



THE 360 RESPONSE TO
**THE CITY OF FAYETTEVILLE
RFP COF1516856 FOR VENUE
MANAGEMENT FESTIVAL PARK**

FEBRUARY 1, 2024



TABLE OF CONTENTS

TABLE OF CONTENTS

A. COVER LETTER / LETTER OF INTENT	I
B. BUSINESS PLAN	1
BACKGROUND AND EXPERIENCE	1
OVG DIVISIONS	1
MANAGEMENT EXPERIENCE	3
PROMOTER RELATIONSHIPS	3
FACILITY OPERATIONS	4
APPROACH TO FOOD AND BEVERAGE SERVICES	5
IMPLEMENTATION OF BUSINESS PLAN	6
C. PROPOSALS	9
SCOPE OF SERVICES	9
PENDING LITIGATION	11
ORGANIZATIONAL CHART	11
REGIONAL STRUCTURE AND SUPPORT TEAM	12
D. REFERENCES	13
E. FINANCING PROPOSAL	14
FINANCIAL AND ADMINISTRATIVE PROCESSES	14
COMPENSATION PROPOSAL	15
F. DIVERSITY PLAN	19
OUR VISION	19
APPENDICES	
APPENDIX A CORPORATE SUPPORT	
APPENDIX B CLIENT LIST	



A.

**COVER
LETTER/LETTER
OF INTENT**



February 1, 2024

Ms. Kimberly Toon
Purchasing Manager
City of Fayetteville
433 Hay Street
Fayetteville, NC 28301

Dear Ms. Toon,

On behalf of OVG360, I am pleased to submit our sincere interest in responding to the City of Fayetteville's Request for Proposal for Venue Management of Festival Park (RFP #COF1516856). With a wealth of experience and a proven track record in successful venue management, we are excited about the prospect of contributing to the cultural and entertainment landscape of Fayetteville.

What sets OVG360 apart is our dedicated infrastructure to support venue management, hospitality services, and sponsorship sales on a regional and corporate basis. This holistic approach provides us with a thorough understanding of the guest experience and marketplace, allowing us to tailor our operations to be efficient and to truly form a partnership with our clients and the local community. Our strong network of similar venues in the Southeast and Mid-Atlantic regions positions us as a dynamic force in the industry. This network not only provides synergy but also creates opportunities for enhanced booking efforts, operational support, and sales initiatives. We believe that leveraging our historical knowledge of market challenges and opportunities specific to Fayetteville will contribute significantly to the success of Festival Park.

OVG360 has demonstrated a commitment to excellence through our role as operator at the Crown Complex since 2013. During this tenure, we have consistently maintained the highest standards of operational efficiency and significantly contributed to the financial success of the venues under our management. One of our notable achievements during this period is reducing the operating deficit by over \$1.5 Million per year, as compared to the historical operating benchmark. This amounts to nearly a \$15 Million savings to the County over the last 10 years based on our bottom-line focus on a day-to-day basis. This accomplishment underscores our dedication to partnership, fiscal responsibility, revenue generation, and effective resource management. To the County's credit, they have had the foresight to utilize significant portions of these savings to re-invest into the Crown Complex venues to enhance the operation, customer experience, and economic impact.

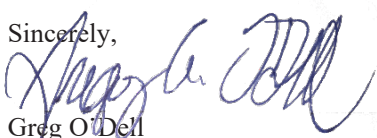
Since 2019, we have actively collaborated with Cumberland County to shape the vision for the new Crown Event Center. This transformative project, set to replace the existing Crown Arena and Crown Theatre, reflects our commitment to and experience with staying at the forefront of venue development and meeting the evolving needs of our partners. We see similar opportunities for investment, development, and enhancement of Festival Park to maximize events, revenues, customer experience, and economic and qualitative impacts on the community.

We believe our experience and our market knowledge positions us to drive value for Festival Park and the community at large. Ultimately, we feel strongly that Festival Park is complimentary and provides synergies with the Crown Complex venues, and vice versa. We can achieve a transparent structure and operating strategy that is a win for the City, County, and regional community.

We appreciate your consideration of our Proposal for Venue Management of Festival Park and are confident that our approach, industry expertise, and commitment to excellence will contribute significantly to the ongoing success of this vital cultural asset in Fayetteville.

As required by the RFP, OVG360 confirms that our proposal shall remain valid for a period of not less than 90 calendar days from the date of submittal. The contact for this process is Peter Zingoni, SVP, Business Development, OVG360 // Phone: (203) 241-9618 // pzingoni@oakviewgroup.com.

Sincerely,


Greg O'Dell
President, OVG360





B.

BUSINESS PLAN

B. BUSINESS PLAN

BACKGROUND AND EXPERIENCE



Oak View Group ("OVG") was founded in 2015 by Tim Leiweke and Irving Azoff, icons of the sports and live entertainment industries respectively. Along with our founders, our entire executive team is stacked with industry veterans who have made careers out of helping entrepreneurial and independent companies stand out from the competition. We are a global venue development, advisory, management, and investment company, specializing in sports, live entertainment, hospitality, and convention industries. OVG is the largest developer of sports, entertainment, and hospitality facilities with \$10 Billion committed spend on Festival Park developments over the next five years, including its most recent endeavor, the \$3 Billion planned entertainment district and 850,000 sq. ft. arena, convention center, casino, hotel, and amphitheater in Las Vegas, NV.

Through OVG's diverse divisions, which include OVG360, OVG Hospitality, OVG Business Development, OVG Global Partnerships, OVG Media and Conferences, OVG International, and Prevent Advisors, OVG effectively impacts all aspects of the business, meetings, and event industry. We are also proud to have established the OVG Arena and Stadium Alliance, which is comprised of 38 world-class venues partnering together for the first time in history to enhance the guest experience while driving incremental revenue through collaborative, ground-breaking solutions, as well as the OVG Theater Alliance featuring 39 marquee theaters and performing arts venues across 18 North American markets.

YEARS IN BUSINESS

Five (5) Years as OVG360 (Spectra 20+ yrs)

NUMBER OF EMPLOYEES

OVG is comprised of more than 5,000 full- and part-time employees.


CORPORATE ORGANIZATIONAL STRUCTURE

OVG's organizational structure provides our clients with comprehensive, readily available, and hands-on support in all facets of venue operations. We have included profiles for key leadership in *Appendix A* of this Response.




OVG DIVISIONS


OVG360, a division of OVG, is a full-service global venue management and hospitality company that helps client-partners reimagine the sports, live entertainment, and convention industries for the betterment of the venue, employees, guests, artists, athletes, and surrounding communities. Between our management and hospitality services, we currently operate in more than 400 facilities and have a portfolio of client partners spanning arenas, stadiums, convention centers, performing arts centers, cultural institutions, zoos, aquariums, state fairs and more. OVG360 provides a set of services, resources and expertise designed to elevate every aspect of business that matters to venue operators, helping our clients become more profitable, efficient, and safe for both customers and employees.

 **OVG Hospitality** is the food & beverage division of OVG360, and the fastest-growing hospitality company in the world, an achievement we earned by reimagining food service and designing for an evolved audience. We are at the forefront of culinary excellence because we continually challenge the norms and evolve our operations to maximize guest and client satisfaction. OVG Hospitality was conceived and created to address a desire to feed all of the senses. We make food and beverage exciting, we serve it with speed, and we are committed to embracing the flavors, brands, and cultures of the communities where we do business. We serve over 250,000 events and 40 million guests per year, and we have been responsible for managing events like the Olympics, the Super Bowl, and the World Series, and even catering for the President of the United States. Our team has the background and experience to successfully manage events of any size..

 **OVG Business Development** partners with visionary companies to reimagine the development of state-of-the-art sports & entertainment facilities, allowing them to reach new and expand existing markets. This team leads OVG's investment in major capital projects such as the renovation of Climate Pledge Arena, the development of UBS Arena and Co-op Live in Manchester, UK, as well additional international venues. Our expertise include Venue Design and Development, Finance, Operations, Maintenance, as well as M&A Services, Project Management, Live Entertainment Venue Consulting and more. OVG is the largest developer of sports, entertainment, and hospitality facilities, contributing to \$10 Billion of developed capital across our projects in the next five years.

 **OVG Global Partnerships** is OVG's sponsorship and naming rights division. Led by a team of former senior marketing executives for Fortune 500 companies, OVG Global

Partnerships connects world-class sports and entertainment properties with world-class brands to create mutually beneficial outcomes. We are leaders in sponsorship sales, brand consulting, partnership management, activation, creative, analytics and client service. OVG Global Partnerships represents live entertainment properties including professional sports teams, events, arenas, convention centers, stadiums, and theaters providing unprecedented access to industry knowledge, brands, and trends for its clients. Comprised of a team of over 150 sponsorship sales professionals across North America, the group has sold over \$4.6 Billion in revenue since 2019 and is humbled to have recently received the Sports Business Journal's "Best in Property Consulting, Sales and Client Services" award.

 The **OVG Arena Alliance** is an invitation-only group of major market arenas and stadiums that utilizes the power of collective leverage through buying, selling, booking, and thinking collaboratively. With venue participation from major markets coast to coast, this new and revolutionary way of thinking has proven valuable and powerful from both a content and sponsorship perspective. One of the main objectives of the Arena Alliance is to increase the volume and caliber of content for this venue group. The Arena Alliance works with management and artists to establish artist residencies at respective facilities, talent agents to package Arena Alliance members together for specific tours, utilizes the member network to influence content providers to book with Alliance members, and leverages the advance knowledge of touring schedules to provide Arena Alliance members with the opportunity to obtain top level content and manage its venue calendar ahead of its competitors. The Arena Alliance complements each venue's existing sales and partnership efforts by connecting and packaging all relevant, available assets across the portfolio of the Arena Alliance members to deliver a cohesive campaign with measurable deliverables to the advertising client.

OVG Stadium Alliance OVG also founded the **Stadium Alliance** in 2015. These best-in-class large-scale facilities in North America share best practices and maximize event revenues. Leveraging the experience, knowledge, and relationships of the Stadium Alliance with influential decision makers drives incremental events to our members. Similar to the OVG Arena Alliance, the OVG Stadium Alliance also partners with OVG's Global Partnerships team to assist with deal negotiations, ticket sales, marketing support, premium seating, optimization of ancillary revenue streams, and event coordination.

OVG Theater Alliance In January, 2023, Oak View Group introduced the **OVG Theater Alliance**, featuring 39 marque theaters and performing arts venues across 18 North American markets that will benefit from collective buying power, routing of non-traditional content, sponsorship opportunities, industry best practices and resources, and shared proceeds from an annual fundraising gala. To give member theaters and performing arts centers a competitive edge within their markets, the Theater Alliance will help drive unique, exclusive, and traditionally mainstream content to its member venues; for example, intimate acoustic performances by some of the top names in entertainment.



MANAGEMENT EXPERIENCE

OVG360 has achieved unprecedented growth in a number of partner facilities throughout our firm's history. Our clients choose us because of our manageable size; the depth and talent of our corporate support team; the accessibility they have to our senior management team; and our stellar track record of financial success for venues. OVG360 provides venue management and booking services to more than 240 venues including 16 specialized venues. OVG360's complete client list is provided in *Appendix B* of this Response.

PROMOTER RELATIONSHIPS

OVG360 has key executives that have established relationships with major players throughout the market, including media, community partners, sponsors, promoters, and area stakeholders. OVG's founders, Tim Leiweke and Irving Azoff, are two of the most well-reputed and visionary individuals in the history of the hospitality, entertainment, and sports industries with relationships that no one company can come close to matching. Irving has been the most influential and successful artist manager, advising the careers of the Eagles, Jimmy Buffett, Bon Jovi, Fleetwood Mac, Harry Styles, Gwen Stefani, and many more. He also engineered the mega-merger between Live Nation and Ticketmaster.

This unique advantage positions OVG360 to assimilate easily and hit the ground running. The local and corporate venue leadership will make it a priority to develop and maintain our existing relationships and build new ones that are transparent, genuine, and mutually beneficial. We act as a true partner to deliver the best results on all aspects of the live entertainment experience.

OVG360 strives to keep our venues open and accessible to all event promoters. We rarely partner with only one promoter as we like to maximize the number of events we can attract. Through our dedicated corporate booking department, we have relationships with the nation’s largest concert promoters including Live Nation, AEG, and family show promoters such as Feld Entertainment and the Harlem Globetrotters. We also continue to build relationships with regional and local promoters.

That’s why we approach every venue we manage as if it were our own, focusing not on short-term profits but on long-term fiscal stability and performance. It’s why our partnership with an existing venue begins with an exhaustive audit to fully understand how it’s being managed — and how its operations can be improved. And it’s why we develop a comprehensive, customized plan that covers even the tiniest details of Festival Park's day-to-day and long-term operations, allowing your venue to function at the highest levels of operational and fiscal performance.



The bottom line? OVG360 Venue Management understands that managing your venue is about more than just improving the bottom line — it’s also about protecting your assets.

CAPITAL IMPROVEMENTS

As part of our approach to protecting the City's asset, OVG360 will develop and provide to the client an annual capital replacement plan as part of the budget process. Generally, any items below \$5,000 are part of OVG360’s operating budget, while items over \$5,000 are part of our normal reports, which segment capital improvement projects into three classes:

- Health- and safety-related
- Cosmetic and replacement-related
- Revenue-generating and expense-reducing

FACILITY OPERATIONS

YOUR VENUE, OUR RESPONSIBILITY

We recognize the significant responsibility we have to protect and maintain the assets that our clients have spent millions of dollars to develop. We understand that each venue we manage must meet its operational life expectancy — and, equally important, that we must keep a watchful eye on operating expenses, as well as the building’s bottom-line performance.





APPROACH TO FOOD AND BEVERAGE SERVICES

HOSPITALITY

DESIGNING AND IMPLEMENTING A WORLD-CLASS HOSPITALITY PROGRAM

We have developed creative, fan-focused ideas to elevate every aspect of the hospitality program. We're eager to work with you to implement these ideas to ultimately improve fan satisfaction and drive revenue.

CULINARY & BEVERAGE UPGRADES

Our program recommendations are driven by world-class menus with a local flair. Increased kitchen capacities via supporting the operation from nearby facilities will allow our team to deliver an elevated culinary experience for fans and specifically to elevate the premium experience for potential loge and premium seat guests. We will also work with a local mixologist paired with our VP of Beverage to curate a craft beverage menu and to provide an extensive training program for our beverage team.

RETAIL CONCESSIONS

Our plan to elevate the retail concession program is to ensure we have a robust line of off offerings from the central concession stand. Throughout the plaza on event day we will have numerous grab-n-go markets that offer self check-out. This approach will drastically increase the speed of service and reduce dependency on labor without compromising quality. These market concepts have proven successful in other OVG Hospitality venues, resulting in increased basket sizes and per caps. To augment our concessions we will reach into the community to source local MWBE specialty food and non-alcoholic beverage firms to provide additional flavors and local food choices through subcontracting opportunities.

PREMIUM EXPERIENCES

OVG Hospitality is prepared to bring a hospitality "wow" factor into your premium experiences. Think chef-attended action stations, curated food experiences in certain VIP spaces, and activating spaces created by sponsorships and ticketing that require themed food and beverage stations.

TECHNOLOGY & ANALYTICS

A world-class hospitality program can no longer be designed without significant technology infrastructure. Through the opening (and continued development) of our OVG-owned and operated facilities including Climate Pledge Arena (Seattle, WA); UBS Arena (Elmont, NY); and Moody Center at University of Texas in Austin; among others — we have become a leader in designing the most efficient food and beverage technology programs. Working with partners such as Amazon, Oracle, and Toshiba, we have mastered solution-based programs that are intuitive for operators and end-users alike. This expertise has driven our recommendations, which emphasize the importance of self-ordering, self-checkout capabilities and digital menu boards. The data generated as a result of this program will be utilized to deliver real-time reporting during events and to drive decisions post-event and post-season regarding adjustments that should be made to the program.

SUSTAINABILITY

No operator has demonstrated a greater commitment to sustainable operations than OVG — from Climate Pledge Arena (the world's first and only carbon neutral arena in the world) to the creation of the GOAL platform (the first, and most comprehensive sustainability roadmap designed for the industry, by the industry), we are committed to making a difference for the planet.

IMPLEMENTATION OF BUSINESS PLAN

MANAGEMENT PHILOSOPHY & APPROACH

OVG360's operating philosophy is simple but is the core of every segment of our company. We provide best-in-class service in everything we do while positively disrupting the hospitality, sports, and live entertainment industry. From cleaning bathrooms to efficiently maintaining multi-million dollar facilities to creating the ultimate client experience, everyone who works for OVG360 understands that no matter where their job lies in the organizational structure, our goal is to be the best. We don't measure ourselves against our competition as we truly believe that we set the standard in everything we do. An outline of OVG360's management philosophy is provided below.



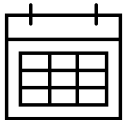
PARTNERSHIP

OVG360 believes in partnership management. We will provide the very best in support, resources, and systems to allow our staff to be successful in partnership with the Festival Park. OVG360 will also work closely with the Fayetteville business community to bolster this relationship and work together to bring new high impact business to the Festival Park.



FLEXIBLE THINKING

OVG360 will create an environment that encourages everyone on the Festival Park team to participate in and help build the newly customized Management Plan specifically designed for the Festival Park. We stress collaboration at all levels of the organization and will seek feedback from everyone on the team.



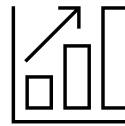
CONTENT AND MAXIMIZED UTILIZATION

OVG360 is uniquely positioned to bring exclusive and innovative content to the Festival Park and Fayetteville community. We will create new events for the market and region that are consistent with the goals and objectives established by the City.



SUSTAINABILITY

OVG360 recognizes the increasing importance of managing venues that are "green," or environmentally friendly. We are responsible stewards of our environment and are committed to operating in a manner that is sustainable and creates limited impacts on the local community.



CLIENT-DRIVEN RESULTS

OVG360 will collaborate with the City to establish the goals and vision for the Festival Park's future. OVG360 will then create a customized Management Plan that is consistent with those goals and which will then be achieved by the Festival Park team.



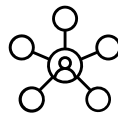
HIGH-QUALITY STAFF

OVG360 recruits and has access to the best and brightest minds in the industry by providing growth opportunities. We are a company that prides ourselves by putting our clients and staff first. Their success is the foundation of our company's success.



ACCOUNTABILITY & TRANSPARENCY

OVG360 believes in a relationship where we are open and transparent with clients, employees, and stakeholders and are held accountable for everything we do, and everything we promise to do.



COMMUNICATION

OVG360 will maintain an open, honest, and on-going dialogue with the City, the local community, and our staff in all areas of operations, including our partner companies who provide services to the Festival Park.



DIVERSITY, EQUITY & INCLUSION

We are committed to diversity in the workplace by cultivating diversity within our company and encouraging the hiring of minorities and women for senior positions within OVG and at our venues.

MANAGEMENT PLAN

MISSION STATEMENT

OVG360 is committed to maintaining our internationally recognized position as the world's most effective and client-friendly private venue management firm. We've earned this reputation by consistently proposing innovative solutions — and, more importantly, by delivering top-notch results for our client-owned venues. These venues include arenas, convention centers, and stadiums, as well as multipurpose civic centers, conference centers, theaters, ice rinks, fairgrounds/equestrian entertainment venues, and a variety of other venues.

OVG360's success — and thereby our clients' success — is built on a foundation of vast corporate resources, rock-solid industry relationships, an unmatched team of professional, readily accessible senior management and corporate support, and superior customer service. OVG360 was founded to meet the growing desire of government, universities, and private owners to have their venues operate more effectively and efficiently.

OVG360's approach to management is to build an operating plan unique to Festival Park that achieves the goals and objectives of the City:

THE FOUNDATION OF OUR MANAGEMENT AND OPERATIONS PLAN FOR FESTIVAL PARK

- Meet with City, CVB, and appropriate departments to fully understand the Client's goals and objectives for Festival Park. Work with these groups to update the existing Marketing and Operations Plans for utilization at Festival Park and develop materials necessary to support the Plans.
- Identify and establish communication with appropriate City members and their stakeholders.
- Meet with event promoters and producers to inform them of Festival Park's additional capabilities of hosting special events.
- Conduct additional market research in the areas of demographics, competitive venues, and media in order to broaden

the ticket buying base for all events.

- Using our platform, maintain community and industry relations and exposure to the entertainment and meeting industry through constant contact, by means of media releases, promotions, advertising, and direct meetings.

All of this will be done in conjunction with the City, so our operating plans will be coordinated to maximize our mutual goals. Our basic philosophy is to be your **PARTNER** in maintaining and operating the Festival Park. We will work with the City to update and agree on the following:

- Operating Budget
- Staffing Plan
- Operations Plan
- Internal Communications Plan
- Sales and Marketing Plan
- Booking Guidelines
- Specific Financial Procedures and Systems
- Overall Business Plan

INCREASED FACILITY USAGE

- No venue management company has as strong relationships in the live entertainment industry as OVG360. Our relationship and partnerships with Live Nation, FELD Entertainment, the Nederlander Organization, and PFM are just a few examples that will positively impact Festival Park. We will leverage our industry relationships to find more events for Festival Park.
- We will work with the City and public agencies to turn local event ideas into reality, from concerts and arts and cultural events, to regional and community events.
- We will build upon existing relationships of the Festival Park team to create a quarterly business round table event with Fayetteville's most influential thought leaders and business professionals.
- OVG360 is committed to working with local community groups and non-profit organizations to host their events at the venues. All staff members would also be provided with volunteer opportunities to engage with these organizations and for outreach in the city.

FOCUS ON THE BOTTOM LINE

- We will create efficient operating plans.
- We will book more events.
- We will negotiate more profitability into each event.
- We will increase naming rights sales, advertising sales, and event sponsorships. We will negotiate the lowest possible vendor rates for supplies and services.
- We will attain the lowest possible rates for workers' compensation insurance, employee benefits, and public liability insurance.

OVG360 LEADERSHIP INVOLVEMENT

- Festival Park will be supported by the senior leadership of OVG360.
- Our desire is to have our clients be our best sales people for future business.
- We will be in constant communication with the stakeholders of Festival Park and the City's contract administrator.

ACCOUNTABLE FINANCIAL DECISIONS

- The City will receive and be a part of creating and approving our annual budget.
- The City will receive accurate monthly and yearly reports, detailing Festival Park's activity and financial performance.
- OVG360's financial records for Festival Park will be open to review at any time.

FOCUS ON STAFF

- A significant focus of our transition plan for Festival Park will be the impact this process will have on Festival Parks existing team members, some of whom have worked at Festival Park and serviced the venue's clients for decades. OVG360 understands the effect this process has on them personally, their families, and as industry professionals dedicated to making Festival Park the great destination it has become. Our transition process is grounded on respecting that impact and working with each member of the team, stakeholders, local unions, and contractors to ensure that the experience is a positive one.

- OVG360 will promote an open and direct line of communication among OVG360 staff, clients, and building managers, allowing them to share ideas, establish goals, and discuss mutual concerns.
- OVG360's philosophies of open communication with staff creates a work environment that encourages creativity and a setting where everyone is selling.

GUEST EXPERIENCE

- OVG360's customer service programs encourage and reward proactive service initiatives by employees.
- Each and every employee at Festival Park will be empowered to solve problems.
- Through our company-wide customer service program, venues have access to resources that are normally unavailable if not for the corporate support OVG360 offers. Additionally, best practices are shared between venues, further adding to the support available to Festival Park. We are committed to our concept of service transparency, which is a process that will begin upon execution of our agreement and build throughout the term of our relationship with the Festival Park.
- Guests and users of Festival Park will be surveyed to ensure management is aware of their experience, so service programs and staff training can be altered to create a better experience.

SUSTAINABILITY PRACTICES

OVG360 proudly leads the way in public assembly facility sustainability, and the responsible stewardship of our environment is a core value of OVG360. We recognize the increasing importance of operating venues that are environmentally friendly, and we are already the world leaders in this area for large public assembly venues. We are committed to operating the Festival Park in a manner that is highly sustainable and limits any harmful impacts on the environment while providing maximum benefits to the local community.



PROPOSALS

C. PROPOSALS

SCOPE OF SERVICES

OVG360 will provide the City an unmatched level of resources for the Festival Park including the expertise and knowledge of an Executive Management team with more than 100 years of combined public assembly facilities management experience. This team of seasoned experts has successfully led the management of hundreds of multi-purpose facilities and complexes in their tenure. They have helped grow revenue, increase events, minimize expenses, and create memorable experiences at the convention center venues for which they have provided direct oversight. OVG360 will leverage the expertise of our leadership team and other business divisions to deliver a strategic and comprehensive management solution to the Festival Park. This includes being able to call upon the resources of OVG's expert divisions, specifically our Business Development, Global Partnerships, Prevent Advisors, and GOAL lines of business.

OVG360 provides a full-service management solution for the Festival Park. We have the experience, resources, programs, and the talent to ensure that the Festival Park will operate efficiently. OVG360 will provide operational oversight and management of the Festival Park, under the direction of the City. The City will establish all policies and standards for the Festival Park including an Operations Manual, Scheduling Policy, Standard User Agreement, Booking Policy, and rules and regulations by which OVG360 will maintain and manage the Festival Park on behalf of the City.



While our departmental structures are fairly consistent across all of our venue types, we maintain flexibility in order to custom tailor each local structure in order to maximize our operating efficiencies in each market. Our standard departmental structure is as follows:

EXECUTIVE/ADMINISTRATION

Senior leadership of the organization who have direct oversight of all departments of the organization. They are also the primary local contacts with our clients and are responsible for making sure the Festival Park teams are all compliant with all facility and local policies and guidelines. Other departmental functions include:

- Departmental oversight
- Annual operating budget creation
- Monthly forecasting
- Management of third-party and union contracts
- Capital planning – current and future projects

EVENT BOOKING & SOLICITATION

Focus on working closely with the City, all national and regional concert and event promoters, and the business community to book new business not currently coming to Fayetteville and to maintain relationships with current clients. This will be accomplished not only through our aggressive pursuit of new events and relationships in the touring entertainment industry, but also by establishing strategic work groups with our partners to qualify the right business, set booking priorities, establish superior customer service, and provide exceptional guest experiences. Other initiatives include:

- Rely on existing relationships through Irving Azoff in the touring entertainment industry to leverage shows and events for Fayetteville
- Use our close relationship with Live Nation to increase bookings while keeping the venues available to ALL event promoters
- Leverage relationships across all OVG360 venues to the benefit of Fayetteville
- Analyze the current event portfolio in the market to determine event sales strategy for large national events that are currently not considering Fayetteville

SALES AND MARKETING

Our experienced marketing professionals provide insight into industry trends, best practices, and connect with other venue marketing. OVG360's marketing support team has a talented team of more than 40 marketing, sales, and public relations experts at the corporate level, as well as a network of 350+ professional venue marketers around the world, all working together with a "one marketing department" mentality. Other initiatives include:

- The Festival Park website and social media management
- Community engagement
- Partnerships

PARTNERSHIP SALES

Our team of sponsorship executives will lead the naming rights, sponsorship and premium seating sales strategy and execution for the Festival Park. We will develop a customized approach for the Festival Park, based on of experience connecting world class brands to the properties we represent across the globe. OVG Global Partnerships will deploy the industry's latest trends that we have developed opening Festival Parks and amateur sports facilities to maximize revenue for you. Our scope of services will include:

- Sponsorship and premium seating sales & servicing
- Sponsorship strategy development
- Advertising inventory design & management
- Premium seating pricing & service plan
- Asset valuation & rate card developments
- Digital signage consultation & sales
- Sales collateral design & national sales support
- Contract negotiation

FINANCE

Provides fiscal oversight over the Festival Park and monitors each department to assure proper compliance with local and corporate policies. Other departmental functions include: Internal spot audits/annual third-party audit
Creation of monthly financial statements

- Accounts Payable/Receivable/Payroll
- Fixed asset inventory control

- Event management & guest services
- Manages all event related activity at the Festival Park along with oversight of guest services personnel who work events. Serves as the primary contact with clients during the planning process and events. Provides event-related oversight for the Festival Park partners such as A/V.

HUMAN RESOURCES

Main contact for the Festival Park staff on anything related to employee benefits. Other departmental functions include:

- Departmental and all facility training programs
- Staff recognition and rewards events
- Benefit support
- HR investigations

OPERATIONS

The operations department has two main roles, which are the daily maintenance and upkeep of the Festival Park and serving as the provider of event-related services during events. The role this department plays in the overall success of the facility is critical both in the front-of-house and back-of-house. Other departmental functions include:

- ADA compliance
- Event-related changeovers
- Weekly preventative and correct maintenance needs
- Housekeeping and janitorial maintenance
- OSHA compliance and Sustainability goal monitoring

PARKING MANAGEMENT

Oversight of all parking and transportation related items at the venue. Similar to public safety, OVG360 recognized the importance of this department and immediately acted by creating an internal corporate parking department, which is run by one of the brightest minds in the industry. We see immediate opportunities at the Festival Park for increased efficiency and revenue in the parking department and we look forward to putting that into place if we are chosen to manage the venue.

PUBLIC SAFETY

Responsible for the safety of all who work at and/or participate in events at the facility. OVG360 has taken the importance of venue safety to another level by partnering with Prevent Advisors, whose resume includes working with organizations such as the NFL, NBA, and NHL on security protocols. Other departmental functions include:

- Employee and Subcontractor labor check-in and out
- Local and national law enforcement collaboration
- Event safety assessment
- 'Red Team' venue audits
- Emergency 'Table Top' planning

TECHNOLOGY

Similar to operations, the technology department plays a dual role at every one of our facilities as it is responsible for maintaining the network infrastructure that runs through every department at the Festival Park and also providing technology services to our clients during events. Other departmental functions include:

- Continual backup of all critical data
- Hardware and software updates
- Cyber security monitoring

BOX OFFICE/TICKETING

OVG360's ownership is made up of some of the most influential leaders the live event industry, all of whom have spent most of their career focusing on how to make the box and ticketing experience as efficient as possible. This ticketing focus extends beyond reserve seat shows in an arena, but also to consumer shows or anything that involves a ticket. OVG360 works with the industry's best, bringing the latest in ticketing to the Fayetteville community.

HOSPITALITY

- Menu innovation
- Catering services
- Merchandise management
- Facility design
- Marketing and branding
- Purchasing
- Consulting and pre-opening
- Data and analytics

PENDING LITIGATION

There is no litigation or governmental or regulatory action pending or threatened against OVG360 or any of its principals that would have a bearing on OVG360's ability to provide the services necessary to meet the requirements as set forth in this RFP.

ORGANIZATIONAL CHART

With the pre-existing staffing and event industry knowledge already in place amongst the Crown Complex team, OVG360 should be able to recognize considerable efficiencies in staffing for Festival Park. We are proposing two to three full-time staff focused in the areas of event management and venue maintenance/operations. This staff will be supplemented with part-time personnel which will be driven by the event schedule. As previously mentioned, Festival Park will further be supported by OVG360 corporate staff.

SUBCONTRACTED SERVICES

OVG360 regularly engages third-party contractors when it's cost effective to do so. The decision to subcontract services depends on factors unique to the market, including the availability of quality part-time labor, the competitive nature of the subcontracted services and the ability of contractors to provide specialized services. When subcontracting services, we always prefer to hire local vendors, thereby supporting the local business community.

When negotiating contracts for major services, we first prepare an RFP that clearly delineates a scope-of-services and the likely contract price. We evaluate the submitted proposals based on local conditions, as well as benchmarks we have for similar services in our other managed venues. We then negotiate with the bidders to ensure that the services provided are the best value for our client.

For certain services and supplies, we can negotiate discounts through a national pricing program not available to many venues on their own. These services often can be provided through local franchises or vendors to ensure our commitment to the local community.

REGIONAL STRUCTURE AND SUPPORT TEAM

OVG360's team brings to the City and Festival Park extensive corporate support and oversight from our company leaders from the top, led by CEO, Chris Granger, to the divisional presidents supported by their respective regional teams and corporate resources. Festival Park will be supported by the most experienced and respected names in the industry as demonstrated in the regional structure and support chart below.





D.

REFERENCES

D. REFERENCES

As the fastest growing venue management company on the planet, we are here to be a positive disruption to business as usual in the live entertainment and hospitality industries. We offer a service-driven, socially responsible approach to venue management and are proud of the investment we make in the culture of our people. We have provided the following three contacts who serve as our professional references and can be contacted for a testimony of our exceptional service.



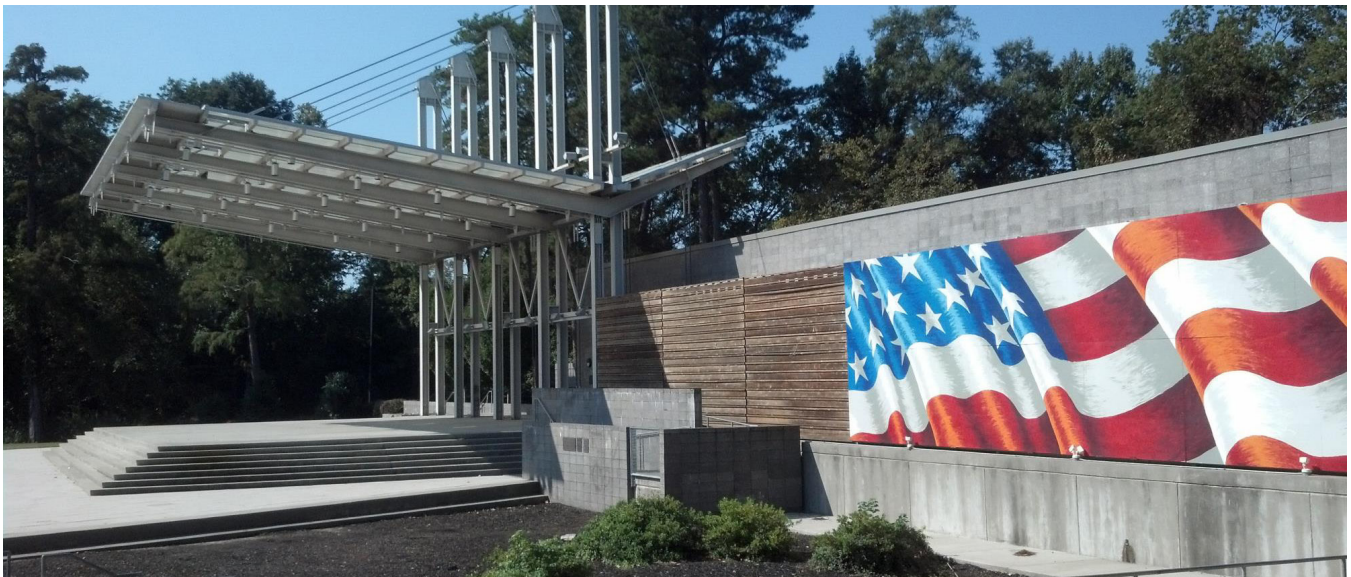
· CUMBERLAND COUNTY (NC)
· Brian Haney
· Assistant County Manager
· General Government & Stewardship
· Ph: (910) 678-7724
· bhaney@cumberlandcountync.gov



· MACON-BIBB COUNTY URBAN DEVELOPMENT
· AUTHORITY
· Alex Morrison
· Executive Director
· Urban Development Authority
· 700 Poplar Street
· Macon, GA 31201
· Ph: (478) 955-1595
· Amorrison@maconbibb.us



· CITY OF NAMPA, ID
· Debbie Kling
· Mayor, City of Nampa
· 411 3rd Street
· Nampa, ID 83651
· Ph: (208) 565-5288
· dkling@cityofnampa.us





FINANCING PROPOSAL

E. FINANCING PROPOSAL

FINANCIAL AND ADMINISTRATIVE PROCESSES

OVG360 places a strong emphasis on establishing and maintaining proper financial and administrative processes. Our oversight staff has extensive experience in developing accounting and reporting systems specifically for the venue management industry and will work with the City to ensure all financial processes (such as banking, payroll, human resources, accounts receivable, accounts payable, reconciliations, and reporting) are smoothly transitioned.

Festival Park will operate under a complete set of financial controls that will be developed to fit the needs of the operation. These controls will include the following:

- All activity will be accounted for in accordance with GAAP, in separate set of books, maintained on comprehensive accounting software
- An annual budget will be established and monitored with monthly variance reporting
- Results will be reported to the City on a monthly and regular basis; monthly reports include financial statements and detailed event information
- Strict controls and procedures will be implemented for handling on-site cash, ticketing, and other operating needs

- Proper segregation of duties and oversight approval procedures will be implemented and monitored by corporate staff
- A compliance program will be in place to ensure all financial and contractual obligations are met

Separate bank accounts for events and operations will be established in the City's name. OVG would operate as an authorized agent on behalf of the City. OVG360's proposed model shows the City maintaining responsibility for all revenues and expenses by a mutually agreed upon funding model that includes regular deposits into the operating account. All expenditures related directly to operating the facility will be paid from them. This will include amounts due to OVG360 for the management fee and any direct reimbursables, such as travel or as described herein.

At the close of every year, a certified annual audit will be performed by an independent certified public accounting firm and a certified audit report will be issued. The auditor will be selected through a formal RFP process, and the auditor will be selected based on certain qualitative criteria. The selected auditor will be reviewed by the City before the Auditor is engaged. Upon completion of the audit, a certified audit report will be provided to the City, normally within 120 days.



COMPENSATION PROPOSAL

TERM

OVG360 proposed an initial contract term of 10-Years subject to negotiation. The renewal options shall be mutually agreed upon by both parties.

BASE MANAGEMENT FEE

- One Hundred Thousand Dollars (\$100,000)
- Subject to annual CPI increases

INCENTIVE FEE

Mutually agreed upon percentage of improvement over a net operating income/loss benchmark or revenue benchmark.

SPONSORSHIP SALES

OVG Global Partnerships will receive a commission for any new sales directly attributed to OVG Global Partnerships:

- Twenty Percent (20%) commission on Zero to Three Hundred Fifty Thousand Dollars (\$0 to \$350,000) in gross sales
- Twenty-Five Percent (25%) commission on all sales once Three Hundred Fifty Thousand Dollars (\$350,000) in gross sales is exceeded (i.e. retroactive to dollar zero).

FOOD AND BEVERAGE SALES

OVG Hospitality will receive Ten Percent (10%) commission on all gross food and beverage sales.

CAPITAL INVESTMENT

OVG360 is excited to propose an investment of One Hundred Thousand Dollars (\$100,000) towards revenue generating concepts into the Festival Park Amphitheater operation in which will be amortized in a straight-line basis, over the course of the full term of the Agreement. If OVG360 is terminated for whatever reason, the City will be responsible for paying back the unamortized portion of the investment.

WILLINGNESS TO NEGOTIATE

OVG360 is willing to negotiate any fair and reasonable alternative(s) to our "Management Fee" Proposal.

PRO FORMA

OVG360's summary pro forma and business plan assumptions are provided on the following pages.

Festival Park Amphitheatre
PRO FORMA OPERATING STATEMENT



	Year 1	Year 2	Year 3	Year 4	Year 5
Number of Events	68	71	78	85	93
Direct Event Income (Net Rent)	\$ 68,400	\$ 71,478	\$ 74,695	\$ 78,056	\$ 81,568
<u>Ancillary Revenue</u>					
Concessions, Catering and Novelties	407,489	427,864	474,929	498,675	523,609
Ticket Convenience Fees	193,897	203,592	221,915	233,011	244,662
Facility Surcharge	296,838	311,680	327,264	343,627	360,808
Suite Ticket Sales	-	-	-	-	-
Total Ancillary Revenue	898,224	943,136	1,024,108	1,075,313	1,129,079
Total Event Revenue	966,624	1,014,614	1,098,802	1,153,369	1,210,647
<u>Sponsorships & Premium Seating</u>					
VIP Seats	73,125	87,750	90,383	93,094	95,887
Suites	65,000	78,000	89,700	92,391	95,163
Advertising & Naming Rights Revenue	135,000	141,750	163,013	167,903	172,940
Total Sponsorships & Premium Seating	273,125	307,500	343,095	353,388	363,989
TOTAL OPERATING REVENUE	\$ 1,239,749	\$ 1,322,114	\$ 1,441,897	\$ 1,506,757	\$ 1,574,637
<u>Indirect Operating Expenses</u>					
Salaries and Benefits	\$ 286,520	\$ 303,711	\$ 312,823	\$ 322,207	\$ 331,873
Materials, Supplies, and Services	584,968	602,517	620,593	639,210	658,387
Total Indirect Operating Expenses	871,488	906,228	933,415	961,418	990,260
Net Operating Income	\$ 368,261	\$ 415,885	\$ 508,482	\$ 545,339	\$ 584,377

This Pro Forma is a good faith estimate of the projected performance of the Festival Park Amp and is based upon the information available to OVG360 as of the date of issuance. Actual results may vary from this projection due to, among other factors, changes in the marketplace and assumptions that do not materialize.

OVG360 - Proprietary and Confidential - © 2024

BUSINESS PLAN ASSUMPTION

GENERAL

1. This Business Plan was developed utilizing OVG360's knowledge of the market and operations at comparable facilities.
2. This Business Plan assumes revenues and expenses for full and stabilized operating years. The Plan does not include capital investments, one time start up expenses and/or pre-opening expenses.
3. This Business Plan is a good faith estimate and is based on the information available to OVG360 at the time this estimate was developed.
4. This Business Plan does not include Property/Real Estate Tax, Depreciation, Debt Service, Amortization expense or any other non-operating expenses. The Plan does not include a projection for hotel/motel tax, sales tax or any other funding or cash flow mechanism. It only accounts for operating revenues and operating expenses.
5. This Business Plan assumes that there will be future capital funds available for investment into enhancing Festival Park's infrastructure in order to maximize the ability to book events, drive revenue and provide an exceptional customer experience. These capital projects could include enhancements and improvements to: 1) food and beverage prep, storage and service areas 2) premium seating infrastructure such as club, suite, loge or other premium areas 3) digital signage and other assets to maximize sponsorship/advertising revenue 4) stage configuration, load in/out and general production areas 5) artist amenities such as green room/dressing room 6) create a more secure perimeter to maintain integrity of ticketed and private events
6. This Plan assumes OVG360 will manage the venue, F&B operations and partnership, advertising/sponsorship and premium seating sales.
7. OVG360 will use accrual basis for accounting, and will operate as agent on behalf of the City of Fayetteville. The City will provide funding mechanism for operating account and will 'own' the bottom line.

EVENTS

1. Event-related revenue assumptions are based upon OVG360's expertise with similar facilities and knowledge of the marketplace.
2. OVG360 will take 'risk' on events and share revenue streams with promoters and event organizers where prudent, in order to maximize overall event content and financial results to the City.
3. This Business plan assumes there will be a \$4 facility fee on each ticket
4. The Business plan assumes that Ticketmaster will be the exclusive provider of ticketing services.

REVENUE

1. All assumptions regarding the types and amount of net revenues are based upon OVG360's expertise with similar facilities and knowledge of the marketplace.
2. This Business Plan assumes a 20%/25% sponsorship commission on a sliding scale and a 5% F&B fee are reduced out of the gross revenues shown in the projection.
3. The event revenues shown are assumed to be net of taxes, fees, revenue sharing and any other direct expense

ADVERTISING, PREMIUM SEATING, AND SPONSORSHIP

1. Net revenues from Partnerships Sales are reflected in the Business Plan. It is assumed that OVG Global Partnerships will sell all advertising sales assets, premium seating assets and sponsorship opportunities at the Amphitheatre.
2. The Business Plan assumes that Naming Rights and other sub naming rights categories will be available to be sold for the Amphitheater.
3. All premium seating, naming and other advertising revenues are based on assumption of multi-year contracts and that approval for these deals will not be unreasonably withheld.

OPERATING EXPENSES

1. Full-Time Personnel Expenses: Full-time staffing is based upon OVG360's experience in similar facilities and includes all full-time staff necessary to operate the Amphitheatre. The staffing model includes a cost sharing approach with some key staff at the Crown Complex operation. This strategy has proven to be successful in many similar situations and would require discussion, review and approval by City, County, and OVG.
2. Indirect Operating Expenses: These operating expenses are based upon OVG360's experience managing comparable facilities and our knowledge of the marketplace.
3. Operating Expenses do not include any management or incentive fee.
4. Operating Expenses do not include capital repairs and maintenance which is defined as an expense in excess of \$5,000 and depreciable life of more than 5 years.
5. Utilities: This Business Plan includes an assumption for utility expense that is based on our experience in similar facilities.

This Business Plan is a good faith estimate of the projected performance of the Festival Park Amphitheatre and is based upon the information available to OVG360 as of the date of issuance. Actual results may vary from this projection due to, among other factors, changes in the marketplace and assumptions that do not materialize.

OVG360, L.P. d/b/a OVG360 - Proprietary and Confidential - ©2024



F.

**DIVERSITY
PLAN**

F. DIVERSITY PLAN

OUR VISION

BUILDING A DIVERSE AND INCLUSIVE COMMUNITY

OVG believes in the power of a diverse community and the valuable impact that differentiated experiences have on the business, regardless of race, gender identity, sexual orientation, religion, nationality, socioeconomic status, and mental or physical ability. We believe that actionable, long-lasting change is driven by intentional practices, which is why our focus is on building a diverse workforce, cultivating an inclusive workplace, and enhancing our marketplace so that it delivers meaningful culturally relevant products and services.

Our diversity, equity, and inclusion programs and initiatives are focused around three pillars:

1. **Workforce**
2. **Workplace**
3. **Marketplace**

WORKFORCE

OVG360 places a great emphasis on the diversity of our workplaces. For OVG, this practice starts at our corporate office, with our Talent Acquisition department, which implements policies and procedures, networks with appropriate organizations, and provides our on-site teams with necessary resources and contacts.

We are committed to implementing programs that address systemic inequities and provide the support and tools necessary to create an equitable environment for all. We do so by providing ongoing support for the community through recruiting, training, and placement assistance as well as career enhancement and development opportunities to the underrepresented and disadvantaged populations. Such efforts will ultimately strengthen the communities in which we operate.

We actively seek out and engage local recruitment organizations and outreach associations whose goals align with ours in extending employment opportunities to the underserved and disadvantaged members of the communities in which we operate. To facilitate achievement of diversity hiring goals, OVG implements job notification and referral procedures, including:

- Online posting of job announcements on our hiring website to invite local residents to apply for positions
- Distribution of notifications of employment opportunities to community organizations
- Participation in local job fairs to recruit residents for open and upcoming positions (or hosting a job fair if demand is sufficient)
- Activating social media channels for on-line networking and “grassroots” communication to connect with people where they are

BUILDING A DIVERSE PIPELINE

OVG is proud of our HBCU initiative, the goal of which is to increase the number of diverse applicants through all facets of OVG. We partner with Historically Black Colleges and Universities in our respective regions to expose students to our industry and provide them with experiential opportunities.

WORKPLACE

OVG ensures that opportunities to conduct business with our managed properties are available to small and disadvantaged businesses in our communities (Disadvantaged Business Enterprises or “DBEs”). We conduct in-depth research to determine the availability of local resources that help us connect to small businesses, including those owned and operated by women, minorities, the disabled, and veterans.

OVG'S LIMITLESS DE&I CONVERSATIONS

OVG continues to build upon conversations about diversity, equity, and inclusion taking place throughout our community and as well as nationally by offering culturally-relevant, participatory, action-oriented sessions, and content. From our ERG-led programs, to our community conversation series, to ERG-led book clubs, to our must-read DE&I newsletters that celebrate every cultural heritage month, our ERGs continually provide compelling content for our team members.



Our newest ERG focuses on the unique needs of Black employees in the workforce including, employees, interns, vendors, and the communities we serve.



An inclusive community that seeks to increase LGBTQ+ cultural awareness through mentorship, inclusion dialogues, and allyship education.

EMPLOYEE RESOURCE GROUPS ("ERGS")

Governed by our Diversity, Equity & Inclusion Council, we have resource groups available to our employees. An employee resource group, or ERG, is a voluntary, employee-led group that consists of individuals in the company joining together based on common interests, backgrounds, or demographic factors. It is a forum to meet like-minded people, raise awareness on key issues, and share our culture and values. ERGs create communities in the workplace based on shared characteristics or life experiences. They focus on building community, providing support, and contributing to personal and professional development. These groups often work together to move us forward as an organization to constantly strive to be better.



An organization dedicated to providing the company's Hispanic and Latin employee community and allies with strategic partnerships, mentorship, and cross collaborations.



Our oldest and most established ERG, OWN is dedicated to the development, advancement, and support of women at OVG. They provide forums and networking opportunities, share best practices and much more!

ESG-Driven Practices

We actively encourage and equip our leadership and employees at our operated venues to institute *Environmental, Social, Governance (ESG)* driven practices.

ENVIRONMENTAL	SOCIAL	GOVERNANCE
<p><i>Environmental practices include reducing resource consumption and the amount of waste going to landfills.</i></p> <ul style="list-style-type: none"> • Energy & Carbon emissions reduction • Water & Waste • Air Quality 	<p><i>Social practices include health and wellbeing-focused solutions, such as indoor air quality measures and programming for local social impact.</i></p> <ul style="list-style-type: none"> • Local Procurement • Diversity Equity & Inclusion • Health & Wellbeing 	<p><i>Governance practices include employee training, diversity and inclusion, and proactive, resilient management solutions</i></p> <ul style="list-style-type: none"> • Sustainability-driven Networks • In-venue Branding Campaign

MARKETPLACE

OVG ensures that opportunities to conduct business with our managed properties are available to small businesses and Disadvantaged Business Enterprises (DBEs) in our communities, including those owned and operated by women, minorities, the disabled, and veterans.

1. LOCAL ECONOMIC INCLUSION

POLICY: We are committed to enhancing economic opportunities for minority-owned, women-owned, and other disadvantaged business enterprises throughout the operations of our venues. We establish and implement economic inclusion plans in each market we operate by adopting policies of enhanced economic opportunity with respect to our own contracting and purchasing, and we seek to influence our contractors, subcontractors, and vendors to abide by the spirit and intent of the policy.

2. **GOAL-SETTING PROCESS:** The old adage, “what gets measured gets done,” certainly applies to supplier diversity and utilization. The centerpiece of our business contracting initiatives are the goal-setting process. Our approach is to develop an annual procurement forecast by commodities/services, and to develop specific goals for all procurement categories that align with our clients’ goals.

3. GOALS = PERFORMANCE

EVALUATIONS: The companion to goal-setting is accountability. We incorporate the commodity/service-specific goals into the performance evaluations of our buyers, commodity managers, and key decision-makers.

4. BUYER AND KEY MANAGER TRAINING:

It is essential that all buyers and senior managers be trained on the importance of utilization and maximizing participation strategies. We conduct briefings for all senior leaders to share the goals and objectives of our contracting initiatives and relevant KPIs to ensure success. We also conduct more in-depth training sessions for facilities’ employees with purchasing responsibilities to ensure they understand the program, how to use the

tools that support the program, and their role in making the program successful.

5. COMPREHENSIVE OUTREACH

PROGRAM: OVG’s strategic research and development approach to understanding small and emerging businesses results in the creation of a successful outreach program that speaks to the unique needs of our DBEs. Our outreach program centers on the following target groups, each of which has a vested interest in the community:

- **INFLUENCERS:** OVG identifies community members who positively influence local small businesses, and the community at large, through their support and advocacy of such businesses. We develop a database of influencers who range from well-known elected officials to lesser-known, powerful de facto community leaders and our outreach efforts include on-going communications including e-news updates, notifications of venue employment and business opportunities. When needed, we have direct, honest discussions with the influencers to maximize our outreach efforts. Influencers may include active community organization members such as:
 - Neighborhood Associations and Councils
 - Business Leaders Associations
 - Community Banks and Credit Unions
 - Small Business Development Center
 - City Council Members
 - Congressional Members
 - Additional Business Associations
- **STAKEHOLDERS:** OVG360 engages stakeholders early and often. Stakeholders are identified as community organizations providing business development services and education. Stakeholders are invited to share their programs and services with OVG, and to bi-annually advise OVG360 on our services.
- **BENEFICIARIES:** OVG360 appreciates that emerging DBEs may not recognize or understand business partnerships,

subcontracting, or vendor service opportunities, so our outreach program goes beyond simply posting bids for DBEs we match them with contracting opportunities. Our focus is on:


- **Education:** Provide notice to qualified DBEs of available procurement opportunities. The notification process includes informing targeted DBEs of scheduled pre-bid meetings, scopes of work, bid specifications and plan details, bid due date, and other relevant information
- **Engagement:** Follow-up with DBEs after initial contact to encourage actual participation in the bidding process
- **Empowerment:** Inform DBEs about the actual bidding process, and resources that are available to them to facilitate their participation, such as bonding, technical, and financial assistance

COMMITMENT TO FAYETTEVILLE M/WBES


OVG360 is extremely excited for the opportunity to work with the City on the management of Festival Park. Our goal is to operate the venue professionally, efficiently, sustainably, and in the most revenue-generating manner by utilizing Minority Business Enterprises (“MBE”), and Women’s Business Enterprises (“WBE”) to successfully deliver on our promise. We make similar commitments in all of our managed accounts and are proud of our success in driving business to local certified M/WBE firms.

With the success of obtaining an M/WBE utilization of 67% at the OVG360-managed Crown Complex, we are committed to working towards meeting and exceeding the City's goal of 40% M/WBE participation.


As our partner, you will have access to OVG360's industry-leading experts in sustainability, DE&I, and societal good. Our experts in sustainability, DE&I, and human rights have supported hundreds of venues across the nation to foster a more inclusive and compassionate world while supporting each venue's unique mission and values. These experts include Kristen Fulmer, Dr. Debonair Oates-Primus, and Nicole Orlosky, our respective lead experts in each of these fields.



DEBONAIR OATES-PRIMUS
VP, Diversity, Equity & Inclusion



NICOLE ORLOSKY
VP, Human Resources



KRISTEN FULMER
Sr. Dir., Sustainability



APPENDIX A

APPENDICES

APPENDIX A: CORPORATE SUPPORT

OVG360's corporate personnel is comprised of experienced industry veterans who have worked in every facet of the sports, hospitality, and entertainment industry. Our team of professionals is eager and prepared to share their expertise with the City and its Festival Park. The corporate resumes of our key staff members who will have significant roles in delivering the scope-of-services outlined by the City are as follows:



CHRIS GRANGER
CEO, OVG360

With more than 25 years of experience, Chris oversees OVG360 and its various service divisions.

Prior to joining OVG, Granger was group president of sports and entertainment with Ilitch Holdings, a position he held since 2017. While there, he was responsible for all aspects of business operations for the Detroit Tigers, the Detroit Red Wings, the company's joint venture interest in 313 Presents, and the operations of Little Caesars Arena, Comerica Park, Detroit's historic Fox Theater, DTE Energy Music Theater, Meadow Brook Amphitheater, and Michigan Lottery Amphitheater at Freedom Hill. In Granger's four years leading the organization, the Ilitch sports and entertainment businesses saw a period of unprecedented growth, a broad expansion of programming, and significant community investment.

Granger previously served as president of the Sacramento Kings and Sacramento Basketball Holdings, LLC. During his tenure, the Kings enjoyed unprecedented revenue growth and were widely recognized as a highly innovative and community-minded franchise. Granger's influence also extended to the development of Sacramento's award-winning, LEED Platinum Golden 1 Center, and its 1.5 million-square-foot downtown mixed-use development project, Downtown Commons. The Golden 1 Center was the first arena in the country to be recognized as LEED Platinum, reflecting its groundbreaking commitment to sustainability. Before joining the Kings, Granger worked in various capacities for the NBA for 14 years. While there, he served as the executive vice president of the NBA's renowned team marketing and business operations function, where he advised NBA, WNBA, and NBA Development League teams on all aspects of business operations.

Granger and his family are active in a wide range of charitable organizations in the Detroit community, including Make-a-Wish Michigan, Salvation Army, the Henry Ford Museum, and City Year Detroit, where Granger proudly serves on the board.

He received his bachelor's degree from Cornell University and his Master of Business Administration from Yale. He was named Sacramento Business Person of the Year in 2017 and was a 2010 *Sports Business Journal* Forty Under 40 award winner.



PETER LUUKKO
CHAIRMAN, OVG360
CO-CHAIRMAN, OVG
ARENA ALLIANCE

Peter Luukko is instrumental in overseeing growth for the company by acquiring new facilities, managing relationships with promoters, artists, and managers, and consulting with developers, city officials and team owners. Additionally, he is Executive Chairman of the Florida Panthers Hockey Club and Sunrise Sports and Entertainment. Under Peter's leadership, the franchise experienced several accomplishments including hosting the 2015 National Hockey League Draft and a significant increase in ticket and corporate partnership revenue. Luukko's management also resulted in an increase in bookings of a variety of prominent shows at the team's home venue, the BB&T Center.

Peter previously served as President and Chief Operating Officer of Comcast Spectacor for more than 25 years, overseeing the Philadelphia Flyers of the NHL while serving as a member of the National Hockey League Board of Governors. He oversaw Comcast Spectacor's facility-management business, Global Spectrum (later rebranded Spectra and acquired by OVG). He was also responsible for the expansion of Comcast Spectacor's broad range of businesses, including its food and beverage, ticketing, and sponsorship sales divisions.

Under Peter's leadership, Comcast Spectacor helped Philadelphia garner national attention and awareness by attracting several high-profile events to the city of Philadelphia, including the 2000 Republican National Convention, the 2000 NCAA Women's Final Four, the 2001 NCAA Men's East Regionals, the 2001 and 2002 X-Games, the 2002 NBA All-Star Weekend, the 2008 U.S. Olympic Team Trials for Gymnastics, the 2011 NCAA Wrestling Championships, the 2014 NCAA Frozen Four, and several other sports and entertainment events.

As President of the Flyers, he played an instrumental role in his club participating in two Winter Classics (2010 and 2012), while also hosting the 2014 NHL Draft. A recognized leader in the facility management industry, Peter was the 2000 recipient of the City of Hope's Tri-State Labor Award. He also received the 2002 prestigious Harold J. Vander Zwaag Distinguished Alumnus Award from the Sports Management Program of the University of Massachusetts for his accomplishments in the field of sports management. He received the 2013 Police Athletic League PAL Award for his contributions to the Philadelphia community.

In 2013, Peter and Comcast Spectacor Chairman, Ed Snider, ranked 43rd on *Sports Business Journal's* prestigious list of the Top 50 Most Influential Leaders in Sports Business. They were also two-time winners of *VenuesNow's* Hall of Headlines. He also was named one of *Billboard Magazine's* Power 100 (2012 and 2013).

Peter serves as an active member of the Board of Directors of Pointstreak Sports Technologies Inc., a Toronto company that develops sports-related software, including 50/50 raffle technology, increasingly used at sports facilities across North America. He also serves as Chairman of the Board of Directors of Philly Sports Holdings, an Exton, PA based holding company that operates Sports Vault and Strategic Sports Marketing. Peter is a hockey player, hockey coach, and hockey parent. He is a graduate of the University of Massachusetts. Peter and his wife, Casey, have three children Nick, Dana, and Max.



KEN GABER
PRESIDENT,
OVG HOSPITALITY

Ken Gaber brings more than two decades of experience to OVG Hospitality, including management of food services at two of OVG's newest owned and operated venues. In his role as President, Ken sets and oversees the culinary, technology, and operational strategy for OVG Hospitality.

Prior to joining OVG, Ken served as VP of Operational Excellence/Strategic Operations with Delaware North. While there, he was responsible for business growth strategies, location openings, menu planning, technology deployments, and operational strategies for current and new accounts. Ken previously served as general manager at American Family Field, home of the MLB Milwaukee Brewers, where he was instrumental in the team's 2017 multimillion-dollar upgrade to the concessions program. He collaborated with the Brewers to bring the award-winning culinary concession vision to life, which included 11 new concession stands and two new field-level bars.

Ken began his career with Levy as General Manager of Suites at Philips Arena in Atlanta, and later served as Director of Operations at Ripken Stadium in Aberdeen, MD and Director of Premium Services at the Boston Convention Center in Massachusetts. He has also served as Director of Operations at Charlotte Motor Speedway in Concord, N.C. – managing Levy's food service operation that included 150 suites and concessions for as many as 165,000 fans – and as Director of Operations at the FedEx Forum, home to the Memphis Grizzlies.



GREG O'DELL
PRESIDENT, VENUE
MANAGEMENT

Greg recently joined OVG in the role of President, Venue Management. Greg is a renowned leader, who has immeasurably impacted the economic and social health of the communities (and venues) he has served for decades.

Greg joins OVG from Events DC, the official convention and sports authority for the District of Columbia, where he was CEO from October 2009 through 2022. His 25 years of leadership includes extensive experience in the development and management of a diverse portfolio of venues – from the 2.3 million-square-foot Washington Convention Center to the Washington Nationals' 41,000-seat, major league baseball stadium

Greg has also served as CEO and GM of the Washington Convention Center Authority, where he was responsible for the operations of the 2.3-million-square-foot convention center, an award-winning facility that sees approximately 1 million visitors each year and has generated almost \$5 billion in direct delegate spending since opening in 2003. He was also responsible for the Authority's development efforts, having led negotiations with the selected private developer and provided oversight throughout the project lifecycle of a \$520 million public-private partnership for the 1,175-room, 37-suite Marriott Marquis Washington, DC hotel.

Before joining the Washington Convention Center Authority, Greg was the president and chief executive officer of the D.C. Sports and Entertainment Commission, where he led the project team that completed the \$611 million, 41,546-seat and Silver LEED-certified Nationals Park. During his tenure at the Commission, Greg was also responsible for the operations and maintenance of the RFK stadium and campus, inclusive of hosting various events including Major League Baseball and Major League Soccer play, marketing and sales activities, and the contract and services management related to the hosting of events at RFK. Before heading up the Commission, he was the chief development officer for the Government of the District of Columbia, where he was responsible for stimulating and promoting economic development within the District.



PETER ZINGONI
SVP, BUSINESS
DEVELOPMENT, OVG360

Peter Zingoni is Senior Vice President of Development for OVG360. Peter leads the development team by focusing on identifying new opportunities and account acquisitions for the company. Prior to joining Oak View Group, Zingoni spent eight years leading business development for Spectra (since acquired by OVG) in venue management, food service and hospitality, and sponsorships.

Zingoni, a former draft pick of the Columbus Blue Jackets (2000 NHL Entry Draft), played eight seasons of professional hockey for AHL affiliates of the Blue Jackets, the Tampa Bay Lightning, the Minnesota Wild, and the Philadelphia Flyers. He was awarded the AHL's "Man of the Year" for contributions to the community of Norfolk, VA while playing with the Admirals in 2008-09. He also spent two years as Vice President of the Jacobs Realty Group, a real estate development company in Wayne, PA.



TRENT MERRITT
REGIONAL VICE
PRESIDENT

With over a 15 years' experience, Trent oversees the daily operations of numerous OVG360 properties. Previously, he held various positions including Event Manager at the Wells Fargo Center in Philadelphia; the Assistant General Manager of Budweiser Gardens, in London, Ontario; General Manager of the WFCU Centre, in Windsor, Ontario; and General Manager at the University of South Florida Sun Dome. This experience has given Trent the knowledge to effectively lead his teams and ensure their success. Under Trent's leadership, the USF Sun Dome ranked 4th among all university venues in the nation with a capacity of 10,001-15,000 according to VenuesNow Magazine – based upon total gross ticket sales and attendance. Trent received a bachelor's degree in sport and recreation management, with a minor in business, from Temple University in Philadelphia, PA. Additionally, Trent is a member of Florida Facilities Managers Association (FFMA), IAVM, and Pollstar. In addition to membership in FFMA, Trent is a Board of Directors member, and he serves on the Chair Operations Seminar Committee.



SETH BENALT
GM, CROWN COMPLEX

Seth Benalt is General Manager of the Crown Complex and comes to Fayetteville with over 25 years' experience in the venue management, event, and hospitality industry. Seth is a passionate and resourceful professional focused on logistical planning and facility operations; customer focused with a commitment to team and individual development. In 2012, Seth joined OVG360 as a part of the management team that re-opened the USF Sun Dome after a 12-month, \$42 Million renovation.

From 2014-2016, Seth served as General Manager of the Kovalchick Convention and Athletic Complex on the campus of Indiana University of Pennsylvania. He then moved to Fayetteville in January of 2016 to join the venue management team in the capacity of Assistant General Manager of the Crown Complex.



LIAM WESELOH
VP, PARTNERSHIPS

Liam Weseloh applies his 20+ years of experience in the sponsorship industry to help manage and grow OVG Global Partnerships across the United States and Canada. While at with the company, he has represented a diverse range of clients including the PPaL Center and Lehigh Valley Phantoms in Allentown, PA; the State Fair of Virginia in Doswell, VA; Indigenous Sport & Wellness Ontario (ISWO) in Mississauga, Canada; 2017 North American Indigenous Games in Toronto, Canada; Atlantic City Convention Center and Boardwalk Hall in Atlantic City, NJ; Rice University in Houston, TX and many others.

From 2012 to 2016, Weseloh led the sales and growth efforts for the company's Analytics and Valuation division (formerly known as Front Row Analytics), working with both venues and brands to help identify and quantify partnership opportunities and media valuations. Liam has also played a critical role in securing naming rights partnerships for several clients such as FirstOntario Center in Hamilton, ON and CURE Insurance Arena in Trenton, NJ.

Liam attended both Southern Illinois University and Georgia Southern University and holds a bachelor's degree in Exercise Science and a master's degree in Sports Management.



DAVID PFENDT
DIRECTOR OF ANALYTICS

As Director of Analytics for OVG360, Dave Pfendt oversees the development of operational reporting and advanced analytics. He is also supporting the implementation of an enterprise environment that enables self-service data access.

Dave joined OVG from Comcast, bringing more than 15 years of experience to his role. For five years with Comcast, he served as Senior Manager, Business Process, in which he developed processes that drove significant savings and productivity improvements. Prior to joining Comcast, he worked in software development, business analyst, and project management roles for Vanguard.

Dave received a Bachelor of Science in Computer Science from the University of Pittsburgh and a Master of Business Administration from UNC Chapel Hill.



CHRIS NELSON
SR. VICE PRESIDENT
HOSPITALITY EAST
DIVISION

Chris is a top-performing hospitality executive with deep industry experience leading multiple lines of business—education, sports and convention centers—with sustained and measurable success. Prior to joining the OVG Hospitality team, Chris served as Executive Vice President of AVI Foodsystems for their Education and Leisure & Entertainment divisions, which drove over \$200 million in revenue.

Within the Leisure & Entertainment Division, Chris oversaw athletic and convention center contracts. His background also includes various leadership positions with Compass Group North America's Chartwells Educational Dining Service and with Sodexo-run venues, such as Southeast Missouri State University and University of Illinois at Chicago. Chris oversees OVG Hospitality's operations in the East to optimize results, pursue operational excellence, drive best-in-class guest services, and build long-term relationships with clients and employees.



**CHARLES
LAWRENCE**
REGIONAL VICE
PRESIDENT

Charles Lawrence works with our team to ensure the highest levels of service, guest satisfaction, and profitability for our clients and OVG.

Charles has served in an operational capacity at some of the world's most prestigious venues, such as Walt Disney World's Epcot Center and Wide World of Sports, the Georgia World Congress Center, the Georgia Dome, and the Cobb Galleria Center as well as serving in a supportive role for many of North America's notable sports venues, convention centers, and gaming facilities.

A native Ohioan, Charles moved to Providence where he earned his associate's degree in culinary arts and bachelor's degree in food service management from Johnson & Wales University. He also received his MBA with a concentration in marketing from Saint Leo University in Saint Leo, FL.



MARISSA DIONNE
VP, MARKETING

Marissa Dionne is a 20+ year veteran in the entertainment and venue management industry specializing in Marketing and Public Relations. As VP of Marketing for OVG360 & Arena Alliance, Dionne supports and coaches the onsite staff at all their venues. She focuses on cultivating marketing ideas, best practices and working with her team to ensure they have the resources and tools to succeed. Additionally, Dionne leads all branding and marketing efforts for OVG360. Prior to joining OVG, Dionne spent eight years working at a hybrid venue overseeing the marketing efforts for an arena and convention center. Additionally, Marissa was the Regional Director of Marketing, supporting marketing and sales professionals in arenas and convention centers throughout the U.S. and Canada.

Throughout her career, she has worked alongside arena event promoters, including Live Nation, AEG Live, Feld Entertainment, Harlem Globetrotters, and WWE, among many others, while promoting and ensuring successful events at arenas throughout the country. Dionne started her career with Madison Square Garden, CT.



D'JUANA THOMAS
VP, RISK MANAGEMENT

With more than 30 years experience in risk management, compliance, and insurance, D'Juana is responsible for managing and monitoring OVG's operational risk framework across our various lines of business – including venue management, hospitality, sales, security services, conferences, and publications.

D'Juana oversees our global risk management strategy, insurance placements, broker relationships, and other corporate risk management needs. And importantly, she develops a culture of safety across the company.

Prior to joining OVG, D'Juana was with MissionSquare Retirement in Washington, D.C., where for the last decade she expertly oversaw risk policy, management and operations, risk administration and reporting, and enterprise risk management design. She has deep experience executing large-scale enterprise risk management framework development, leading complex negotiations, and implementing complicated, 360-degree risk systems.



MICHAEL AHEARN
SVP, OPERATIONS

Michael Ahearn uses his vast domestic and international venue management experience to elevate OVG’s facility operations throughout North America. In his position, he oversees Facility Operations Departments at all OVG-managed facilities. He also heads up OVG’s Facility Consulting Division, which offers stand-alone venue planning, operations, and procurement services.

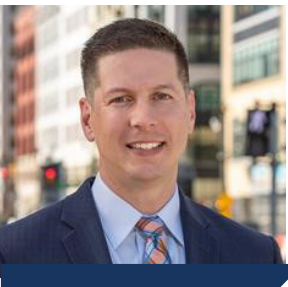
Michael has held key positions at venues around the world, including Event Manager for the Sheffield Arena in England; Box Office Manager at the Spectrum in Philadelphia, PA; and Sport Complex Director at the Jacksonville Sport & Entertainment Complex in Jacksonville, FL. Michael holds a bachelor’s degree from Widener University in Chester, PA.



DAN RUBINO
VP, PROJECTS

Dan Rubino brings to OVG360 in-depth experience and knowledge of cutting-edge Furniture, Fixtures and Equipment (FF&E) purchasing, operation standardization, and new construction consulting. With more than 20 years of industry experience, Rubino has served as the Director of Facility Development for Centerplate, the Director of Operations for the Arena at Harbor Yard in Connecticut, and the Director of Operations at the Bon Secours Wellness Arena in South Carolina.

Dan’s thoughtful leadership has resulted in two books: *Sports and Entertainment Arena Design, from an Operator’s Perspective* and *Handbook of Alternative Materials in Residential Construction*. He obtained his associate’s degree from Hartford State Technical College and earned a certificate from Porter and Chester Institute. Dan is currently a member of the International Association of Venue Managers.



JOE LEUNG,
VP, PARKING AND
MOBILITY

Joe joined OVG after spending two decades with some of the most well-known parking companies, experience which spans ballparks, arenas, theaters, and a variety of other live events facilities. He was senior director of customer success at FLASH, vice president of parking at Olympia Development of Michigan, and regional manager at SP+, where he oversaw parking and mobility.

Joe guides our venue teams on how best to pre-sell through various channels – ticket purchase flow, social media, pre-event emails, in-arena and in-stadium TV displays. Throughout his career, Joe has focused on how parking impacts a community, especially when a new venue is being built in or around an existing neighborhood. He has worked with community leaders and neighbors to understand and minimize the impact, such as with increased traffic

The first of its kind in our industry, OVG’s Parking & Mobility division helps our venues reduce environmental impact and support the surrounding community – all through the dynamic lens of parking and mobility. With sustainability as one of OVG360’s guiding principles, Joe focuses on reducing the environmental impact of the hundreds of venues the company owns and/or manages. Through deliberate parking operations and traffic management, guests will spend less time idling and circling, which will cut carbon emissions and vehicle miles traveled.

To optimize parking and mobility, OVG360 leverages technology, reviews staffing, generates purposeful marketing campaigns, enables selling through all venue channels, and addresses a wide range of mobility solutions, for example: electric car charging stations, scooters, ride share drop-off/pick-up stations, public transit access, shuttles, and more.



ANN JACKSON
CHIEF PEOPLE OFFICER

Ann has spent the last 20+ years of her career in Human Resources with the goal of making people’s lives better. She brings value to OVG by ensuring that employees are developed and grow, are paid a fair salary for their work, and know that the company cares about their health and welfare, not only for themselves, but also for their extended families. Ann takes pride in working with her organization and its leaders because she knows we all lead with integrity, honesty, and a strong moral compass.

Prior to OVG, Ann worked as the Vice President of Human Resources for the Madison Square Garden Company, Spectrum and Charter Communications. Ann is a business professional whose career as an HR leader avoids “HR Speak” and interacts with employees as the colleagues they are. Ann holds an MBA from Southern Connecticut State University.



NICOLE ORLOSKY
VP, HUMAN RESOURCES

Nicole Orlosky, SHRM-CP, MS-HRM is the Vice President of HR for OVG360 based in the company’s Philadelphia office. Nicole has been in Human Resources since 2001 and worked at several well-known organizations, like Amazon, Sur La Table and CertainTeed, spending most of her career in Venue Management and Hospitality, at Spectra (now OVG360) and Aramark.

Nicole has her bachelor’s degree in Psychology from the University of Maine with a concentration in Women’s Studies. She also has her Master’s Degree in HR Management from West Chester University. Nicole brings a collaborative approach to create strategies to attract, retain and motivate teams through a positive employee experience. In her role, Nicole is responsible for providing the OVG human resources strategy and oversight to OVG360 by delivering effective workforce planning, positive employee relations, and training employees to successfully navigate their most critical challenges today, with and through the human resources team.

Nicole won the 2014 Delaware Valley HR Person of the Year award for an in-house designed leadership development program at Spectra. Nicole is a lifelong learner-she is a certified professional from Society of HR Management, a Korn Ferry Certified 360° Leadership Styles Coach, Hay Group Job Evaluator, and completed Temple University’s Women’s Leadership Series, Temple University’s Human Capital Analytics program and the Executive Online program at Columbia Business School in Building and Leading Effective Teams.



DEBONAIR OATES-PRIMUS
VP OF DIVERSITY, EQUITY & INCLUSION

Debonair Oates-Primus, Ph.D., oversees DE&I-related strategies, partnerships, programs, and initiatives for OVG. In her role, Debonair recruits and empowers diverse talent, applying that talent on a global basis.

With over 12 years of experience in higher education, Debonair brings to the company her expertise in anti-bias training, culturally responsive curriculum development, and hiring. In addition, she has provided DE&I strategic planning to many universities, colleges, and organizations as a consultant.

Prior to joining OVG, Debonair was at the Community College of Philadelphia, where served as the DE&I Lead, Coordinator of the Diversity Certificate Program, Coordinator of the Black Studies Program, and Coordinator of the Diversity Fellowship Program.

Debonair earned a Ph.D. in Literature and Criticism with a concentration in critical race theory and intersectional feminism from Indiana University of Pennsylvania, a master’s in Master of Arts in Writing Studies from Saint Joseph’s University, and a bachelor’s degree in English from West Chester University.

OVG ADDITIONAL SUPPORT



TIM LEIWEKE
CHIEF EXECUTIVE
OFFICER, OVG

Co-founder and Chief Executive Officer of OVG, Tim Leiweke is a leader and veteran in the sports and entertainment industry with more than 30 years of experience spanning multiple professional teams, leagues, and facility developments around the world. No one else has been recognized on both the Billboard Top 100 People in the Music Business and the Most Influential Sports Executives by the Sports Business Journal in the same year. In addition to creating Coachella and other iconic music festivals, he has also been part of Championship teams in the NBA, NHL, MLS, AHL, and DEL.

Due to his consistent and devoted passion to community programs, Tim has been recognized for his support of several charitable organization including the City of Hope, Anti-Defamation League, Paras Los Ninos, Los Angeles Sheriffs Youth Organization, Children's Hospital Los Angeles, Covenant House Toronto, Giants of Africa, and many others spanning many important causes.

Tim's newest endeavor, in partnership with Irving Azoff, was the founding of Oak View Group in 2015. Prior to this, he served as President and CEO of Maple Leaf Sports and Entertainment with the following properties in its portfolio: NHL Toronto Maple Leafs, NBA Toronto Raptors, MLS Toronto FC, Air Canada Centre, Ricoh Coliseum, Maple Leaf Square, and BMO Field. Leiweke's impressive resume also includes him serving as Founder, President, and CEO of Anschutz Entertainment Group (AEG) and acquiring and merging more than 50 sports and entertainment companies.

Tim was responsible for the development of the Staples Center, home of Lakers, Kings, and Clippers and was integral in the creation of L.A. LIVE, a sports, residential, and entertainment district adjacent to Staples Center and the Los Angeles Convention Center. He has led the \$2.5 billion development that includes Club Nokia, a 2,300-capacity live music venue; Microsoft Theatre;

L.A. Live; and a 54-story, 1,001-room convention headquarters destination, featuring Ritz-Carlton and JW Marriott hotels, along with 224 luxury condominiums. Tim has also served as President of the Denver Nuggets and Vice President of the Minnesota Timberwolves, inking their first naming rights deal in sports with the Target Center in 1989.



IRVING AZOFF
CO-FOUNDER, OVG

In 2015 Irving Azoff was in part responsible for co-founding Oak View Group and currently serves as a significant member of OVG's Advisory Board. In this role, Irving contributes his industry experience and vast network of contacts. In 1974, Irving founded Front Line Management and became the exclusive manager for the likes of Jimmy Buffet, Journey, Jon Bon Jovi, and Van Halen. Irving is also responsible for turning MCA Music Entertainment Group's fortunes around when he served as the label's Chairman and CEO. After leaving MCA to join Warner Music Group, Irving created Giant Records and ran it for several years before deciding to return to managing artists. In 2008, Ticketmaster acquired Front Line Management and Irving was named CEO of Ticketmaster as part of the acquisition. That same year, Azoff was awarded Advertising Age's Marketer of the Year. Irving later became Chairman of Live Nation and was named *'the most powerful person in the music industry'* by Billboard magazine.

In 2013, Irving announced a joint venture with The Madison Square Garden Company naming it Azoff MSG Entertainment. Irving serves as the company's Chairman, CEO, and as a consultant to all MSG-managed venues, including The Forum. Irving recently purchased MSG's share in the joint venture, renaming the company The Azoff Company. In addition to his tenure in the music and live entertainment industry, Irving has been involved in film production which includes movies like *Fast Times at Ridgemont High*, *Urban Cowboy*, *Jack Frost*, *Inkwell*, and *Above the Rim*.



FRANCESCA BODIE
COO, OVG
PRESIDENT, OVG DEVELOPMENT

Francesca Bodie has operated at some of the highest levels of sports and entertainment. Her expertise intersects an array of skill sets from marketing, sponsorship, and operations to development, finance, and partnerships.

As President of Business Development for OVG, Francesca helps lead the company across a variety of fronts. In addition to helping OVG's partnerships and acquisitions, she also oversees the company's operations and spearheads all new real estate development projects for sports and entertainment facilities, including the firm's major new projects at KeyArena in Seattle, WA and Belmont Park in New York, NY. Prior to joining OVG in March 2015, Francesca served as Vice President of Special Projects for AEG, overseeing a broad range of world-class programming, live events, and production at L.A. LIVE and other facilities around the world.



MIKE DOWNING
CHIEF SECURITY OFFICER,
PREVENT ADVISORS

As Chief Security Officer of OVG and President of Prevent Advisors, Mr. Downing brings 35 years of experience to Prevent Advisors. Most recently he served as the Deputy Chief, Los Angeles Police Department and Commanding Officer, Counter-Terrorism and Special Operations Bureau where he led five operational divisions: Major Crimes, Emergency Services Divisions, Metropolitan Division, Air Support Division, and Emergency Operations Division. These divisions include the Anti-Terrorism Intelligence Section, Criminal Investigative Section, Organized Crime, Surveillance Section, Hazardous Devices Section, LAX Bomb K-9 Section, Special Weapons and Tactics (SWAT), Mounted Unit, Dive Teams, Emergency Preparedness and Response.

Mr. Downing has worked with the New Scotland Yard's Metropolitan Police Counter-Terrorism Command SO 15. Mr. Downing has testified before Congressional subcommittee's relative to intelligence, homeland security, information sharing, and prison radicalization. In April 2010, Mr. Downing served as a member of the Department of Homeland Security Advisory Council working group on developing a national strategy for countering violent extremism. In October 2009, Mr. Downing was appointed as the Interim Police Chief for the Los Angeles Police Department.

Mr. Downing is an active member of the Leadership in Counter-Terrorism (LinCT) Alumni Association, working with alumni from the FBI's LinCT Program to develop a global enterprise of networked counter-terrorism practitioners from the United States, United Kingdom, Canada, Australia, and New Zealand. Deputy Chief Downing has also worked with the Department of Justice and State Department, traveling throughout South America, Africa, Turkey, Poland, India, and Kenya to transition large national police organizations into democratic civilian policing models and overlay counter-terrorism enterprises on top of cities. His work in counter-terrorism has taken him to Israel, Jordan, Saudi Arabia, Bahrain, United Kingdom, Australia, Canada, Germany, Kenya, India, France, Afghanistan, and Iraq; all to examine smart practices and build a network of practitioners.

Mr. Downing attended the University of Southern California where he received a Bachelor of Science Degree in Business Administration in 1982 and completed POST Command College in 1997, the FBI's Leadership in Counter-Terrorism (LinCT) in 2008, the Post Naval Graduate Executive Program in 2009, and the Senior Management Institute for Police at Boston (SMIP PERF) in 2012. Mr. Downing is currently a Board Member at the George Washington University Center for Cyber and Homeland Security Institute.



**CHRISTINA Y.
SONG**
GENERAL COUNSEL, OVG

Christina Song was named General Counsel of OVG in 2016 after working for Madison Square Garden for more than nine years, most recently serving as Vice President, Business, and Legal Affairs.

While at MSG, Christina worked on a number of marquee and signature marketing partnership agreements across MSG's various teams and properties while also providing day-to-day support to the partnership activation team. Prior to joining MSG, Christina spent six years working on entertainment and intellectual property-related matters for Duane Morris and Hunton & Williams in their respective New York offices.



DAN GRIFFIS
PRESIDENT, OVG GLOBAL
PARTNERSHIPS

With more than 20 years of experience on both the brand side and the property side, Daniel Griffis has built a career by thinking differently. Prior to joining OVG in November of 2015, he served as Officer and Vice President of Marketing at Target Corporation. He built more than 50 national marketing campaigns and 200 unique partnerships for the brand. He managed a marketing budget of \$320 million with responsibility over all Sports, Entertainment, Fashion and Corporate Social Responsibility for the \$76B retailer. Daniel was also in charge of all vendor income for Target where he raised over \$500 million per year across 200 CPG companies.



APPENDIX B



Client List

ARENAS

CITY	VENUE	CAPACITY
Albany, GA	Albany Civic Center at Flint River Entertainment Complex	10,240
Allentown, PA	PPL Center	9,700
Amherst, MA	Mullins Center, University of Massachusetts Amherst	10,000
Athens, GA	The Classic Center Arena (Consulting)	8,500
Atlantic City, NJ	Jim Whelan Boardwalk Hall	14,500
Augusta, GA	James Brown Arena at Augusta Entertainment Complex	8,700
Austin, TX	Moody Center, University of Texas at Austin	16,000
Baltimore, MD	Chesapeake Employers Insurance Arena at the Univ. of Maryland Baltimore County	5,000
Baltimore, MD	Baltimore Arena	14,000
Bangor, ME	Cross Insurance Center	8,078
Beaumont, TX	Ford Arena at Ford Park Entertainment Complex	8,500
<i>Billings, MT</i>	<i>First Interstate Arena</i>	<i>12,000</i>
Bridgeport, CT	Total Mortgage Arena	10,000
Brookings, SD	Swiftel Center	6,500
Casper, WY	Ford Wyoming Center	8,395
Charleston, WV	Charleston Coliseum & Convention Center	13,500
Chicago, IL	Wintrust Arena	10,000
Clovis, NM	Curry County Events Center	6,500
Coachella Valley, CA	Acrisure Arena	11,000
Coral Gables, FL	Watsco Center, University of Miami	8,000
Coralville, IA	Xstream Arena	6,600
Corpus Christi, TX	American Bank Center Arena	10,323
Dallas, TX	Arena at Kay Bailey Hutchison Convention Center Dallas	9,816
Dallas, TX	Fair Park Coliseum at Dallas Fair Park	9,704
Dawson Creek, BC, Canada	Ovintiv Events Centre	6,500
Des Moines, IA	Wells Fargo Arena at Iowa Events Center	16,980
Elmont, NY	UBS Arena	18,000
Enid, OK	Stride Bank Center	4,000
<i>Esterov, FL</i>	<i>Hertz Arena</i>	<i>7,500</i>
Everett, WA	Angel of the Winds Arena	10,000
Fayetteville, NC	Crown Arena at Crown Complex	4,500
Fayetteville, NC	Crown Coliseum at Crown Complex	10,000
Fishers, IN	Fishers Event Center (consulting)	8,500
Grand Forks, ND	Alerus Center	22,000
<i>Greenville, SC</i>	<i>Bon Secours Wellness Arena</i>	<i>15,000</i>
Hamilton, ON, Canada	FirstOntario Centre	19,000
Hartford, CT	XL Center	15,217
<i>Henderson, NV</i>	<i>New Henderson Event Center</i>	<i>6,109</i>
Hoffman Estates, IL	NOW Arena	11,800
Houston, TX	Fertitta Center, University of Houston	7,100
Independence, MO	Cable Dahmer Arena	5,800
Indiana, PA	Kovalchick Complex, Indiana University of Pennsylvania	5,000
Kingston, RI	Ryan Center, University of Rhode Island	7,700
<i>Knoxville, TN</i>	<i>Thompson-Boling Arena, University of Tennessee</i>	<i>22,206</i>
Las Cruces, NM	Pan American Center, New Mexico State University	12,515
Lexington, KY	Rupp Arena	20,545

*Selected and negotiating agreement

Italics denote consulting or booking and/or marketing services

ARENAS (Continued)

CITY	VENUE	CAPACITY
London, ON, Canada	Budweiser Gardens	10,000
Loveland, CO	Blue Arena at The Ranch Events Complex	7,200
Lowell, MA	Tsongas Center, University of Massachusetts Lowell	7,800
Macon, GA	Macon Coliseum at Macon Centreplex	9,252
Moon, PA	UPMC Events Center, Robert Morris University	5,000
Moose Jaw, SK, Canada	Mosaic Place	4,500
Nampa, ID	Ford Idaho Center	12,657
Norfolk, VA	Chartway Arena at Ted Constant Convocation Center, Old Dominion University	9,500
<i>Omaha, NE</i>	<i>CHI Health Center</i>	<i>18,300</i>
Orlando, FL	Addition Financial Arena, University of Central Florida	10,000
Oshawa, ON, Canada	Tribute Communities Centre	6,400
Owensboro, KY	Owensboro Sportscenter	5,000
Penticton, BC, Canada	Memorial Arena at SOEC Complex	2,500
Penticton, BC, Canada	South Okanagan Events Centre at SOEC Complex	6,500
Petersburg, VA	VSU Multi-Purpose Center, Virginia State University	6,200
Pittsburgh, PA	PPG Paints Arena	19,758
Philadelphia, PA	Liacouras Center, Temple University	10,000
Portland, ME	Cross Insurance Arena	9,500
Prescott Valley, AZ	Findlay Prescott Toyota Center	5,100
Ralston, NE	Ralston Arena	4,400
Rio Rancho, NM	Rio Rancho Events Center	8,000
Robstown, TX	Marvin and Laura Berry Pavilion at Richard M. Borchard Regional Fairgrounds	4,000
Salina, KS	Tony's Pizza Events Center	6,083
Savannah, GA	Enmarket Arena	9,000
Savannah, GA	Savannah Civic Center	9,000
Seattle, WA	Climate Pledge Arena	18,000
Sioux City, IA	Tyson Events Center	10,000
<i>Spokane, WA</i>	<i>Spokane Arena</i>	<i>11,621</i>
Stateline, NV	Tahoe Blue Events Center	6,000
St. John, NB, Canada	TD Station	6,603
St. Louis, MO	Chaifetz Arena, Saint Louis University	10,600
<i>Sunrise, FL</i>	<i>FLA Live Arena</i>	<i>20,737</i>
Tallahassee, FL	Donald L. Tucker Civic Center, Florida State University	11,468
Tempe, AZ	Mullett Arena, Arizona State University	5,000
Topeka, KS	Landon Arena at Stormont Vail Events Center	8,361
Toronto, ON, Canada	Mattamy Athletic Centre, Toronto Metropolitan University	3,600
Trenton, NJ	CURE Insurance Arena	9,800
Tulsa, OK	BOK Center	19,200
Windsor, ON, Canada	WFCU Centre	7,000
TOTAL ARENAS: 85		TOTAL SEATS: 845,168

STADIUMS

CITY	VENUE	CAPACITY
Chester, PA	Subaru Park (formerly Talen Energy Stadium)	25,000
Dallas, TX	Cotton Bowl Stadium at Dallas Fair Park	92,500
East Hartford, CT	Pratt & Whitney Stadium at Rentschler Field	40,000
Fredericksburg, VA	Virginia Credit Union Stadium	5,000
Houston, TX	Cougar Softball Stadium, University of Houston	1,200
Houston, TX	Darryl and Lori Schroeder Park	3,500
Houston, TX	TDECU Stadium, University of Houston	40,000
<i>Knoxville, TN</i>	<i>Neyland Stadium, University of Tennessee</i>	<i>102,455</i>



*Selected and negotiating agreement
Italics denote consulting or booking and/or marketing services

STADIUMS (Continued)

CITY	VENUE	CAPACITY
Memphis, TN	Simmons Bank Liberty Stadium	58,325
Norfolk, VA	Kornblau Field at S.B. Ballard Stadium, Old Dominion University	20,000
Philadelphia, PA	Citizens Bank Park	45,000
Sacramento, CA	Heart Health Park at California Exposition & State Fairgrounds	11,000
San Diego, CA	Snapdragon Stadium, San Diego State University	35,000
St. Louis, MO	The Dome at America's Center	66,965
TOTAL STADIUMS: 14		TOTAL SEATS: 545,945

CONVENTION & CONFERENCE CENTERS

CITY	VENUE	SQ. FT. EXHIBIT SPACE
Atlantic City, NJ	Atlantic City Convention Center	627,000
Bangor, ME	Cross Insurance Center	25,427
Beaumont, TX	Ford Exhibit Hall at Ford Park Entertainment Complex	48,000
Charleston, WV	Charleston Coliseum & Convention Center	283,000
Chicago, IL	McCormick Place	2,670,000
Chicago, IL	Navy Pier	250,000
Cincinnati, OH	Duke Energy Convention Center	700,000
Cleveland, OH	I-X Center	861,000
Clovis, NM	Clovis Civic Center	30,000
Corpus Christi, TX	American Bank Center Convention Center	138,000
Dallas, TX	Automobile Building at Dallas Fair Park	84,000
Dallas, TX	Briscoe Carpenter Livestock Center at Dallas Fair Park	55,000
Dallas, TX	Centennial Hall at Dallas Fair Park	90,000
Dallas, TX	Creative Arts Building at Dallas Fair Park	17,000
Dallas, TX	Embarcadero Building at Dallas Fair Park	27,000
Dallas, TX	Food & Fiber Building at Dallas Fair Park	25,000
Dallas, TX	Grand Place at Dallas Fair Park	50,000
Dallas, TX	Kay Bailey Hutchison Convention Center Dallas	1,000,000
Dallas, TX	Tower Building & Rotunda at Dallas Fair Park	40,000
Dallas, TX	Women's Building at Dallas Fair Park	70,000
Des Moines, IA	Community Choice Credit Union Convention Center at Iowa Events Center	223,875
Des Moines, IA	Hy-Vee Hall at Iowa Events Center	223,098
Dubuque, IA	Grand River Conference Center	86,000
Durham, NC	Durham Convention Center	33,250
Enid, OK	Stride Bank Center	13,220
Everett, WA	Edward D. Hansen Conference Center at Angel of the Winds Arena	13,700
Fayetteville, NC	Crown Expo Center & Ballroom at Crown Complex	69,200
Fort Smith, AR	Fort Smith Convention Center	116,800
Fredericksburg, VA	Fredericksburg Expo and Conference Center	120,000
Grand Forks, ND	Alerus Center	160,000
Grand Junction, CO	Grand Junction Convention Center	23,000
Greenville, SC	Greenville Convention Center	300,000
Hamilton, ON, Canada	FirstOntario Centre Exhibition Centre	117,000
Hartford, CT	XL Center Exhibition Hall	68,800
Indiana, PA	Kovalchick Complex, Indiana University of Pennsylvania	23,000
Kerrville, TX	Hill Country Youth Event Center and Outdoor Arena	78,000
Lexington, KY	Central Bank Center	200,000
Loveland, CO	First National Bank Exhibition Building at The Ranch Events Complex	36,000
Lynnwood, WA	Lynnwood Event Center	34,000
Miami Beach, FL	Miami Beach Convention Center	750,000
Moon, PA	UPMC Event Center Meeting Space, Robert Morris University	5,000



*Selected and negotiating agreement
Italics denote consulting or booking and/or marketing services

CONVENTION & CONFERENCE CENTERS (Continued)

CITY	VENUE	SQ. FT. EXHIBIT SPACE
Nampa, ID	Nampa Civic Center	28,000
Nanaimo, BC, Canada	Vancouver Island Conference Centre	38,000
Overland Park, KS	Overland Park Convention Center	100,000
Owensboro, KY	Owensboro Convention Center	60,000
Penticton, BC, Canada	Penticton Trade & Convention Centre at SOEC Complex	60,000
Provo, UT	Utah Valley Convention Center	47,000
Pueblo, CO	Pueblo Convention Center	22,000
Richmond, VA	Greater Richmond Convention Center	288,550
Robstown, TX	Exhibition Center at Richard M. Borchard Regional Fairgrounds	178,077
Salina, KS	Heritage Hall at Tony's Pizza Events Center	17,368
Santa Clara, CA	Santa Clara Convention Center	302,000
Savannah, GA	Savannah Civic Center	22,600
Shawnee, OK	Heart of Oklahoma Exposition Center	152,400
Stateline, NV	Tahoe Blue Events Center Conference Center	30,000
St. Charles, MO	Saint Charles Convention Center	66,000
Tallahassee, FL	Donald L. Tucker Civic Center, Florida State University	51,000
Terre Haute, IN	Terre Haute Convention Center	41,824
Tulsa, OK	Cox Business Convention Center	128,000
Topeka, KS	Exhibition Hall at Stormont Vail Events Center	74,500
Waterloo, IA	Five Sullivan Brothers Convention Center	40,000
West Palm Beach, FL	Palm Beach County Convention Center	148,000
TOTAL CONVENTION & CONFERENCE CENTERS: 62		TOTAL SQ. FT. EXHIBIT SPACE: 11,679,689

PERFORMING ARTS CENTERS & THEATERS

CITY	VENUE	CAPACITY
Albany, GA	Albany Municipal Auditorium at Flint River Entertainment Complex	965
Atlantic City, NJ	Adrian Phillips Theater at Boardwalk Hall	3,200
Augusta, GA	William B. Bell Auditorium at Augusta Entertainment Complex	2,700
Charleston, WV	Charleston Municipal Auditorium	3,400
Charleston, WV	Little Theater	750
Chicago, IL	Arie Crown Theater	4,249
Corpus Christi, TX	Selena Auditorium	2,604
Dallas, TX	The Black Academy of Arts and Letters at KBHCCD	1,740
Fayetteville, NC	Crown Theatre at Crown Complex	2,400
Federal Way, WA	Federal Way Performing Arts and Event Center	700
Fort Smith, AR	ArcBest Performing Arts Center	1,400
Grand Junction, CO	Avalon Theatre	1,100
Hamilton, ON, Canada	FirstOntario Concert Hall	2,193
Hamilton, ON, Canada	The Studio	550
Homestead, FL	Seminole Theatre	425
Indiana, PA	Toretti Auditorium at the Kovalchick Complex	632
Lexington, KY	Lexington Opera House	1,000
Macon, GA	Macon Auditorium at Macon Centreplex	2,688
Nampa, ID	John Brandt Performing Arts Theater at Nampa Civic Center	630
Pueblo, CO	Pueblo Memorial Hall	1,600
Santa Clara, CA	Santa Clara Convention Center Theater	607
Savannah, GA	Johnny Mercer Theatre	2,650
Sioux City, IA	Orpheum Theatre	2,650

PERFORMING ARTS CENTERS & THEATERS (Continued)

CITY	VENUE	CAPACITY
Spokane, WA	First Interstate Center for the Arts	2,700
Virginia Beach, VA	Sandler Center for the Performing Arts	1,300
TOTAL PERFORMING ARTS CENTERS & THEATERS: 25		TOTAL SEATS: 44,833

FAIRGROUNDS, EXPOSITION & AGRICULTURAL CENTERS

CITY	VENUE	DESCRIPTION
Bangor, ME	Bangor State Fairgrounds	55 acres
Beaumont, TX	Ford Midway at Ford Park Entertainment Complex	221 acres
Clovis, NM	Curry County Fairgrounds	112 acres
Dallas, TX	Pan America Arena at Dallas Fair Park	2,500-seat livestock arena
Memphis, TN	Liberty Park	70 acres
Nampa, ID	Ford Idaho Horse Park	Indoor/outdoor equestrian facility
Robstown, TX	Richard M. Borchard Fairgrounds	250 acres
Shawnee, OK	Heart of Oklahoma Exposition Center Indoor/Outdoor Arenas	52-acre multi-venue complex
Topeka, KS	Agriculture Hall at Stormont Vail Events Center	20,000 sq. ft. event space
Topeka, KS	Domer Arena at Stormont Vail Events Center	135,000 sq. ft./285-stall space
FAIRGROUNDS & AGRICULTURAL CENTERS: 10		

RECREATION FACILITIES

CITY	VENUE	DESCRIPTION
Amherst, MA	John Francis Kennedy Champions Center, UMass Amherst	Multipurpose sports facility
Amherst, MA	Mullins Ice Rink, University of Massachusetts Amherst	350 capacity
Beaumont, TX	Ford Fields at Ford Park Entertainment Complex	12 youth baseball/softball fields
Coral Gables, FL	The Field House at Watsco Center, University of Miami	7,700 sq. ft. fieldhouse
Coralville, IA	Coral Ridge Mall Ice Arena	Community ice rink
Coralville, IA	GreenState Family Fieldhouse	Recreational fieldhouse
Everett, WA	Angel of the Winds Community Ice Rink	Community ice rink
Houston, TX	University of Houston Athletics Facilities	Multiple athletic facilities
Independence, MO	Independence Community Ice Rink	Community ice rink
Kerrville, TX	River Star Arts & Event Park	Outdoor multipurpose facility
Kingston, RI	Bradford R. Boss Ice Arena, University of Rhode Island	2,500-capacity rink
Maryland Heights, MO	Centene Community Ice Complex/St. Louis Blues Practice Center	4-sheet mixed-use facility
Nampa, ID	Ford Idaho Sports Center	100,000 sq. ft. multipurpose sports center
Orlando, FL	The Venue at UCF, University of Central Florida	Volleyball/multipurpose facility
Oshawa, ON, Canada	Tribute Communities Centre Community Ice Rink	Community Ice Rink
Penticton, BC, Canada	OHS Training Centre at SOEC Complex	Community Ice Rink
Ralston, NE	Liberty First Credit Union Community Ice Rink	Community Ice Rink
Sioux City, IA	Seaboard Triumph Foods Expo Center	Multi-purpose recreation and expo facility
Tempe, AZ	Mountain American Credit Union Iceplex at ASU	Ice Rink Complex
Toronto, ON, Canada	The Hangar at Downsview Park	Indoor and outdoor mixed-use athletic facilities
Welland, ON, Canada	Youngs Sportsplex	128,000 sq. ft. indoor and outdoor mixed-use athletic fields
TOTAL RECREATION FACILITIES: 21		

SPECIALIZED VENUES

CITY	VENUE	DESCRIPTION
Albany, GA	Veterans Park Amphitheater at Flint River Entertainment Complex	2,500-capacity amphitheater
Beaumont, TX	Ford Pavilion at Ford Park Entertainment Complex	14,000-capacity amphitheater



*Selected and negotiating agreement
Italics denote consulting or booking and/or marketing services

SPECIALIZED VENUES (Continued)

CITY	VENUE	DESCRIPTION
Dallas, TX	Band Shell at Dallas Fair Park	4,042-capacity amphitheater
Dallas, TX	Court of Honor at Dallas Fair Park	Outdoor event space
Dallas, TX	Esplanade at Dallas Fair Park	Outdoor event space
Grand Junction, CO	Las Colonias Park Amphitheater	4,000-capacity amphitheater
Macon, GA	Macon Amphitheater	10,000-capacity amphitheater
Maryland Heights, MO	Saint Louis Music Park at Centene Community Ice Complex	5,000-capacity amphitheater
Moose Jaw, SK, Canada	Mosaic Place Ford Curling Centre	8-sheet curling facility
Nampa, ID	Ford Idaho Amphitheater	11,000-capacity amphitheater
Ralston, NE	Wiebe-Ralston Ballroom and the Side Room	Ancillary event spaces
Shawnee, OK	Heart of Oklahoma Expo Center	7,500-capacity outdoor grandstand
Topeka, KS	Evergy Plaza	60,000 sq. ft. multi-purpose plaza
Toronto, ON, Canada	Festival Terrace at Downsview Park	40,000-person capacity outdoor space
Toronto, ON, Canada	The Meadow at Downsview Park	10,000-person capacity outdoor space
Virginia Beach, VA	Virginia Beach Dome	3,300 seat dome

TOTAL SPECIALIZED VENUES: 16