL Outside  
Council Attendees:** Shep Goldfein – Skadden, Arps, Slate, Meagher & Flom  
Greg Milmoie – Skadden, Arps, Slate, Meagher & Flom  
Tony Clark – Skadden, Arps, Slate, Meagher & Flom  
Alan Meda – Stinson Morrison Hecker

FW Glendale (City of) AZ - Moody's Commentary on loss of nhl team  
From: OverdorffJ@gtlaw.com  
Sent: Wednesday, May 20, 2009 1:05 PM  
To: ASroka@brownrudnick.com; Tindall, Craig; Lynch, Art;  
WBaldiga@brownrudnick.com  
Subject: FW: Glendale (City of) AZ - Moody's Commentary on loss of nhl team

FYI

**MOODY'S COMMENTS ON IMPACT TO CITY OF GLENDALE, ARIZONA FROM POTENTIAL LOSS OF NHL TEAM**

**NEAR-TERM IMPACT IS MANAGEABLE; APPROXIMATELY \$144 MILLION IN SENIOR LIEN EXCISE TAX BONDS RATED Aa3 USED TO FINANCE ARENA**

Glendale (City of) AZ  
Municipality  
Arizona

NEW YORK, May 7, 2009 -- On May 5, 2009 the Phoenix Coyotes, an NHL team based in Glendale, Arizona, filed for Chapter 11 bankruptcy and is seeking to sell the team to a potential buyer who would move it to Canada. The team currently plays at Jobing.com Arena, which is owned by the City of Glendale, Arizona and is leased to the team under a 30-year agreement. The arena was financed with the 2003 issuance of approximately \$155 million in excise tax revenue bonds (currently rated Aa3/stable), and approximately \$25 million of general obligation bonds (rated Aa2/stable). Moody's notes that none of these bonds are secured directly by team- or facility-related revenues and, as such, they remain well-secured by pledged city-wide excise tax and property tax collections. Nevertheless, the loss of the team and its related revenue generating activities in the retail development surrounding the arena would put unwelcome pressure on the city's financial operations, which are already experiencing revenue declines due to the recession. Moody's is closely monitoring developments relating to both the team's potential departure and the city's financial position and will comment further as warranted. A hearing regarding the team's Chapter 11 filing is reportedly scheduled for today, May 7, 2009 in U.S. Bankruptcy Court.

**DIRECT PAYMENTS BY COYOTES TO CITY ARE SOMEWHAT NOMINAL**

The Coyotes pay a nominal \$512,000 in annual rent to the city for use of the arena and remit a per ticket surcharge of approximately \$2.50 to cover the cost of parking at the arena generating \$1.93 million; together these revenues comprise about \$2.4 million annually. Although these revenues are not pledged to the bonds, the city uses these sources to offset the cost of annual debt service on the Series 2003 A and Series 2003B bonds, which was equal to \$8.9 million in fiscal 2008 and is equal to \$9.5 million in 2009. Should the Coyotes succeed in leaving Glendale, this loss of rental and ticket surcharge revenues, along with diminished sales tax revenues generated by the retail establishments in and around the arena which comprise the Westgate development, will add to the budgetary pressure the city is experiencing as a result of the recession. The Phoenix metropolitan area is in the midst of a severe economic downturn, which has halted growth and offers little hope for a quick recovery and Glendale has not been immune to the effects of the recession as illustrated by the decline in excise tax revenues thus far in fiscal 2009.

The city's senior lien excise tax bonds are secured by rental payments to be



FW Glendale (City of) AZ - Moody's Commentary on loss of nfl team made by the City of Glendale to the Glendale Municipal Property Corporation under a lease agreement. The city has pledged its excise taxes, which consist of unrestricted local sales and use taxes, state shared revenues, and other fees and charges to make such payments. Senior lien maximum annual debt service coverage by fiscal 2008 pledged revenues was 5.66 times. Due the recession, excise tax revenues have reportedly declined by approximately 12% over 2008. By applying this percentage decline to the fiscal 2008 pledged revenues, Moody's estimates that coverage of senior lien maximum annual debt service would decline to just under 5.00 times.

Although the Coyotes signed a 30-year agreement with an early-termination penalty of reportedly more than \$700 million, Moody's believes that a great deal of uncertainty exists regarding the team's ability to make this payment, or even a portion of this payment, to the city given the reported offer of only \$212.5 million for the purchase of the team.

Legal provisions for the senior lien bonds delineate an additional bonds test and rate covenant 3.0 times. For the Series 2003 A & B bonds which financed the hockey arena there is no debt service reserve fund. For some of the later senior lien bonds, a debt service reserve requirement is triggered when coverage is less than three times senior lien maximum annual debt service. The reserve requirement is standard and equal to the lesser of 10% of par, MADS, or 125% of average annual debt service.

#### KEY STATISTICS

Coverage of senior lien MADS by FY08 pledged revenues: 5.66 times

Coverage of senior lien MADS by estimated FY09 pledged revenues: 4.98 times

Fiscal 2008 pledged revenues: \$127.4 million

Average annual growth in pledged revenues, 2003 to 2008: 7.7%

Total senior lien excise tax revenue debt outstanding: \$282.4 million

2007 estimated population: 246,531

2005 per capita income: \$20,699 (88.6% of state)

2005 median family income: \$58,058 (112.8% of state)

Full value: \$16.7 billion

Average annual growth in full value, 2003 to 2008: 17.2%

Full value per capita: \$68,365

Direct debt burden: 4.3%

Overall debt burden: 6.8%

FY08 general fund balance: \$66.4 million (36.9% of revenues)

FY08 unreserved general fund balance: \$57.1 million (31.8% of revenues)

#### ANALYSTS:

Patrick Ford, Analyst, Public Finance Group, Moody's Investors Service  
Dan Steed, Backup Analyst, Public Finance Group, Moody's Investors Service  
Matthew Jones, Senior Credit Officer, Public Finance Group, Moody's Investors Service

FW Glendale (City of) AZ - Moody's Commentary on loss of nhl team

CONTACTS:

Journalists: (212) 553-0376

Research Clients: (212) 553-1653

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TO: LIQUIDITY RISK, MARKET VALUE RISK, OR PRICE VOLATILITY. CREDIT RATINGS ARE NOT STATEMENTS OF CURRENT OR HISTORICAL FACT. CREDIT RATINGS DO NOT CONSTITUTE INVESTMENT OR FINANCIAL ADVICE, AND CREDIT RATINGS ARE NOT RECOMMENDATIONS TO PURCHASE, SELL, OR HOLD PARTICULAR SECURITIES. CREDIT RATINGS DO NOT COMMENT ON THE SUITABILITY OF AN INVESTMENT FOR ANY PARTICULAR INVESTOR. MIS ISSUES ITS CREDIT RATINGS WITH THE EXPECTATION AND UNDERSTANDING THAT EACH INVESTOR WILL MAKE ITS OWN STUDY AND EVALUATION OF EACH SECURITY THAT IS UNDER CONSIDERATION FOR PURCHASE, HOLDING, OR SALE.

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recommendations to purchase, sell or hold any securities. NO WARRANTY, EXPRESS OR IMPLIED, AS TO THE ACCURACY, TIMELINESS, COMPLETENESS, MERCHANTABILITY OR

FITNESS FOR ANY PARTICULAR PURPOSE OF ANY SUCH RATING OR OTHER OPINION OR INFORMATION IS GIVEN OR MADE BY MOODY'S IN ANY FORM OR MANNER WHATSOEVER.

Each

rating or other opinion must be weighed solely as one factor in any investment decision made by or on behalf of any user of the information contained herein, and each such user must accordingly make its own study and evaluation of each

FW Glendale (City of) AZ - Moody's Commentary on loss of nfl team security and of each issuer and guarantor of, and each provider of credit support for, each security that it may consider purchasing, holding or selling. MOODY'S hereby discloses that most issuers of debt securities (including corporate and municipal bonds, debentures, notes and commercial paper) and preferred stock rated by MOODY'S have, prior to assignment of any

rating, agreed to pay to MOODY'S for appraisal and rating services rendered by it fees ranging from \$1,500 to \$2,400,000. Moody's Corporation (MCO) and its

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-----  
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-----

FW Glendale (City of) AZ - Moody's Commentary  
From: Scott Nash [scott@jnaconsultinggroup.com]  
Sent: Thursday, May 07, 2009 1:16 PM  
To: Skeete, Horatio; Lynch, Art; Goke, Diane; Eusebio, Christy;  
OverdorffJ@gtlaw.com; John; Marty  
Subject: FW: Glendale (City of) AZ - Moody's Commentary

FYI...Some of you may have seen this already.

Scott Nash  
JNA Consulting Group, LLC  
702-294-5100  
scott@JnaConsultingGroup.com

-----Original Message-----

From: GID - Moody's Investors Service [mailto:epi@moodys.com]  
Sent: Thursday, May 07, 2009 12:56 PM  
To: scott@jnaconsultinggroup.com  
Subject: Glendale (City of) AZ

MOODY'S COMMENTS ON IMPACT TO CITY OF GLENDALE, ARIZONA FROM POTENTIAL LOSS  
OF  
NHL TEAM

NEAR-TERM IMPACT IS MANAGEABLE; APPROXIMATELY \$144 MILLION IN SENIOR LIEN  
EXCISE TAX BONDS RATED Aa3 USED TO FINANCE ARENA

Glendale (City of) AZ  
Municipality  
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NEW YORK, May 7, 2009 -- On May 5, 2009 the Phoenix Coyotes, an NHL team  
based  
in Glendale, Arizona, filed for Chapter 11 bankruptcy and is seeking to sell  
the team to a potential buyer who would move it to Canada. The team  
currently  
plays at Jobing.com Arena, which is owned by the City of Glendale, Arizona  
and  
is leased to the team under a 30-year agreement. The arena was financed with  
the 2003 issuance of approximately \$155 million in excise tax revenue bonds  
(currently rated Aa3/stable), and approximately \$25 million of general  
obligation bonds (rated Aa2/stable). Moody's notes that none of these bonds  
are secured directly by team- or facility-related revenues and, as such,  
they  
remain well-secured by pledged city-wide excise tax and property tax  
collections. Nevertheless, the loss of the team and its related revenue  
generating activities in the retail development surrounding the arena would  
put unwelcome pressure on the city's financial operations, which are already  
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the city's financial position and will comment further as warranted. A  
hearing  
regarding the team's Chapter 11 filing is reportedly scheduled for today,  
May  
7, 2009 in U.S. Bankruptcy Court.

DIRECT PAYMENTS BY COYOTES TO CITY ARE SOMEWHAT NOMINAL

The Coyotes pay a nominal \$512,000 in annual rent to the city for use of the  
arena and remit a per ticket surcharge of approximately \$2.50 to cover the  
cost of parking at the arena generating \$1.93 million; together these  
revenues

FW Glendale (City of) AZ - Moody's Commentary  
comprise about \$2.4 million annually. Although these revenues are not pledged to the bonds, the city uses these sources to offset the cost of annual debt service on the Series 2003 A and Series 2003B bonds, which was equal to \$8.9 million in fiscal 2008 and is equal to \$9.5 million in 2009. Should the Coyotes succeed in leaving Glendale, this loss of rental and ticket surcharge revenues, along with diminished sales tax revenues generated by the retail establishments in and around the arena which comprise the Westgate development, will add to the budgetary pressure the city is experiencing as a result of the recession. The Phoenix metropolitan area is in the midst of a severe economic downturn, which has halted growth and offers little hope for a quick recovery and Glendale has not been immune to the effects of the recession as illustrated by the decline in excise tax revenues thus far in fiscal 2009.

The city's senior lien excise tax bonds are secured by rental payments to be made by the City of Glendale to the Glendale Municipal Property Corporation under a lease agreement. The city has pledged its excise taxes, which consist of unrestricted local sales and use taxes, state shared revenues, and other fees and charges to make such payments. Senior lien maximum annual debt service coverage by fiscal 2008 pledged revenues was 5.66 times. Due the recession, excise tax revenues have reportedly declined by approximately 12% over 2008. By applying this percentage decline to the fiscal 2008 pledged revenues, Moody's estimates that coverage of senior lien maximum annual debt service would decline to just under 5.00 times.

Although the Coyotes signed a 30-year agreement with an early-termination penalty of reportedly more than \$700 million, Moody's believes that a great deal of uncertainty exists regarding the team's ability to make this payment, or even a portion of this payment, to the city given the reported offer of only \$212.5 million for the purchase of the team.

Legal provisions for the senior lien bonds delineate an additional bonds test and rate covenant 3.0 times. For the Series 2003 A & B bonds which financed the hockey arena there is no debt service reserve fund. For some of the later senior lien bonds, a debt service reserve requirement is triggered when coverage is less than three times senior lien maximum annual debt service. The reserve requirement is standard and equal to the lesser of 10% of par, MADS, or 125% of average annual debt service.

#### KEY STATISTICS

Coverage of senior lien MADS by FY08 pledged revenues: 5.66 times

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FW Glendale (City of) AZ - Moody's Commentary

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Full value: \$16.7 billion

Average annual growth in full value, 2003 to 2008: 17.2%

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Overall debt burden: 6.8%

FY08 general fund balance: \$66.4 million (36.9% of revenues)

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ANALYSTS:

Patrick Ford, Analyst, Public Finance Group, Moody's Investors Service  
Dan Steed, Backup Analyst, Public Finance Group, Moody's Investors Service  
Matthew Jones, Senior Credit Officer, Public Finance Group, Moody's  
Investors  
Service

CONTACTS:

Journalists: (212) 553-0376  
Research Clients: (212) 553-1653

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FW Glendale (City of) AZ - Moody's Commentary

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Glendale (City of) AZ  
From: GID - Moody's Investors Service [epi@moody's.com]  
Sent: Thursday, May 07, 2009 12:56 PM  
To: Lynch, Art  
Subject: Glendale (City of) AZ

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**From:** Mike Nealy [Mike.Nealy@PhoenixCoyotes.Com]  
**Sent:** Tuesday, June 16, 2009 2:13 PM  
**To:** Lynch, Art  
**Cc:** Tindall, Craig  
**Subject:** RE: current bank statement for the City of Glendale fees account

Just left you a voice-mail....call me back and we can clarify

Michael J. Nealy  
Executive Vice President and Chief Financial Officer  
Phoenix Coyotes / Arizona Sting / Jobing.com Arena  
6751 N. Sunset Boulevard, Suite 200  
Glendale, AZ 85305  
Office: 623-772-3282 Fax: 623-872-2182

---

**From:** Lynch, Art [mailto:Art@GLENDALEAZ.com]  
**Sent:** Tuesday, June 16, 2009 1:15 PM  
**To:** Mike Nealy  
**Cc:** Tindall, Craig  
**Subject:** Re: current bank statement for the City of Glendale fees account

I thought that you were sending the copies of the source documents (supporting documents) we briefly discussed at the court. Please provide audit level support and bank account statements for each transaction. Please call me if you need further information. Thanks.

---

**From:** Mike Nealy <Mike.Nealy@PhoenixCoyotes.Com>  
**To:** Lynch, Art  
**Cc:** Tindall, Craig  
**Sent:** Tue Jun 16 12:47:47 2009  
**Subject:** current bank statement for the City of Glendale fees account

Hi Art-

I thought you were going to contact me regarding what exactly you were looking for ..... I hope the attached will do. It is the bank statement and a reconciliation of the amounts through 6/12/09. Take a look and hopefully this will do?

Mike

Michael J. Nealy  
Executive Vice President and Chief Financial Officer  
Phoenix Coyotes / Arizona Sting / Jobing.com Arena  
6751 N. Sunset Boulevard, Suite 200  
Glendale, AZ 85305  
Office: 623-772-3282 Fax: 623-872-2182

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**From:** Skeete, Horatio  
**Sent:** Thursday, April 16, 2009 9:12 PM  
**To:** Lynch, Art  
**Subject:** RE: In response to your inquiry

I will work on that tomorrow did you get Doug? Do you want me to try?  
H

---

**From:** Lynch, Art  
**Sent:** Thu 4/16/2009 5:22 PM  
**To:** Skeete, Horatio  
**Subject:** Re: In response to your inquiry

He should have said that they are or are not proprietary. He doesn't.

---

**From:** Skeete, Horatio  
**To:** Lynch, Art  
**Sent:** Thu Apr 16 16:51:30 2009  
**Subject:** FW: In response to your Inquiry  
We go this fro mike

---

**From:** Goke, Diane  
**Sent:** Thursday, April 16, 2009 3:51 PM  
**To:** Skeete, Horatio  
**Cc:** Eusebio, Christy  
**Subject:** FW: In response to your Inquiry

FYI

---

**From:** Mike Nealy [mailto:Mike.Nealy@PhoenixCoyotes.Com]  
**Sent:** Thursday, April 16, 2009 3:40 PM  
**To:** Goke, Diane  
**Cc:** Doug Moss; Lynch, Art; sricano@glendaleaz.com  
**Subject:** In response to your inquiry

Diane-

As a follow to our phone conversation;

Naturally, the Arena Management Group would prefer not to have our financials and any other reports shared publicly, as such information may be used by our competitors in the industry.

Regards,

Mike

Michael J. Nealy  
Executive Vice President and Chief Financial Officer  
Phoenix Coyotes / Arizona Sting / Jobing.com Arena  
6751 N. Sunset Boulevard, Suite 200  
Glendale, AZ 85305  
Office: 623-772-3282 Fax: 623-872-2182

**From:** Mike Nealy [Mike.Nealy@PhoenixCoyotes.Com]  
**Sent:** Thursday, July 16, 2009 4:54 PM  
**To:** Lynch, Art  
**Subject:** RE: Tax Shortfall payment

All set, thanks

Michael J. Nealy  
Executive Vice President and Chief Financial Officer  
Phoenix Coyotes / Arizona Sting / Jobing.com Arena  
6751 N. Sunset Boulevard, Suite 200  
Glendale, AZ 85305  
Office: 623-772-3282 Fax: 623-872-2182

---

**From:** Lynch, Art [mailto:Art@GLENDALEAZ.com]  
**Sent:** Thursday, July 16, 2009 4:53 PM  
**To:** Mike Nealy  
**Subject:** Re: Tax Shortfall payment

Mike you should have all of the information now. Thanks.

---

**From:** Mike Nealy <Mike.Nealy@PhoenixCoyotes.Com>  
**To:** Lynch, Art  
**Sent:** Thu Jul 16 10:19:15 2009  
**Subject:** Tax Shortfall payment

Hi Art-

I received an invoice (\$1mill) for the 'Team Guarantee Fee, 5<sup>th</sup> Tax Reporting Year'. Would you please have someone also send the calculation/tax collection summary. This has been done in the past and has been requested by Ellman's group as well.

Thanks,

Mike

Michael J. Nealy  
Executive Vice President and Chief Financial Officer  
Phoenix Coyotes / Arizona Sting / Jobing.com Arena  
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**Subject:** Parking Meeting  
**Location:** 4FCR

**Start:** Thu 5/21/2009 1:00 PM  
**End:** Thu 5/21/2009 2:30 PM  
**Show Time As:** Tentative

**Recurrence:** (none)

**Meeting Status:** Not yet responded

**Required Attendees:** Lynch, Art; Mehta, Jamsheed; Conf Rm 4th floor CH,

JRM 042409

**Date:** Thursday, May 21, 2009  
**Time:** 1:00 p.m. to 2:30 p.m. (expected to be only 60 minutes, but marking out for 90)  
**Subject:** Parking  
**Location:** Glendale City Hall

5850 W. Glendale Avenue  
4<sup>th</sup> Floor Conference Room  
**Glendale Attendees:** Ed Beasley, Art Lynch, Jamsheed Mehta

**External Attendees:** Gary Husk, Steve Ellman, Tim Wright, Nick Wood (or Monica Mechelizzi), and John Kaites



**From:** Reed, Karen A.  
**Sent:** Monday, June 29, 2009 8:00 AM  
**To:** Lynch, Art  
**Subject:** RE: John Kaite's request-Please read

Will do.

---

**From:** Lynch, Art  
**Sent:** Monday, June 29, 2009 7:59 AM  
**To:** Reed, Karen A.  
**Subject:** Re: John Kaite's request-Please read

Pull the message from H on Friday and let him see if anything can't be released. Thanks.

---

**From:** Reed, Karen A.  
**To:** Lynch, Art  
**Sent:** Mon Jun 29 07:55:29 2009  
**Subject:** John Kaite's request-Please read

Art,  
John Kaite's replied to the e-mail I sent on Friday regarding the summary sheet. He asked if I could send the "Details behind these numbers".  
Let me know how I should respond.  
Thanks Karen

**From:** Reed, Karen A.  
**Sent:** Monday, June 29, 2009 8:25 AM  
**To:** Lynch, Art  
**Subject:** RE: John Kaite's request-Please read

Horatio sent me a spread sheet that was okay to send to Mr. Kaite's which has been forwarded to him.  
Thanks Karen

---

**From:** Lynch, Art  
**Sent:** Monday, June 29, 2009 7:59 AM  
**To:** Reed, Karen A.  
**Subject:** Re: John Kaite's request-Please read

Pull the message from H on Friday and let him see if anything can't be released. Thanks.

---

**From:** Reed, Karen A.  
**To:** Lynch, Art  
**Sent:** Mon Jun 29 07:55:29 2009  
**Subject:** John Kaite's request-Please read

Art,  
John Kaite's replied to the e-mail I sent on Friday regarding the summary sheet. He asked if I could send the "Details behind these numbers".  
Let me know how I should respond.  
Thanks Karen

**From:** Mike Nealy [Mike.Nealy@PhoenixCoyotes.Com]  
**Sent:** Tuesday, June 16, 2009 12:48 PM  
**To:** Lynch, Art  
**Cc:** Tindall, Craig  
**Subject:** current bank statement for the City of Glendale fees account  
**Attachments:** AMG Parking Fee Balance as of 6.12.09.pdf

Hi Art-

I thought you were going to contact me regarding what exactly you were looking for ..... I hope the attached will do. It is the bank statement and a reconciliation of the amounts through 6/12/09. Take a look and hopefully this will do?

Mike

Michael J. Nealy  
Executive Vice President and Chief Financial Officer  
Phoenix Coyotes / Arizona Sting / Jobing.com Arena  
6751 N. Sunset Boulevard, Suite 200  
Glendale, AZ 85305  
Office: 623-772-3282 Fax: 623-872-2182

**Subject:** Forebearance Agreement with Glendale  
**Location:** 1-866-899-5399 Rm \*1377517\*

**Start:** Thu 4/30/2009 12:30 PM  
**End:** Thu 4/30/2009 1:30 PM  
**Show Time As:** Tentative

**Recurrence:** (none)

**Meeting Status:** Not yet responded

**Required Attendees:** DZImmerman@nhl.com; Doug.Moss@PhoenixCoyotes.Com; Lynch, Art;  
ASroka@brownrudnick.com; WBaldiga@brownrudnick.com; Bill Eggleston;  
Steve.Weinreich@PhoenixCoyotes.Com

1-866-899-5399  
Room #: \*1377517\* (including asterisks)  
(You must dial the stars at beginning and end of numbers)

**From:** Goke, Diane  
**Sent:** Friday, May 29, 2009 2:24 PM  
**To:** Tindall, Craig; Lynch, Art; Skeete, Horatio  
**Subject:** FW: AMG April F/S  
**Attachments:** Bank Balance and Transfer Report 10.09.xls; Apr 09 Summary PL.XLS; Apr 09 Event PL.XLS; Apr 09 Dept PL.XLS

The most recent AMG reports

Thanks,  
Diane

---

**From:** Stephanie Johnson [mailto:Stephanie.Johnson@PhoenixCoyotes.Com]  
**Sent:** Friday, May 29, 2009 12:30 PM  
**To:** Goke, Diane; Szymanski, Steve  
**Cc:** Joe Leibfried  
**Subject:** AMG April F/S

Please find attached the April 2009 financial reports for Arena Management Group.

Stephanie Johnson  
Senior Accountant  
Jobing.com Arena/Phoenix Coyotes  
direct: [REDACTED]  
fax: (623) 872-2056

FW Glendale (City of) AZ - Moody's Commentary on loss of nhl team  
From: OverdorffJ@gtlaw.com  
Sent: Wednesday, May 20, 2009 1:05 PM  
To: ASroka@brownrudnick.com; Tindall, Craig; Lynch, Art;  
WBaldiga@brownrudnick.com  
Subject: FW: Glendale (City of) AZ - Moody's Commentary on loss of nhl team

FYI

MOODY'S COMMENTS ON IMPACT TO CITY OF GLENDALE, ARIZONA FROM POTENTIAL LOSS OF NHL TEAM

NEAR-TERM IMPACT IS MANAGEABLE; APPROXIMATELY \$144 MILLION IN SENIOR LIEN EXCISE TAX BONDS RATED Aa3 USED TO FINANCE ARENA

Glendale (City of) AZ  
Municipality  
Arizona

NEW YORK, May 7, 2009 -- On May 5, 2009 the Phoenix Coyotes, an NHL team based in Glendale, Arizona, filed for Chapter 11 bankruptcy and is seeking to sell the team to a potential buyer who would move it to Canada. The team currently plays at Jobing.com Arena, which is owned by the City of Glendale, Arizona and is leased to the team under a 30-year agreement. The arena was financed with the 2003 issuance of approximately \$155 million in excise tax revenue bonds (currently rated Aa3/stable), and approximately \$25 million of general obligation bonds (rated Aa2/stable). Moody's notes that none of these bonds are secured directly by team- or facility-related revenues and, as such, they remain well-secured by pledged city-wide excise tax and property tax collections. Nevertheless, the loss of the team and its related revenue generating activities in the retail development surrounding the arena would put unwelcome pressure on the city's financial operations, which are already experiencing revenue declines due to the recession. Moody's is closely monitoring developments relating to both the team's potential departure and the city's financial position and will comment further as warranted. A hearing regarding the team's Chapter 11 filing is reportedly scheduled for today, May 7, 2009 in U.S. Bankruptcy Court.

DIRECT PAYMENTS BY COYOTES TO CITY ARE SOMEWHAT NOMINAL

The Coyotes pay a nominal \$512,000 in annual rent to the city for use of the arena and remit a per ticket surcharge of approximately \$2.50 to cover the cost of parking at the arena generating \$1.93 million; together these revenues comprise about \$2.4 million annually. Although these revenues are not pledged to the bonds, the city uses these sources to offset the cost of annual debt service on the Series 2003 A and Series 2003B bonds, which was equal to \$8.9 million in fiscal 2008 and is equal to \$9.5 million in 2009. Should the Coyotes succeed in leaving Glendale, this loss of rental and ticket surcharge revenues, along with diminished sales tax revenues generated by the retail establishments in and around the arena which comprise the Westgate development, will add to the budgetary pressure the city is experiencing as a result of the recession. The Phoenix metropolitan area is in the midst of a severe economic downturn, which has halted growth and offers little hope for a quick recovery and Glendale has not been immune to the effects of the recession as illustrated by the decline in excise tax revenues thus far in fiscal 2009.

The city's senior lien excise tax bonds are secured by rental payments to be

FW Glendale (City of) AZ - Moody's Commentary on loss of nhl team made by the City of Glendale to the Glendale Municipal Property Corporation under a lease agreement. The city has pledged its excise taxes, which consist of unrestricted local sales and use taxes, state shared revenues, and other fees and charges to make such payments. Senior lien maximum annual debt service coverage by fiscal 2008 pledged revenues was 5.66 times. Due the recession, excise tax revenues have reportedly declined by approximately 12% over 2008. By applying this percentage decline to the fiscal 2008 pledged revenues, Moody's estimates that coverage of senior lien maximum annual debt service would decline to just under 5.00 times.

Although the Coyotes signed a 30-year agreement with an early-termination penalty of reportedly more than \$700 million, Moody's believes that a great deal of uncertainty exists regarding the team's ability to make this payment, or even a portion of this payment, to the city given the reported offer of only \$212.5 million for the purchase of the team.

Legal provisions for the senior lien bonds delineate an additional bonds test and rate covenant 3.0 times. For the Series 2003 A & B bonds which financed the hockey arena there is no debt service reserve fund. For some of the later senior lien bonds, a debt service reserve requirement is triggered when coverage is less than three times senior lien maximum annual debt service.

The reserve requirement is standard and equal to the lesser of 10% of par, MADS, or 125% of average annual debt service.

#### KEY STATISTICS

Coverage of senior lien MADS by FY08 pledged revenues: 5.66 times

Coverage of senior lien MADS by estimated FY09 pledged revenues: 4.98 times

Fiscal 2008 pledged revenues: \$127.4 million

Average annual growth in pledged revenues, 2003 to 2008: 7.7%

Total senior lien excise tax revenue debt outstanding: \$282.4 million

2007 estimated population: 246,531

2005 per capita income: \$20,699 (88.6% of state)

2005 median family income: \$58,058 (112.8% of state)

Full value: \$16.7 billion

Average annual growth in full value, 2003 to 2008: 17.2%

Full value per capita: \$68,365

Direct debt burden: 4.3%

Overall debt burden: 6.8%

FY08 general fund balance: \$66.4 million (36.9% of revenues)

FY08 unreserved general fund balance: \$57.1 million (31.8% of revenues)

#### ANALYSTS:

Patrick Ford, Analyst, Public Finance Group, Moody's Investors Service  
Dan Steed, Backup Analyst, Public Finance Group, Moody's Investors Service  
Matthew Jones, Senior Credit Officer, Public Finance Group, Moody's Investors Service

FW Glendale (City of) AZ - Moody's Commentary on loss of nhl team

CONTACTS:

Journalists: (212) 553-0376

Research Clients: (212) 553-1653

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**From:** Tom Hocking [tlhocking@msn.com]  
**Sent:** Monday, June 01, 2009 1:44 PM  
**To:** Lynch, Art  
**Subject:** FW: Narrative on Revenue Impact  
**Attachments:** Financial Impact of Phoenix Coyotes Relocation-Narrative 6-1-09.doc

Art -- I just got back an error message. I'm not sure if you got a copy of this narrative, so I am sending it to you again.

Tom

TLHocking & Associates LLC  
(480) 368-1010  
(480) 368-1011 (fax)

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From: tlhocking@msn.com  
To: ctindall@glendaleaz.com  
Subject: Narrative on Revenue Impact  
Date: Mon, 1 Jun 2009 10:49:28 -0700

Craig and Art

Attached is a draft of the assumptions used in the analysis of the financial impact of the Coyotes. Please call me if you have any questions.

Thanks  
Tom

TLHocking & Associates LLC  
(480) 368-1010  
(480) 368-1011 (fax)

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**From:** Tom Hocking [tlhocking@msn.com]  
**Sent:** Tuesday, June 02, 2009 4:01 PM  
**To:** Lynch, Art  
**Subject:** Financial Impact Report

Art -- FYI... I have sent the report and the spreadsheets to Craig. I have asked him to make a copy to you. I have sent them in pdf. If you would like the excel file I would be happy to send to you.

Thanks,

Tom

TLHocking & Associates LLC  
(480) 368-1010  
(480) 368-1011 (fax)

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**From:** Reed, Karen A.  
**Sent:** Thursday, July 09, 2009 2:17 PM  
**To:** Lynch, Art  
**Subject:** John Kaites [REDACTED]

Please call John Kaites at [REDACTED] Call him in 30 mins, he has to make a conference call right now

**Li, Paul**

---

**From:** Gerald Sheehan [gsheehan@beaconsportscapital.com]  
**Sent:** Friday, July 10, 2009 1:15 PM  
**To:** Lynch, Art  
**Cc:** Wood, Diane; Richard Billings  
**Subject:** Beacon Sports Capital - Invoice  
**Attachments:** City of Glendale AZ Invoice - June 2009.xls

Art:

Following up on the status of the attached invoice we sent to you last month.

Thanks,  
Gerry Sheehan  
Managing Director  
Beacon Sports Capital Partners, LLC  
1233 Highland Avenue, Suite B  
Needham, MA 02492

**From:** Frisoni, Julie  
**Sent:** Monday, July 20, 2009 3:11 PM  
**To:** Liewer, Jennifer; Lynch, Art  
**Subject:** RE: Getting in touch with Ed

Art:

I understand that ed's office forwarded this call to you today. This is an email from Rebekah on what she is looking for. Let us know if you need anything from us.

---

**From:** Sanders, Rebekah [mailto:Rebekah.Sanders@arizonarepublic.com]  
**Sent:** Monday, July 20, 2009 3:05 PM  
**To:** Frisoni, Julie; Liewer, Jennifer  
**Subject:** Getting in touch with Ed

Julie and Jennifer—

I left a message with Ed's assistant this afternoon. Would you do what you can to get him on the phone for me this afternoon or tomorrow before 3 p.m. at the latest? Carrie and I are looking at the different possible scenarios for a deal struck between Glendale and a new owner like Reinsdorf – what the city could and could not give up, what other cities have done in similar situations, when the public can expect to see a proposal, etc.

I do want to talk to Ed since he's directly involved in negotiations and the one who will bring any future deal to the City Council.

Thanks.

—  
**Rebekah L. Sanders**  
Glendale reporter, The Arizona Republic  
Follow me on Twitter @RebekahLSanders  
Read stories at [glendale.azcentral.com](http://glendale.azcentral.com)

**From:** Moreno, Jean  
**Sent:** Monday, July 20, 2009 1:49 PM  
**To:** Lynch, Art  
**Cc:** Coking, Nicole; Handlong, Amy  
**Subject:** message from Ed

Art...I know you were on the phone when Nikki tried you. We needed to make sure you saw the most recent item from AK in your box. Ed said you may want to call JK as well. Call us.

*Jean Moreno*

Assistant to the City Manager  
5850 W. Glendale Ave., Ste. 431  
Glendale, Arizona 85301

  
[www.glendaleaz.com](http://www.glendaleaz.com)  


**From:** Klein, Adam R. [adam.klein@kattenlaw.com]  
**Sent:** Thursday, July 23, 2009 5:17 PM  
**To:** Lynch, Art  
**Cc:** John Kaite; Padmanabhan, Ram  
**Subject:** got your vm just now

I am tied up with putting together our group's bid for tomorrow's deadline (and just received Sellers' comments). Please talk to Ram ([REDACTED]) with any comments re the Term Sheet (hopefully they are minor at this point so that we can submit our bid tomorrow)

**ADAM R. KLEIN**

Partner

**Katten Muchin Rosenman LLP**

525 W. Monroe Street / Chicago, IL 60661-3693

[REDACTED]  
adam.klein@kattenlaw.com / www.kattenlaw.com

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**From:** Liewer, Jennifer  
**Sent:** Wednesday, July 22, 2009 4:37 PM  
**To:** Hanna, Pam; McCracken, Darcie; Steinke, Summer  
**Cc:** Frisoni, Julie; Beasley, Ed; Moreno, Jean; Lynch, Art; Tindall, Craig; Wells, Caroline  
**Subject:** FW: ABC 15 News Public Records Request

Just as a point of clarification. I did speak with Danell on the phone and she is looking for the documents that we release to the Goldwater Institute and Arizona Republic based on the judges ruling yesterday.

---

**From:** Gallardo, Danell [mailto:DGallardo@abc15.com]  
**Sent:** Wednesday, July 22, 2009 1:03 PM  
**To:** Liewer, Jennifer; KNXV- Assignment Desk  
**Subject:** ABC 15 News Public Records Request

July 22, 2009

City of Glendale  
Public Information Office  
Glendale, Arizona

**Re: Public Records Request related to the negotiations of the sale of the Phoenix Coyotes**

Pursuant to the Arizona Public Records Request, ARS 39-121, I hereby formally request as a member of the news media at KNXV-TV, that you, in your capacity as the information officer for your agency, provide for my inspection and/or copying any documents related to the negotiations of the sale of the Phoenix Coyotes.

I am prepared to pay reasonable costs for locating the requested files and reproducing it.

I am making this request in my capacity as a journalist. I would appreciate your communicating with me by calling me at ( [REDACTED] ) or emailing me at [dgallardo@abc15.com](mailto:dgallardo@abc15.com). Thank you for your assistance.

Sincerely,

Danell Gallardo  
Assignment Editor  
KNXV/ABC 15 News  
[REDACTED]

**From:** Klein, Adam R. [adam.klein@kattenlaw.com]  
**Sent:** Tuesday, July 21, 2009 9:52 AM  
**To:** Lynch, Art; Beasley, Ed; Tindall, Craig; Flatbush; John Kaite; Tduckt@yahoo.com  
**Cc:** Padmanabhan, Ram  
**Subject:** Coyotes

My understanding is that we will be having a noon AZ time (2:00 Chicago time) conference call to discuss outstanding issues on the term sheet that need to be resolved by Thursday so our buyer group can feel comfortable making a bid on Friday. The dial in is as follows:

888-232-0366  
code: 908315

**ADAM R. KLEIN**

Partner

**Katten Muchin Rosenman LLP**

525 W. Monroe Street / Chicago, IL 60661-3693

[REDACTED] (312) 577-8739

adam.klein@kattenlaw.com / www.kattenlaw.com

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