

Table 1. North American Sports League Regimes

League	NFL	MLB	NBA	NHL
Size/Season	32 teams, 8 divisions, 16 games	30 teams, 6 divisions, 162 games	30 teams, 6 divisions, 82 games.	30 teams, 6 divisions, 82 games.
Playoffs	Four rounds, 12 teams (4 byes)	Three rounds, 8 teams (2 wild cards)	Four rounds 16 teams	Four rounds, 16 teams
Roster size	45 active / 53 total	25 active / 40 total	12 active / 15 total	20 active / 23 total
Bargaining Agreement	<i>Six years</i> 2006-11. NFLPA weak. Decertified before 1993 free agency.	<i>Five years:</i> 2007-11. MLBPA strong. 2003 first CBA reached without stop	<i>Six years:</i> 2005-11 NBA option year. 1998-99 lock out only work stoppage	<i>Six years:</i> 2005-11, NHLPA option. Lock-out cancelled 2004-05 season
Free Agency Conditions	<i>Unrestricted</i> free agency after 4 years. <i>Restricted</i> after 3 years	<i>Unrestricted</i> free agency after 6 years. <i>Arbitration</i> 3-5 years	<i>Unrestricted</i> after 1st contract with first refusal rights to team	<i>Unrestricted</i> age 27 after 4 years NHL. <i>Restricted</i> under age 27 by 2008.
Mean Salary	\$395,000 in 1990 to \$1.4M in 2007	\$579,000 in 1990 to \$2.95M in 2007	\$717K in 1990 to \$5.22M in 2007	\$221K in 1990 to \$1.77M in 2007
Payroll Cap/ Luxury Tax	<i>Hard cap since 1994:</i> 57-58% of TR (2006-11); \$109M (2007); \$116M (2008); 59-60% failsafe trigger cap. Minimum payroll 84-90% of cap	<i>Luxury tax (CBT):</i> 22.5% of payroll over \$148M (2007), \$155M (2008), \$162M (2009), \$170M (2010), \$178M (2011); 30% - 40% for 2 nd -3rd breach	<i>Soft cap 1983-84:</i> 57% of basketball related income BRI. 2008 cap \$55.6M, minimum 75% of cap. <i>Luxury tax</i> on payroll above 61% BRI: \$68M in 2008	<i>Hard cap 2005:</i> 57% of hockey related revenue (HRR). Cap \$44M in 2007; \$50.3M in 2008. Minimum of payroll range \$16M below cap
Local Revenue	Gate 20% of total shared 66/34. Venue 20% and unshared. Local media is zero	Gate 39%, venue 23%, media 16% 31% of local revenue shared (2006)	Gate 33% of total revenue. Local revenue is not shared	Gate 52%, venue 25%, media 20% of total. 4.5% of local revenue is shared.
Central Revenue	National media 60% of total shared equally. Six year deal 2006-11, CBS, FOX ABC/ESPN: \$116.7M per club	National media 17% of total shared equally. Seven year deal 2007-13 FOX, TBS and ESPN: \$26.8M per club	National media 25% of total shared equally. Six-year deal 2008-16 ABC/ESPN and TNT: \$31M per club	National media 6.4% of total shared equally. Six-year deal 2005-11 Vs; CBC/TSN (Canada) \$5M per club
Revenue Multiple	V/R = \$957M / \$204M = 4.7 2006 total revenue \$6.36 billion	V/R = \$431M / \$170M = 2.5 2006 total revenue \$5.11 billion	V/R = \$372M / \$119M = 3.1 2007 league revenue \$3.57 billion	V/R = \$200M / \$81M = 2.5 2007 league revenue \$2.44 billion

Table 2. Postseason-Playoff Rules in North American Sports Leagues

League	MLB	NFL	NBA	NHL
Size/Season	30 teams, 2 leagues, 6 divisions, 162 games. 2007 revenue	32 teams, 2 conferences 8 divisions, 16 games	30 teams, 2 conferences, 6 divisions, 82 games.	30 teams, 2 conferences, 6 divisions, 82 games.
2007/08 Revenue	\$6.08 billion league total \$203 million team average	\$6.54billion league total; \$204 million team average	\$3.57billion league total; \$119 million team average	\$2.6billion league total; \$87 million team average
Mid-Season Deadline	Straight non-waiver trades July 31, 4pm EST; waiver trades August 31.	Tuesday following week 6 of regular season 4 pm EST	Second to last Thursday in February, 3 pm EST	40 days before end of regular season, 3 pm EST.
Playoffs	3 rounds, 8 teams, 2 wild cards.	4 rounds, 12 teams (4 byes)	4 rounds, 16 teams	4 rounds, 16 teams
Seeding	3 division winners get 3 top seeds by record in each league; best non-division winner is 4th wild card seed. Home field based on record. No home field for Wild-card.	4 division winners seeded 1-4 by record in each conference; best non-division winners 5-6 wild card seed. Home field based on seeding.	3 division winners best non-division winner seeded 1-4 by record in each conference; next best teams seed 5-8. Home court based on record.	3 division winners seeded 1-3 in each conference; best non-division winners seeded 4-8 in each conference. Home ice based on seeding.
Round 1	#1 v #4; #2 v #3 in best 3 of 5 division series in each league. 2-2-1 format. Wild card cannot play v. own division.	Seeds #1 & #2 have byes in Round 1. #3 v #8; #4 v #5 in each conference. Reseeded after Round 1.	#1 v #8, #2 v #7, #3 v #6, #4 v #5 in best of 7 series; 2-2-1-1-1 format. Not reseeded after Round 1.	#1 v #8, #2 v #7, #3 v #6, #4 v #5 in best 4 of 7 series; 2-2-1-1-1 format. Reseeded after Round 1.
Round 2	Two winners in each league play in best of 7 League Championship Series; 2-3-2 format	#1 seed v lowest seed, #2 seed v other team in each conference in Division Playoffs.	Winner #1 v #8 v winner #4 v #5; winner #2 v #7 v winner #3 v #6 best of 7 series. 2-2-1-1-1 format	Top remaining seed v lowest seed, next seed v other team in each conference best of 7 series. 2-2-1-1-1 format
Round 3	World Series between League Champions, best of 7 games. 2-3-2 format. Home field to league all-star game winner.	Division Series winning teams play in American and National Football Conference Championship games.	Winning teams from each conference in best of 7 Championship series; 2-2-1-1-1 format	Winning teams each conference in best of 7 Championship series 2-2-1-1-1 format
Round 4	...	Super Bowl played between NFC AFC Champions on neutral site	Championship between Conference Champions in best of 7; 2-3-2 format; home court based on better record.	Stanley Cup between Conference Champions best of 7; 2-2-1-1-1 format; home ice based on better record.

Table 12. NFL and MLB Financial Results 2006 Season (\$M)

NFL	Value	Rev	V/R	Pay	P/R	MLB	Value	Rev	V/R	Pay	P/R
Dallas Cowboys	1,500	242	6.2	140	.579	New York Yankees	1,200	302	4.0	219	.725
Washington Redskins	1,467	312	4.7	142	.455	New York Mets	736	217	3.4	125	.576
New England Patriots	1,199	255	4.7	125	.490	Boston Red Sox	724	234	3.1	146	.624
Houston Texans	1,056	225	4.7	132	.587	Los Angeles Dodgers	632	211	3.0	113	.536
Philadelphia Eagles	1,052	224	4.7	128	.571	Chicago Cubs	592	197	3.0	115	.584
Denver Broncos	994	212	4.7	127	.599	St. Louis Cardinals	460	184	2.5	103	.560
Chicago Bears	984	209	4.7	117	.560	San Francisco Giants	459	184	2.5	99	.538
New York Giants	974	195	5.0	130	.667	Atlanta Braves	458	183	2.5	110	.601
Cleveland Browns	969	206	4.7	119	.578	Philadelphia Phillies	457	183	2.5	108	.590
New York Jets	967	193	5.0	115	.596	Washington Nationals	447	144	3.1	74	.514
Baltimore Ravens	965	205	4.7	142	.693	Houston Astros	442	184	2.4	106	.576
Tampa Bay Buccaneers	963	205	4.7	111	.541	Seattle Mariners	436	182	2.4	101	.555
Kansas City Chiefs	960	196	4.9	105	.536	Anaheim Angels	431	187	2.3	112	.599
Carolina Panthers	956	203	4.7	128	.631	Baltimore Orioles	395	158	2.5	86	.544
Miami Dolphins	942	215	4.4	133	.619	Chicago White Sox	381	173	2.2	102	.590
Pittsburgh Steelers	929	198	4.7	117	.591	San Diego Padres	367	160	2.3	90	.563
Green Bay Packers	927	197	4.7	121	.614	Texas Rangers	365	155	2.4	82	.529
Tennessee Titans	922	196	4.7	112	.571	Cleveland Indians	364	158	2.3	72	.456
Seattle Seahawks	921	196	4.7	132	.673	Detroit Tigers	357	170	2.1	98	.576
Cincinnati Bengals	912	194	4.7	133	.686	Toronto Blue Jays	344	157	2.2	90	.573
Indianapolis Colts	911	184	5.0	153	.832	Arizona D-Backs	339	154	2.2	88	.571
St Louis Rams	908	193	4.7	127	.658	Colorado Rockies	317	151	2.1	63	.417
Arizona Cardinals	888	189	4.7	134	.709	Cincinnati Reds	307	146	2.1	69	.473
Detroit Lions	870	189	4.6	125	.661	Oakland Athletics	292	146	2.0	80	.548
New Orleans Saints	854	194	4.4	118	.608	Minnesota Twins	288	131	2.2	76	.580
San Diego Chargers	826	192	4.3	125	.651	Milwaukee Brewers	287	144	2.0	65	.451
Buffalo Bills	821	189	4.3	102	.540	Kansas City Royals	282	123	2.3	66	.537
Oakland Raiders	812	189	4.3	94	.497	Pittsburgh Pirates	274	137	2.0	53	.387
Jacksonville Jaguars	811	189	4.3	121	.640	Tampa Bay D-Rays	267	134	2.0	57	.425
San Francisco 49ers	799	186	4.3	118	.634	Florida Marlins	244	122	2.0	31	.254
Atlanta Falcons	796	185	4.3	138	.746						
Minnesota Vikings	782	182	4.3	151	.830						
32 Team Average	957	204	4.7	125	.614	30 Team Average	431	170	2.5	93	.548
Coefficient of Variation	.171	.126	.075	.106	.139	Coefficient of Variation	.446	.218	.186	.362	.158

Source: *Forbes*. Pay includes benefits and bonuses. Revenues are net after revenue sharing.

NFL are clear. The coefficient of variation (CV) among revenues of NFL clubs in 2006 is 12.6 percent, which has been stable since before the salary cap (12 percent in 1993). NFL 2006 payrolls have a tight CV of 10.6 percent, which has been steady since inception of the cap in 1994 (CV = 8.8 percent). In the seasons (1990-93) before the salary cap the NFL payroll spread was about 16 percent from revenue sharing only. The relatively high NFL revenue multiple of 4.7 reflects relative revenue and cost certainty in spite of the players' payroll-revenue share of 61.4 percent. Expected revenues of teams soon playing in new venues (Indianapolis Colts in 2008, Dallas Cowboys in 2009 and Kansas City Chiefs, N.Y. Jets and N.Y. Giants in 2010) have higher valuation multiples 5.0 to 6.2. The bottom eight NFL clubs with multiples of 4.3 reflect cash flow disadvantages of playing in older venues. All eight of these clubs are NFL relocation-extortion threats.

The revenue and cost disparity among MLB clubs is also obvious. MLB club-revenue CV was 21.8 percent in 2006, which was down ten points from 31.8 percent in 2000 (29.1 percent in 2002 and 30.4 percent in 1990). This was the result of increased revenue sharing in MLB, but the redistribution effects remained modest compared to the NFL. Payroll variation among MLB clubs increased to 36.2 percent in 2006 (40 percent in 2004) from 23.4 percent in 1990. The relatively low MLB valuation multiple of 2.5 reflects this revenue and cost variation. The five most valuable clubs are separated from the rest of MLB with revenue multiples over 3.0. Expected ballpark revenue strengthens

Table 13. NBA and NHL Financial Results 2006-07 Seasons (\$M)

NBA	Value	Rev	V/R	Pay	P/R	NHL	Value	Rev	V/R	Pay	P/R
New York Knicks	608	196	3.1	121	.617	Toronto Maple Leafs	413	138	3.0	49	.355
Los Angeles Lakers	560	170	3.3	81	.476	New York Rangers	365	122	3.0	49	.402
Chicago Bulls	500	161	3.1	58	.360	Detroit Red Wings	293	109	2.7	53	.486
Detroit Pistons	477	154	3.1	63	.409	Montreal Canadiens	283	109	2.6	46	.422
Houston Rockets	462	149	3.1	68	.456	Dallas Stars	254	91	2.8	48	.527
Dallas Mavericks	461	140	3.3	91	.650	Philadelphia Flyers	244	87	2.8	47	.540
Cleveland Cavaliers	455	152	3.0	69	.454	Boston Bruins	243	87	2.8	46	.529
Phoenix Suns	449	145	3.1	66	.455	Colorado Avalanche	214	79	2.7	43	.544
Miami Heat	418	131	3.2	68	.519	Vancouver Canucks	211	96	2.2	46	.479
San Antonio Spurs	405	131	3.1	69	.527	Los Angeles Kings	209	84	2.5	42	.500
Boston Celtics	391	117	3.3	67	.573	Tampa Bay Lightning	199	85	2.3	48	.565
Sacramento Kings	385	128	3.0	68	.531	Anaheim Ducks	197	89	2.2	43	.483
Philadelphia 76ers	380	112	3.4	75	.670	New Jersey Devils	195	65	3.0	55	.846
Toronto Raptors	373	124	3.0	57	.460	Ottawa Senators	186	93	2.0	46	.495
Washington Wizards	348	112	3.1	67	.598	Minnesota Wild	180	78	2.3	43	.551
Utah Jazz	342	114	3.0	66	.579	Chicago Blackhawks	179	69	2.6	42	.609
New Jersey Nets	338	102	3.3	68	.667	San Jose Sharks	165	72	2.3	43	.597
Indiana Pacers	333	107	3.1	67	.626	Calgary Flames	164	77	2.1	46	.597
Orlando Magic	322	92	3.5	65	.707	Buffalo Sabres	162	74	2.2	44	.595
Denver Nuggets	321	104	3.1	70	.673	Edmonton Oilers	157	71	2.2	42	.592
Golden State Warriors	309	103	3.0	69	.670	Carolina Hurricanes	156	68	2.3	42	.618
Minnesota Timberwolves	308	103	3.0	71	.689	Pittsburgh Penguins	155	67	2.3	34	.507
Memphis Grizzlies	304	98	3.1	66	.673	Florida Panthers	151	67	2.3	39	.582
Los Angeles Clippers	294	98	3.0	63	.643	Columbus Blue Jackets	150	68	2.2	41	.603
Charlotte Bobcats	287	93	3.1	46	.495	New York Islanders	149	60	2.5	45	.750
Atlanta Hawks	286	95	3.0	53	.558	Atlanta Thrashers	148	67	2.2	44	.657
New Orleans Hornets	272	91	3.0	58	.637	Phoenix Coyotes	147	67	2.2	43	.642
Seattle SuperSonics	269	81	3.3	61	.753	Washington Capitals	145	66	2.2	35	.530
Milwaukee Bucks	264	88	3.0	68	.773	St Louis Blues	144	66	2.2	38	.576
Portland Trail Blazers	253	82	3.1	82	1.000	Nashville Predators	143	65	2.2	43	.662
30 Team Average	372	119	3.1	69	.577	30 Team Average	200	81	2.5	44	.544
Coefficient of Variation	.244	.240	.045	.189	.225	Coefficient of Variation	.333	.229	.117	.102	.179

Source: *Forbes*. Pay includes benefits and bonuses.

the Washington Nationals in 2008 and N.Y. Mets and N.Y. Yankees in 2009. The six bottom clubs with revenues below \$140 million are falling behind the pack, in spite of expected revenue from new parks for Minnesota Twins and KC Royals in 2010. One of the problems with increased revenue sharing concerns clubs like the Florida Marlins whose \$31 million payroll was less than the \$33.4 million revenue sharing transfer or MLB's national revenue share of 53.3 million for 2006.⁷⁸

Intra-league financial results for the NBA and NHL are shown in Table 13 for the 2006-07 seasons. The two to one revenue disparity reflects the lack of revenue sharing and the payroll variations show the nature of salary caps in both leagues. The CV of revenues among NBA clubs has been about 24 percent since 2000, which is down from 30 percent in the early 1990's. The variation of NBA team player costs in 2006-07 was 19.1 percent, which has consistently been about 20 percent since 1990. The valuation multiple of 3.1 reflects moderate certainty for all NBA teams with the positive exceptions of new venues expected for the Orlando Magic and New Jersey (Brooklyn) Nets in 2010.

⁷⁸ MLB requires teams "to spend receipts to improve on-field performance" and low payroll clubs argue that they are investing transfers in player development rather than current payroll. MLB transferred \$326 million total in 2006. Major payers were NY Yankees \$78.7 million, Boston Red Sox \$59.7 million and NY Mets \$30.7 million. Major recipients were Tampa Bay Rays \$36 million, Florida Marlins \$33.4 million, Kansas City Royals \$33.2 million, Toronto Blue Jays \$31 million, Pittsburgh Pirates \$25 million and Minnesota Twins \$22 million.

Table 9. North American Television Rights Fees

Years	Years	Total Rights	Annual Rights	Broadcast					Cable		Satellite	CBC TSN
				ABC	CBS	NBC	FOX	ESPN	TBS	Other ^a	DirecTV	
<i>National Football League</i>												
1970-73	4	188	47	8	22	17
1974-77	4	218	55	13	24	18
1978-81	4	646	162	60	54	48
1982-86	5	2,100	420	115	120	107
1987-89	3	1,428	476	125	165	135	...	51
1990-93	4	3,600	900	225	265	188	...	111	111
1994-97	4	4,388	1,097	230	...	217	395	131	124
1998-05	8	19,600	2,600	550	500	...	550	600	400	...
2006-11	6	22,110	3,735	...	623	600	713	1,100	700	...
<i>Major League Baseball</i>												
1972-75	4	72	18	18
1976-79	4	93	23	12	...	11
1980-83	4	190	48	25	...	23
1984-89	6	1,125	188	96	...	92
1990-93	4	1,460	365	...	265	100
1994-95	2	415	208	83	...	83	...	42
1996-00	5	1,625	325	80	115	87
2001-06	6	3,351	559	417	142
2007-13	7	5,622	803	257	296	150	...	100	...
<i>National Basketball Association</i>												
1973-78	5	48	10	...	10
1978-82	4	74	19	...	19
1982-86	4	123	31	...	23	3	5
1986-90	4	248	62	...	43	19
1990-94	4	875	219	150	69
1994-98	4	1,100	275	188	88
1998-02	4	2,640	660	438	223
2002-08	6	4,600	767	400	367
2008-16	8	7,440	930	560	370
<i>National Hockey League</i>												
1983-85	3	12	4	4
1985-88	3	36	12	8	4
1988-92	4	152	38	17	...	21
1992-94	2	185	37	16	21
1994-99	5	500	100	31	16	53
1999-04	5	878	176	120	56
2005-08	3	361	120	^a	69	...	51
2008-11	3	443	148	75	...	73

Comparable media deals: NASCAR \$560 million per year 2007-14 (8 years \$4.48 billion) FOX/ ESPN/TNT.

NASCAR \$400 million per year 2001-06 (6 years \$2.4 billion) with NBC/FOX.

NCAA Basketball Tournament \$565 million per year 2003-14 (11 years \$6.2 billion) CBS.

English Premier League \$1.5 billion per year 2007-10 (3 years \$4.5 billion) BSkyB/Setanta/BBC.

^aNHL annual rights 1981-85 USA Network \$4 million; 1988-91 SportsChannel \$17 million and \$5.5 million in 1992; Comcast Vs \$69 million 2005-08 and \$75 million 2008-11. Canadian rights in \$US. NBC-NHL profit sharing deal 2005-08.

its own exclusive eight-game package late in the 2007 season.⁶³ All NFL games were available, but fan access is becoming more exclusive and expensive through price discrimination and vertical integration.

⁶³ Controversy arose about the exclusivity of the NFL Network on DirecTV and its placement in a premium sports tier on Comcast Cable. FCC anti-siphoning rules were overturned in *Home Box Office, Inc. v. FCC*, 567 F.2d 9, 36 (D.C. Cir. 1977), but exclusive games revived Congressional discussion of the SBA exemption.

Table 11. Expansion, Relocation and Extortion

Year	X/R	League/Club	Fee ^a	League	DMA ^b	Venue ^a	Public%
<i>National Football League</i>							
1995	X	Carolina Panthers (NFC)	140	29	1.09	248	24.6
	X	Jacksonville Jaguars (AFC)	140	29	.66	^c 141	85.8
	R	Los Angeles Raiders to Oakland	...	30	2.42	^c 128	100.0
	R	Los Angeles Rams to St. Louis	^f 29	30	1.24	299	100.0
1996	R	Cleveland Browns to Baltimore Ravens	^f 29	30	1.10	229	87.3
	R	Houston Oilers to Nashville	^f 29	30	.97	292	75.7
1999	X	Cleveland Browns (AFC)	530	31	1.53	314	74.8
2002	X	Houston Texans (AFC) ^e	700	32	2.05	449	70.6
<i>Major League Baseball</i>							
1993	X	Colorado Rockies (NL)	95	27	1.48	231	82.3
	X	Florida Marlins (NL)	95	28	1.54	^c
1998	X	Arizona Diamondbacks (NL)	130	29	1.80	354	66.9
	X	Tampa Bay Devil Rays (AL)	130	30	1.78	218	100.0
2005	R	Montreal Expos to Washington Nationals	450	30	2.31	611	100.0
<i>National Basketball Association^g</i>							
1995	X	Toronto Raptors	125	28	2.60	180	^d 0.0
	X	Vancouver Grizzlies	125	29	1.33	120	^d 0.0
2001	R	Vancouver Grizzlies to Memphis	30	30	.67	250	93.6
2002	R	Charlotte Hornets to New Orleans	30	30	.60	^c 122	100.0
2004	X	Charlotte Bobcats	300	30	1.09	265	91.3
<i>National Hockey League</i>							
1991	X	San Jose Sharks	50	22	2.42	133	82.1
1992	X	Ottawa Senators	50	23	.60	160	21.3
	X	Tampa Bay Lightning	50	24	1.78	153	62.1
1993	R	Minnesota North Stars to Dallas Stars	...	24	2.44	420	^d 29.8
	X	Anaheim Mighty Ducks	50	25	5.65	120	100.0
	X	Florida Panthers	50	25	1.54	212	87.3
1995	R	Quebec Nordiques to Colorado Avalanche	...	26	1.48	170	^d 0.0
1996	R	Winnipeg Jets to Phoenix Coyotes	...	26	1.80	220	81.8
1997	R	Hartford Whalers to Carolina Hurricanes	...	26	1.04	158	87.3
1998	X	Nashville Predators	80	27	.97	144	100.0
1999	X	Atlanta Thrashers	80	28	2.31	213	^d 20.2
2000	X	Columbus Blue Jackets	80	29	.91	179	19.2
	X	Minnesota Wild	80	30	1.71	190	74.7

X= Expansion R= Relocation

^a Venue cost and expansion/relocation fees in \$millions

^b DMA 2007-08 Nielsen Media Designated Market Area in million households

^c Renovations; ^d Joint NBA-NHL arenas

^e Seattle Seahawks switched from AFC to NFC in 2002 realignment of eight divisions of 4 teams.

^f Relocation fee is share of PSL payments to Ravens (\$65 million), Titans (\$71 million) and Rams (\$78 million).

^g NBA added Charlotte Hornets, Miami Heat (1988); Minnesota T-Wolves, Orlando Magic (1989) fee of \$37.5 million.

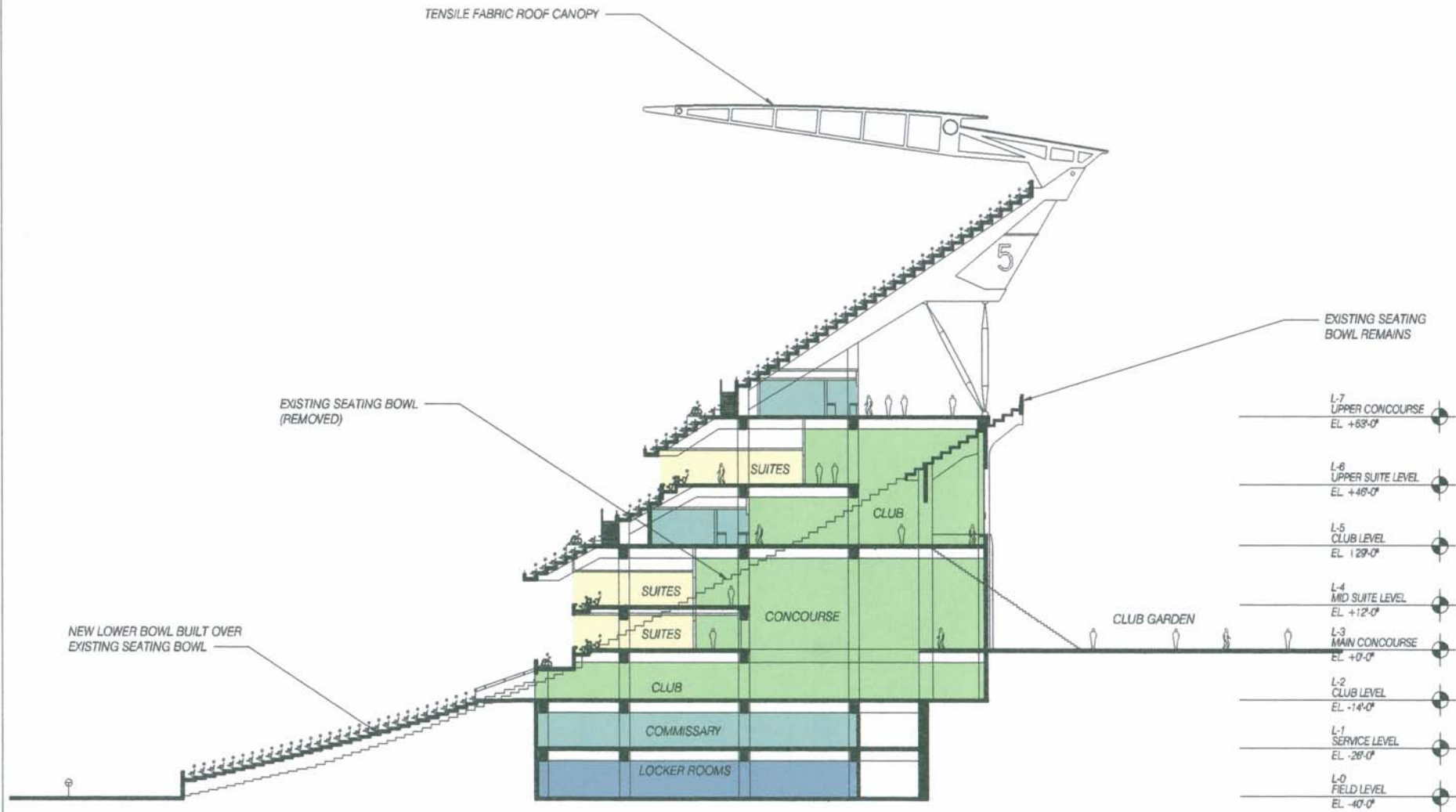
The NFL retro-expanded into Cleveland in 1999 for 75 percent public funding of the new Browns Stadium with 147 suites and 8,800 club seats.⁷³ After several delays between competing L.A. investment groups, the NFL decided instead to retro-fill the Houston market for 71 percent public funding of Reliant Stadium (191 suites and 8,300 club seats) in 2002. The new Cleveland Browns paid an expansion fee of \$530 million and Houston Texans paid a premium fee of \$700 million. That left the second largest U.S. TV market L.A. without a NFL team. This was not a major problem for two reasons.

⁷³ In litigation settlement the NFL promised the City of Cleveland a new Browns club by 1999 and allowed the old Browns to become the Baltimore Ravens. The League did not say whether the new Cleveland team would be a relocation or expansion franchise until 1998 after stadium deals were completed in Tampa and Cincinnati.

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	0
11	Detroit	1.925	1	1	1	1
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: John Vrooman Nielsen Media Research. (Canadian rank)



Approximate Scale
1 inch = 40 feet

This rendering is conceptual and is subject to change.

Source: NBBJ Architects, A401 - 50 Yard Line Section, July 22, 2003.



CHRISTOPHER A. JOSEPH & ASSOCIATES
Environmental Planning and Research

Figure III-19
Conceptual Plan - 50 Yard Line Section



MEADOWLANDS



INVESCO

Table 3. English Premier League and French Ligue 1 2004/2005 (€M)

English Premier League	Rev	TV	Pay	Pay/Rev	Rank	Points	French Ligue 1	Rev	TV	#Pay	Pay/Rev	Rank	Points
Manchester United †‡	237.5	71.5	114.7	0.483	3	77	Olympique Lyonnais†‡	92.9	45.8	51.1	0.550	1	79
Chelsea †‡	222.0	82.0	162.3	0.731	1	95	Monaco†	85.4	35.2	43.4	0.508	3	63
Liverpool †‡*	181.2	75.5	95.7	0.525	5	58	Paris Saint-Germain†	72.8	31.3	40.7	0.558	9	51
Arsenal†*	171.5	72.4	98.3	0.573	2	83	Olympique de Marseille	66.9	22.1	46.9	0.701	5	55
Newcastle United*	129.6	41.6	74.8	0.576	14	44	Lens	51.9	16.8	24.6	0.474	7	52
Tottenham Hotspur*	105.2	38.0	49.3	0.469	9	52	Sochaux-Montbéliard	44.8	15.9	19.1	0.428	10	50
Manchester City*	90.1	38.7	56.2	0.619	8	52	Girondins de Bordeaux	44.2	12.3	26.3	0.596	15	44
Everton	89.4	44.0	45.9	0.513	4	61	Nantes	37.4	11.8	24.5	0.655	17	43
Bolton Wanderers	79.1	37.7	37.8	0.478	6	58	Saint-Etienne▲	36.7	16.8	15.1	0.412	6	53
Middlesbrough	77.5	36.0	43.2	0.558	7	55	Lille	35.7	20.5	18.7	0.524	2	67
Aston Villa ‡*	76.9	34.0	49.3	0.641	10	47	Stade Rennais	33.1	16.6	21.7	0.657	4	55
Southampton *▼	66.8	30.0	41.4	0.621	20	32	Toulouse	32.4	11.2	12.5	0.387	13	46
Birmingham City*	63.6	31.4	40.7	0.639	12	45	Auxerre	31.8	17.5	21.6	0.678	8	52
Blackburn Rovers*	61.5	30.3	46.6	0.758	15	42	Strasbourg	26.4	13.5	19.1	0.726	11	48
Charlton Athletic*	60.6	32.9	43.1	0.710	11	46	Metz	22.8	9.6	12.2	0.537	16	44
Fulham ‡	58.9	31.2	50.5	0.858	13	44	Nice	21.2	11.4	12.8	0.605	12	46
Norwich City*▼▲	55.7	27.9	25.2	0.452	19	33	Caen ▼▲	21.1	9.4	10.3	0.485	18	42
West Bromwich Albion*▲	54.4	29.0	31.1	0.573	17	34	Bastia ▼	13.9	8.6	11.7	0.842	19	41
Portsmouth○	53.6	29.7	37.3	0.694	16	39	Ajaccio	13.7	9.7	9.6	0.703	14	45
Crystal Palace○▼▲	52.2	27.4	27.6	0.529	18	33	Istres OP ▼▲	12.5	8.1	7.2	0.574	20	32
English Premier Average	99.4	42.1	58.6	0.600	French Ligue 1 Average	39.9	17.2	22.5	0.580

Sources: *Deloitte, Annual Review of Football Finance* and *LFP/DNCG 2004/05*; and annual reports for listed EPL clubs.

▲ Promoted for 2004/05. ▼ Relegated after 2004/05. ‡ Foreign ownership. Exchange rates, 1 July 2004: €1 = £ 0.671 = \$1.206.

† Champions League revenues included in total revenue. EPL (four teams): Manchester United €16.3million (16), Chelsea €28million (4), Arsenal €23.4million (16) and Liverpool €30.6million (1). Ligue 1 (three teams): Olympique Lyonnais €20.4million (8), Monaco €13.7million (16), and Paris Saint-Germain €12.4million (32).

* Public Limited Company (PLC); otherwise Private Limited Company (LTD). Manchester United de-listed from LSE in June 2005 after take-over by Malcolm Glazer. Aston Villa de-listed October 2006 after takeover by Randy Lerner. Chelsea de-listed in July 2003 after takeover by Roman Abramovich. Ligue 1, OL's IPO was in February 2007.

LFP Ligue 1 social charges are about 23 percent of total payroll costs, except for Monaco, where they are about ten percent of total payroll.

○ Clubs previously in administration. Portsmouth was taken into administration in 1998 bought by Milan Mandaric in 1999, and then sold to Sacha Gaydamak in 2006 €77.5million. Crystal Palace was placed in administration 1999 sold to Simon Jordan in 2000

Table 3. Playoff Rules in English Premier League/UEFA Champions League

EPL Size/Season	20 teams, 38-game season, bottom 3 teams relegated, replaced by 3 teams promoted from lower division.
2007/08 Revenue	\$3.36 billion league total; \$168 team average
Transfer Windows	Winter transfer window: January 1-31, 17:00 GMT Summer transfer window; end of season through August 31, 17:00 BST
Group stage*	5 rounds, 32 teams.
Seeding**	EPL Champion and runner-up are directly seeded in UCL group stage. N3 and N4 are seeded in 3rd qualifying round (since 2002). N5 N6 seeded in consolation Europa League (UEFA Cup before 2009).
Round 1	Group Stage: 32 teams are split into 8 groups of 4 teams, seeded with country protection by UEFA coefficient. 6 home and away matches played within groups. Top 2 from each group enter Round 2, 3 rd place enters consolation Europa League Round of 32, 4 th place eliminated.
Round 2	16 team knock out-phase. Group winners play other group runners-up (other than teams from own pool or nation) home and away matches winner based on total goals.
Round 3	Quarter final draw is un-seeded and open without country protection. Home and away legs with winner based on aggregate goals
Round 4	Semi-finals match 4 winners from Quarter finals same unseeded open draw as round 3, home and away legs winner based on total goals
Round 5	UEFA Champions League Finals is a single match at neutral site

*UEFA Champions League is comprised of three qualifying rounds, a group stage, and four knockout rounds. In the three qualifying rounds, clubs play two matches against each other home and away, 16 winners of the third qualifying round face 16 automatic entrants in the 32-team group stage.

**Top three European leagues based on UEFA seeding coefficients (Spain England Italy in 2009) each place 4 teams in UCL, 2 directly in 32 team group stage and 2 teams enter 3rd qualifying round. The 4th-6th leagues (France, Germany and Portugal) place 4 teams (2 in group stage and one in 3rd qualifying round. Leagues ranked 6-9 place 2 teams in group stage. UCL Cup holder is also placed in group stage.

Table 2. English Premier League Television Rights Fees (€M)

Seasons	Years	Total Rights	Total Annual	Games /PPV	Broadcast			PPV	Highlights		Overseas
					BBC	ITV	BSkyB		BBC	ITV	
1983-85	2	7.8	3.9	10	3.9
1985	½	1.9	3.9	6	3.9
1986-88	2	9.4	4.7	14	4.7
1988-92	4	65.6	16.4	18	...	16.4
1992-97	5	378.5	75.7	60	57.1	...	6.7	...	11.9
1997-01	4	1,253.2	313.3	60	249.6	...	27.2	...	36.5
2001-04	3	2,446.7	815.6	66/40	546.4	89.9	...	90.9	88.4
2004-07	3	2,114.4	704.8	88/50	508.6	...	52.2	...	144.0
2007-10	3	3,729.3	1,243.1	92/46	652.7	194.7	85.2	...	310.5

€1 = £ .671 = \$1.206.

Table 7. European Money-League 2004/05 and National Football League 2005 (€M)

European Team	League	G14	Revenue	Value	TV	UCL	NFL Team	Revenue	Value	Payroll	Pay/Rev
Real Madrid	ESP	●	275.7	838.9	88.0	13.7	Washington Redskins	251.2	1179.7	54.8	.218
Manchester United†*	ENG	●	237.5	1,138.2	71.7	16.3	New England Patriots	207.3	974.9	78.3	.378
AC Milan	ITA	●	234.0	763.5	138.0	26.2	Dallas Cowboys	194.8	972.4	68.1	.350
Juventus*	ITA	●	229.4	569.5	124.4	15.1	Houston Texans	184.0	864.6	67.7	.368
Chelsea	ENG		222.0	421.1	82.0	28.0	Philadelphia Eagles	180.7	848.9	60.3	.333
Barcelona	ESP	●	207.8	364.8	79.0	16.0	Denver Broncos	171.6	808.3	79.1	.461
Bayern Munich	GER	●	185.9	637.5	42.8	18.4	Cleveland Browns‡	170.8	804.1	60.9	.357
Liverpool*	ENG	●	181.2	306.7	75.5	30.6	Tampa Bay Buccaneers†	168.3	791.7	61.2	.364
Inter Milan	ITA	●	177.2	417.8	103.2	14.9	Baltimore Ravens	166.6	784.2	78.5	.471
Arsenal*	ENG	●	171.5	697.2	72.4	23.4	Chicago Bears	166.6	783.4	65.0	.390
AS Roma*	ITA		131.8	218.0	76.5	10.6	Carolina Panthers	165.0	775.9	74.8	.453
Newcastle United*	ENG		129.6	250.4	41.6	...	Green Bay Packers	160.8	755.2	53.6	.334
Tottenham Hotspur*	ENG		105.2	177.4	38.7	...	Miami Dolphins	160.8	756.0	58.8	.365
Schalke 04	GER		97.4	268.6	16.5	...	Seattle Seahawks	156.7	736.2	83.4	.532
Olympique Lyonnais*	FRA	●	92.8	172.4	45.8	20.4	Tennessee Titans	156.7	734.5	50.8	.324
Celtic*	SCO		92.0	162.5	25.3	10.5	Pittsburgh Steelers	155.0	729.5	69.8	.450
Manchester City*	ENG		90.1	184.0	38.7	...	Kansas City Chiefs	154.2	741.1	69.2	.448
Everton	ENG		89.4	114.4	44.0	...	New York Giants	150.9	737.8	68.3	.453
Monaco	FRA		85.4	170.8	35.2	13.7	New York Jets	148.4	726.2	65.8	.443
Valencia	ESP	●	84.6	161.7	44.1	14.5	St. Louis Rams	148.4	697.2	65.4	.441
SS Lazio*	ITA		83.1	166.2	44.1	...	Detroit Lions	147.6	695.5	66.8	.453
Glasgow Rangers*	SCO		81.6	155.0	11.3	...	Buffalo Bills	145.9	626.7	67.1	.460
Bolton Wanderers	ENG		78.6	100.6	37.7	...	Cincinnati Bengals	145.1	683.9	62.0	.427
Bayer Leverkusen	GER	●	78.2	156.7	16.5	13.5	Jacksonville Jaguars	143.4	616.8	69.1	.482
Aston Villa‡*	ENG		76.9	99.5	34.0		Oakland Raiders	141.8	610.1	81.4	.574
FC Porto*	POR	●	77.1	87.9	6.8	8.1	San Francisco 49ers	141.8	608.5	68.7	.484
Middlesbrough	ENG		77.0	98.6	36.0	...	Atlanta Falcons	140.9	605.2	81.9	.581
Borussia Dortmund*	GER	●	75.3	116.9	14.9	...	San Diego Chargers	140.9	606.0	65.3	.468
Paris Saint-Germain	FRA	●	72.8	116.0	31.3	12.4	Indianapolis Colts	138.4	693.9	64.2	.463
Olympique Marseille	FRA	●	66.9	190.7	22.1	...	Minnesota Vikings	138.4	596.9	70.8	.511
Ajax Amsterdam*	NED	●	66.6	141.8	8.3	7.8	New Orleans Saints	132.6	611.8	79.6	.600
PSV Eindhoven	NED	●	54.5	134.6	8.3	15.7	Arizona Cardinals	131.0	654.1	63.4	.484
European Averages 2005			125.3	300.0	48.6	16.5	NFL Averages 2005	159.6	744.1	67.9	.435

Sources: *Forbes, Deloitte: Football Money League 2006* and author. NFL 2005 payroll cap = €70.9million; TV share = €72.4 million. Exchange rate: €1 = £ 0.671 = \$1.206.

† Teams jointly owned by North American Malcolm Glazer: EPL Manchester United €1,177.5 million (2005) and NFL Tampa Bay Buccaneers €159.2million (1995).

‡ Teams jointly owned by North American Randy Lerner: EPL Aston Villa €93.3m (2006) and NFL Cleveland Browns expansion franchise €311.7 million (1999).

* Public Limited Company: Manchester United de-listed from LSE in June 2005 after take-over by Malcolm Glazer. Aston Villa de-listed October 2006 after takeover by Randy Lerner. Chelsea de-listed in July 2003 after takeover by Roman Abramovich. Ligue 1's first PLC: Olympique Lyonnais IPO, February 2007.

MAJOR LEAGUE BASEBALL REVENUE SHARING 2005

MLB CLUB	REVENUE	NET	SHARE	PAYROLL	DIF
New York Yankees	353	277	-76	208.3	284.3
Boston Red Sox	258	206	-52	123.5	175.5
Chicago Cubs	211	179	-32	87.0	119.0
Seattle Mariners	204	179	-25	87.8	112.8
New York Mets	219	195	-24	101.3	125.3
Los Angeles Dodgers	209	189	-20	83.0	103.0
St Louis Cardinals	184	165	-19	92.1	111.1
Chicago White Sox	175	157	-18	75.2	93.2
San Francisco Giants	185	171	-14	90.2	104.2
Houston Astros	184	173	-11	76.8	87.8
Anaheim Angels	178	167	-11	97.7	108.7
Atlanta Braves	182	172	-10	86.5	96.5
Texas Rangers	153	153	0	55.8	55.8
Baltimore Orioles	154	156	2	73.9	71.9
Washington Nationals	141	145	4	48.6	44.7
San Diego Padres	152	158	6	63.3	57.6
Philadelphia Phillies	170	176	6	95.5	89.7
Cleveland Indians	144	150	6	41.5	35.5
Arizona D-backs	132	145	13	62.3	49.3
Colorado Rockies	129	145	16	48.2	32.2
Cincinnati Reds	121	137	16	61.9	45.9
Oakland Athletics	115	134	19	55.4	36.4
Minnesota Twins	92	114	22	56.2	34.2
Milwaukee Brewers	107	131	24	39.9	15.9
Detroit Tigers	121	146	25	69.1	44.1
Pittsburgh Pirates	100	125	25	38.1	13.1
Kansas City Royals	87	117	30	36.9	6.9
Toronto Blue Jays	105	136	31	45.7	14.7
Florida Marlins	88	119	31	60.4	29.4
Tampa Bay Rays	83	116	33	29.7	-3.3
MLB AVERAGE	158	158	0	73.1	73.2
TOTAL TRANSFER			312		