

American Sports League Expansion and Relocation since 1988

Date	Expansion (X)	Relocation (R)	Franchise	Fee \$M	Teams	Div	Games
<i>Major League Baseball</i>							
1993	X		Colorado Rockies (NL)	95.00	27	4	162
	X		Florida Marlins (NL)	95.00	28	4	162
1998	X		Arizona Diamondbacks (NL)	130.00	29	6	162
	X		Tampa Bay Devil Rays (NL)	130.00	30	6	162
2005	R		Montreal Expos to Washington Nationals (NL)	...	30	6	162
<i>National Football League</i>							
1995	X		Carolina Panthers (NFC)	140.0	29	6	16
	X		Jacksonville Jaguars (AFC)	140.0	30	6	16
	R		Los Angeles Raiders to Oakland
	R		Los Angeles Rams to St. Louis	29.0
1996	R		Cleveland Browns to Baltimore Ravens	29.0
	R		Houston Oilers to Nashville	29.0
1999	X		Cleveland Browns	376.0	31	6	16
2002	X		Houston Texans	700.0	32	8	16
<i>National Basketball Association</i>							
1988	X		Charlotte Hornets	37.5	24	4	82
	X		Miami Heat	37.5	25	4	82
1989	X		Minnesota Timberwolves	37.5	26	4	82
	X		Orlando Magic	37.5	27	4	82
1995	X		Toronto Raptors	125.0	28	4	82
	X		Vancouver Grizzlies	125.0	29	4	82
2001	R		Vancouver Grizzlies to Memphis	30.0
2002	R		Charlotte Hornets to New Orleans	30.0
2004	X		Charlotte Bobcats	300.0	30	6	82
<i>National Hockey League</i>							
1991	X		San Jose Sharks	50.0	22	4	80
1992	X		Ottawa Senators	50.0	23	4	84
	X		Tampa Bay Lightning	50.0	24	4	84
1993	R		Minnesota North Stars to Dallas Stars
	X		Anaheim Mighty Ducks	50.0	25	4	84
	X		Florida Panthers	50.0	26	4	84
1995	R		Quebec Nordiques to Colorado Avalanche
1996	R		Winnipeg Jets to Phoenix Coyotes
1997	R		Hartford Whalers to Carolina Hurricanes
1998	X		Nashville Predators	80.0	27	6	82
1999	X		Atlanta Thrashers	80.0	28	6	82
2000	X		Columbus Blue Jackets	80.0	29	6	82
	X		Minnesota Wild	80.0	30	6	82

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North American Sports Leagues Home TV-Market Rankings 2007-08

Rank	Designated Market Area (DMA)	TV HHLDS	NFL	MLB	NBA	NHL
1	New York	7.392	2	2	2	3
2	Los Angeles	5.647	0	2	2	2
3	Chicago	3.469	1	2	1	1
4	Philadelphia	2.940	1	1	1	1
	Toronto (1)	2.597	0	1	1	1
5	Dallas-Ft. Worth	2.436	1	1	1	1
6	San Francisco-Oakland	2.419	2	2	1	1
7	Boston	2.394	1	1	1	1
9	Washington, DC	2.308	1	1	1	1
8	Atlanta	2.310	1	1	1	1
10	Houston	2.051	1	1	1	1
11	Detroit	1.925	1	1	1	0
12	Phoenix	1.803	1	1	1	1
13	Tampa-St. Pete	1.784	1	1	0	1
14	Seattle-Tacoma	1.782	1	1	1	0
15	Minneapolis-St. Paul	1.707	1	1	1	1
16	Miami-Ft. Lauderdale	1.536	1	1	1	1
17	Cleveland-Akron	1.534	1	1	1	0
	Montreal (2)	1.526	0	0	0	1
18	Denver	1.477	1	1	1	1
19	Orlando-Daytona Beach	1.434	0	0	1	0
20	Sacramento-Stockton	1.392	0	0	1	0
	Vancouver (3)	1.329	0	0	0	1
21	St. Louis	1.244	1	1	0	1
22	Pittsburgh	1.158	1	1	0	1
23	Portland, OR	1.150	0	0	1	0
24	Baltimore	1.095	1	1	0	0
25	Charlotte	1.086	1	0	1	0
26	Indianapolis	1.072	1	0	1	0
27	San Diego	1.051	1	1	0	0
28	Raleigh-Durham	1.040	0	0	0	1
29	Hartford & New Haven	1.007	0	0	0	0
30	Nashville	.966	1	0	0	1
31	Kansas City	.927	1	1	0	0
32	Columbus, OH	.906	0	0	0	1
33	Cincinnati	.904	1	1	0	0
34	Milwaukee	.891	0	1	1	0
35	Salt Lake City	.875	0	0	1	0
37	San Antonio	.792	0	0	1	0
43	Las Vegas	.707	0	0	0	0
45	Oklahoma City	.676	0	0	0	0
47	Memphis	.668	0	0	1	0
49	Jacksonville	.655	1	0	0	0
50	Buffalo	.637	1	0	0	1
53	New Orleans	.600	1	0	1	0
	Ottawa (4)		0	0	0	1
	Edmonton (5)		0	0	0	1
	Calgary (6)	.551	0	0	0	1
70	Green Bay-Appleton	.440	1	0	0	0
	U.S. Clubs		32	29	29	24
	Canadian Clubs		0	1	1	6
	League Totals		32	30	30	30

Source: Nielsen Media Research. (Canadian rank)

The Cost of NHL Southern Expansion Strategy

In 1993-94 the league spent 57 percent of league revenues for player salaries. That year the player's salaries took up \$414 million of the league's \$732 million in revenues. Player costs approached 76 percent of revenues at the time of the lockout in 2004-05. Beginning in 2005-06 the NHL salary cap sets the player cost limit at 57 percent of "Hockey Related Revenue."

NHL Cost Squeeze before the 2004-05 Lockout

	1993-94	2002-03
Average Player Salary	\$558,000	\$1,790,000
Total NHL Revenues	\$732 million	\$1.93 billion
Total Player Salaries	\$414 million	\$1.46 billion
Player Cost Squeeze	56.6%	75.6%

Source: John Vrooman and NHL

NHL Player Salaries "Southern Strategy"

Season	Avg. Salary
1990-91	\$276,000
1991-92	\$368,000
1992-93	\$465,000
1993-94	\$558,000
1994-95	\$733,000
1995-96	\$892,000
1996-97	\$981,000
1997-98	\$1,167,713
1998-99	\$1,288,974
1999-00	\$1,356,380
2000-01	\$1,434,885
2001-02	\$1,642,590
2002-03	\$1,790,209
2003-04	\$1,830,126
2004-05	Lockout
2005-06	\$1,460,000

Source: John Vrooman and NHL

NHL Sun Belt Expansion/Relocation Arena Subsidies

NHL Franchise	Arena	Year Open	Seating Cap	Luxury Suites	Club Seats	Arena Cost	Team Cost	Team Share
Anaheim Ducks*	Honda Center	1993	17.2	84	2,731	\$120	\$0	.000
San Jose Sharks*	HP Pavilion	1993	17.2	68	3,000	162	29	.180
Chicago Blackhawks/Bulls‡	United Center	1994	21.7	216	3300	175	170	.971
Vancouver Canucks†	General Motors Place	1995	19.2	88	2,200	120	120	1.000
Boston Bruins/Celtics‡	TD Banknorth Garden	1995	18.6	104	2350	160	160	1.000
Philadelphia Flyers/76ers‡	Wachovia Center	1996	18.2	126	1880	210	197	.937
Montreal Canadiens†	Le Centre Bell	1996	21.3	135	2,674	172	172	1.000
Ottawa Senators*†	ScotiaBank Place	1996	18.5	150	2,500	160	126	.790
Tampa Bay Lightning*	St. Pete Times Forum	1996	19.8	80	3,300	153	58	.381
Washington Capitals/Wizards‡	Verizon Center	1997	20.7	110	3045	260	200	.769
Nashville Predators*	Nashville Arena	1998	17.5	72	1,850	144	0	.000
Florida Panthers*	Bank Atlantic Center	1998	19.5	74	2,300	212	27	.127
Carolina Hurricanes**	RBC Center	1999	18.8	75	2,000	158	20	.127
Toronto Maple Leafs/ Raptors†‡	Air Canada Centre	1999	19.8	152	1500	180	180	1.000
Atlanta Thrashers/Hawks*	Philips Arena	1999	20.3	96	1866	213	170	.796
Denver Avalanche/Nuggets**‡	Pepsi Center	1999	19.3	95	1879	170	170	1.000
L.A. Kings/Lakers/Clippers‡	Staples Center	1999	20.0	160	2500	375	363	.968
Columbus Blue Jackets*	Nationwide Arena	2000	18.1	74	3,200	179	150	.838
Minnesota Wild*	Xcel Energy Center	2000	18.8	64	2,800	190	48	.253
Dallas Stars/Mavericks**‡	American Airlines Center	2001	19.2	130	1600	420	295	.702
Phoenix Coyotes**	Jobbing.com Arena	2003	17.7	89	400	220	40	.182

Source: John Vrooman

* Sun Belt Expansion

** Sun Belt Relocation

† Canadian Clubs

‡ Joint NHL+NBA Arenas

NHL Sun Belt Strategy: Nine Teams in Nine Years

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1992	X Ottawa Senators	50.0	23	4	84
	X Tampa Bay Lightning	50.0	24	4	84
1993	R Minnesota North Stars to Dallas Stars
	X Anaheim Mighty Ducks	50.0	25	4	84
	X Florida Panthers	50.0	26	4	84
1995	R Quebec Nordiques to Colorado Avalanche
1996	R Winnipeg Jets to Phoenix Coyotes
1997	R Hartford Whalers to Carolina Hurricanes
1998	X Nashville Predators	80.0	27	6	82
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Source: John Vrooman