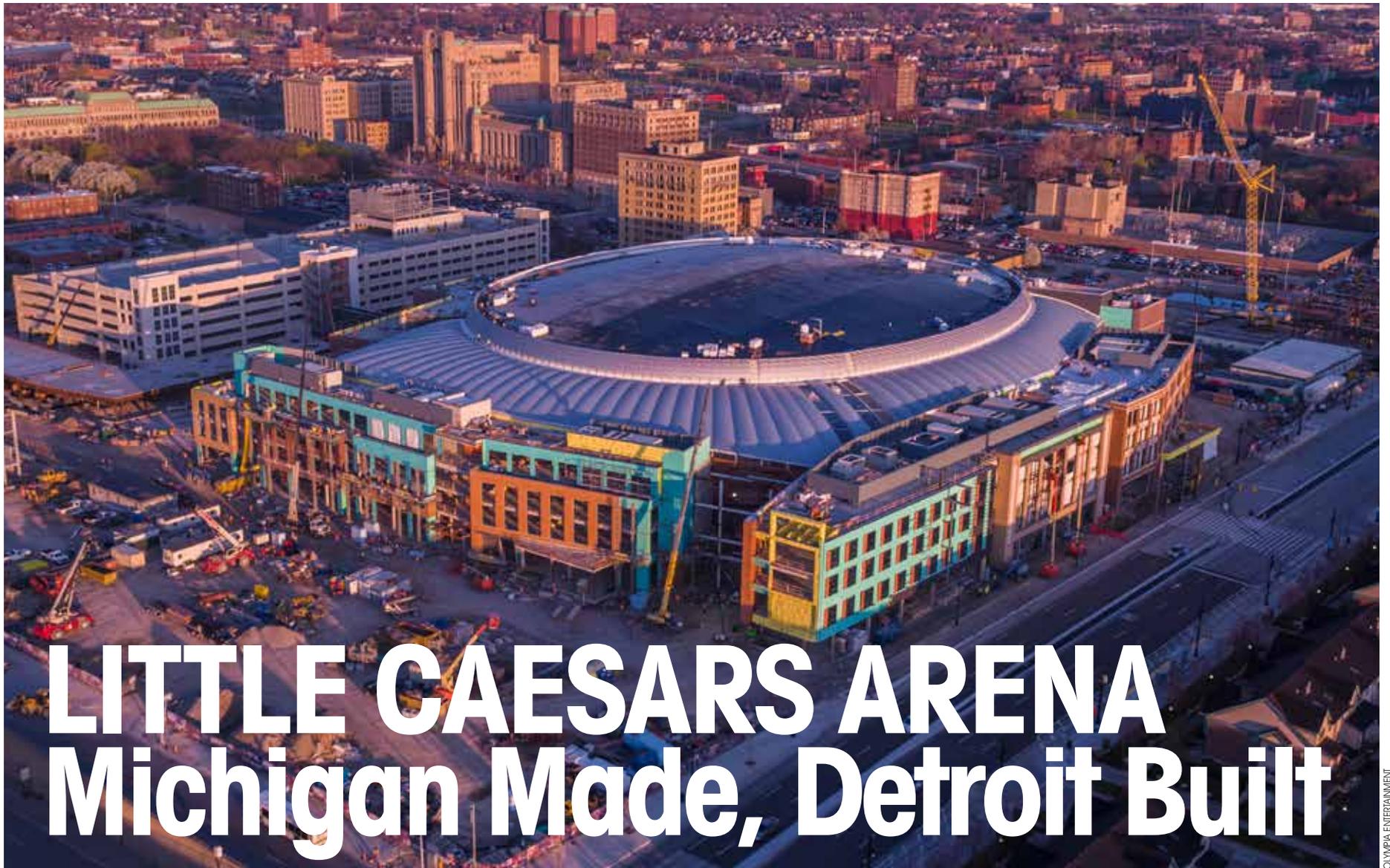


LITTLE CAESARS ARENA: DETROIT WELCOMES AN INNOVATIVE NEW STAR





LITTLE CAESARS ARENA Michigan Made, Detroit Built

OLYMPIA ENTERTAINMENT

Opening Sept. 12 with the first of six Kid Rock concerts, Little Caesars Arena is a major milestone in the long-cherished vision of Mike and Marian Ilitch, owners of the 11-time NHL Stanley Cup champions, the Detroit Red Wings, and co-founders of Little Caesars Pizza. The Detroit natives dedicated their energy to the revitalization and restoration of downtown Detroit since buying the Red Wings in 1982 and moving their family of businesses to the Fox Theatre and Office Building in the late 1980s. Mike Ilitch, also owner of the Detroit Tigers, passed away earlier this year at the age of 87.

The new arena, home of the Red Wings, the Detroit Pistons and Detroit's storied musical heritage, is the cornerstone of their vision for The District Detroit, a \$1.2-billion-plus, 50-block multi-use entertainment district that is undergoing redevelopment with dynamic retail, office and residential units.

As the clock winds down, crews are working 24/7 to put together the final touches. By the time construction is complete, crews will have clocked 3 million man hours since construction began, according to Hunt Construction, part of the Barton Malow/Hunt/White construction joint venture.

The arena is already booked with more than a hundred events the first year, including the first and second rounds of the 2018 NCAA Men's Basketball Tournament and top musical entertainment such as Paul McCartney, Jay Z, Lady Gaga, Ed Sheeran, The Eagles, Janet Jackson, The Weeknd and Harry Styles.

Detroit now boasts all four major sports franchises — the NHL Red Wings, the NBA Pistons, the MLB Tigers and the NFL Lions within a single, walkable downtown.

"When it came to designing and constructing the arena, we approached it as more than a building, more than a venue," said Christopher Ilitch, president and CEO of Ilitch Holdings. "From every aspect, we wanted Little Caesars Arena to deliver a memorable, world-class experience. From the hockey stick panes on the windows, to the Coney dogs at the Detroit House concession stand to the exceptional views of the Detroit skyline from the upper concourse, we have worked hard to give every aspect of Little Caesars Arena the attention it deserves."

"From the very beginning, Chris Ilitch said, 'Let's think differently,' said Tom Wilson, president and CEO of Olympia Entertainment.

And the development team did. "The typical arena has traditionally been designed by fitting elements like smaller concourses, clubs, the team store and team offices within the footprint of the arena bowl," Ilitch said. "Our goal was to do more than that, to really have an impact on this key part of our community."

"The Ilitches saw that they had an opportunity like no other," said Richard Heapes, co-founder and partner of Street-Works, which served as part of the master planning, development and design teams. "Wayne State University, the Lions, the Tigers, Fox Theatre, other venues were already in the area; the Ilitches saw they had the underpinnings of a great sports and entertainment district. But someone needed to be the leader to bring a consistency of thinking to the whole project. It was a big, audacious idea, that we could jumpstart development

in an area as big as Greenwich Village. But Mr. I was very comfortable dreaming big."

The first move was to dig. Little Caesars Arena's event level is 40 feet — four stories — below grade, effectively blending it into the surrounding cityscape. Fans enter at street level, then descend into the bowl. The Belfor Training Center, the team's practice facility and AAA youth hockey development center, is directly below the expansive Chevrolet Plaza.

The design and ownership team, including Heapes and architect George Heinlein, HOK's lead designer for the project, took the

standard arena blueprint and expanded it into distinctive elements to create a streetscape that reflects the best of Detroit's heritage and future.

"It's truly deconstructed," Wilson said. "We took the box office, the restaurants, retail and team office space out of the arena and put them into two four-story multi-use buildings that front the street. The arena is tucked behind the two buildings in such a way that you don't necessarily know an arena is there."

SEE LITTLE CAESARS ARENA, PAGE 4A



Four entrances welcome arena-goers at ground level with cutting-edge Daktronics technology. The arena bowl is dug 40-feet into the ground.

OLYMPIA ENTERTAINMENT



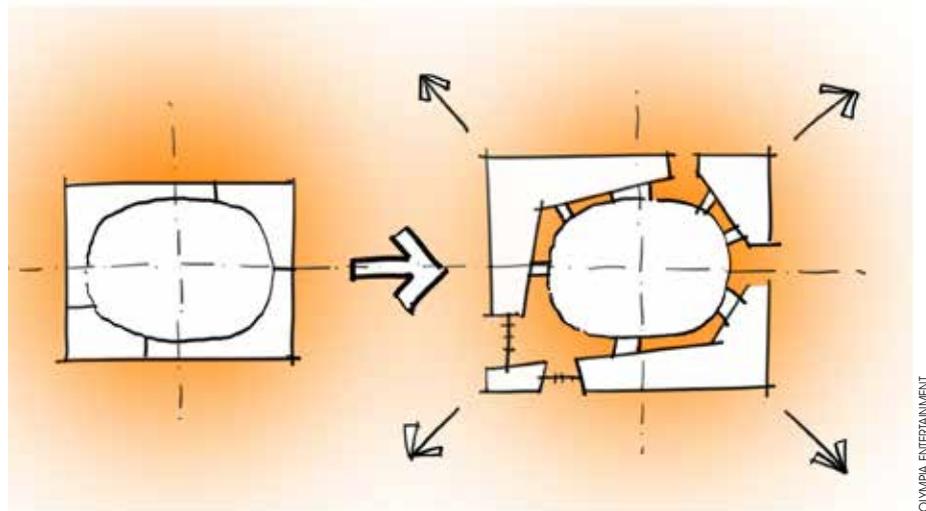
Little Caesars arena

A stylized logo for the arena's inaugural season. It features a central orange circle with a white swoosh that curves around it. The text "Little Caesars arena" is positioned above the circle, and "INAUGURAL season" is below it, with the years "17" and "18" in orange boxes on either side of the word "season". The entire logo is set against a dark background with a light blue border.

GRAND OPENING SEPTEMBER 12

THE
DISTRICT
DETROIT

OLD	VS.	NEW
1979	OPENING YEAR	2017
20K	SEATING CAPACITY (APPROX.)	20K
30 FT.	CONCOURSE MAX. WIDTH	90 FT.
440K	SQUARE FOOTAGE (MAIN BLDG.)	819K
NONE	PUBLIC ESCALATORS	3
NO	PRACTICE RINK	YES
7,630 SQ. FT.	RED WINGS LOCKER ROOM	25,800 SQ. FT.
60-80	TICKETED EVENTS/YR.	175-200
4	PRIVATE EVENT SPACES	12
NO	OUTDOOR EVENT SPACES	YES
65	SUITES	62
2	CLUBS	7
NONE	ON-SITE RESTAURANTS	4



This original sketch of the deconstructed design was first presented in June 2014.

LITTLE CAESARS ARENA, FROM PAGE 4A

"Putting The District Detroit foremost in the vision drove all conversation about design," said Ryan Gedney, vice president and senior project designer for HOK. "Little Caesars Arena is something you discover as you walk through The District Detroit. It's a procession, where you don't see everything at once. That culminates in a very explosive moment when you enter the arena."

Between the arena and buildings is the Via, a unique concept that turns the concourse into a transparent-roofed street. While letting in light, the ETFE roof protects fans from Detroit's cold and snow.

Arena restaurants and retail are accessible from both the street and the Via concourse.

"The Via will function as an active street that stays active, even when there's no event in Little Caesars Arena," said Gedney. "The Via, the retail and office buildings and the plazas mean that 50 percent of the arena's footprint can be open to the public."

The Via is built as a blending of multiple architectures, reflecting the cultural heritage of Detroit's unique design. Home to jazz clubs in the early 1900s, Woodward Avenue by 1926 was the busiest street in America. The uniqueness is reflected in the buildings' elegant facades combined with a straightforward Midwest sensibility, Heapes said.

The upper concourse, inspired by New York City's high line, gives patrons upstairs a chance to be part of the Via experience.

Ringling the arena side of the Via is the "jewel skin," a one-of-a-kind video system using 12 laser projectors to turn the fabric of the building itself into a constantly changing media panorama.

"The technological consideration for the arena is incredible," said Greg Hammaren, senior vice president and general manager of Fox Sports Detroit. "I've never seen anything like the jewel skin. People are going to be amazed."

"When people come to Little Caesars Arena, they'll feel at home and not necessarily know why," Heapes said. "It's because it says 'Detroit' and isn't an idea imported from somewhere else."

"At last count, we've hand-laid 20 different kinds of brick in the Via," said Sean Hollister, senior project director for Barton Malow/Hunt/White. "It truly reflects a traditional Detroit streetscape. The attention to detail and finishes is unlike any project we've seen."

But, how's the hockey?

Perfect. Ilitch wanted the bowl to reflect the sport's origins — loud and intimidating, a

wall of sound and people. Seats are pushed forward and up, as close as possible to the ice, bringing an ominous wall of fans over the opposition. The roof is specifically built to reflect the roar back onto the ice. The sky deck's grid system seems to push the ceiling down, making the space as intimidatingly tight as possible.

It's one of the most intimate viewing experiences in sports. The lower bowl seats 9,000 for hockey and 11,000 for basketball.

And then there are the Michigan First Gondolas. Hanging above the ice, and accessed by catwalks, the two gondolas bring the press and fans the most complete, unique perspective in hockey.

"You can't see into the bowl at all from the concourses and that's by design," said Wilson. "Once you're inside the bowl, you're INSIDE the bowl in every sense. You will never want to be late to your seat."

"The bowl is an intentionally sealed environment," said Gedney. "Just like in old hockey venues, when fans get to their seats, they know it's time to get serious about the Red Wings."

Infinite Scale was engaged for the look of Little Caesars Arena to ensure a comprehensive brand strategy. This process started by creating the naming rights partner logo in collaboration with Olympia Entertainment and Little Caesars. The new Little Caesars Arena logo created the foundation for the wayfinding signage system and heritage treatments, in addition to corporate partner programming and activa-

SEE LITTLE CAESARS ARENA, PAGE 6A



The team integrated traditional Detroit architecture into the design.

DETROIT

TOGETHER

OUR PAST

OUR PRESENT

WE CREATE A NEW DETROIT

WITH ONE BRIGHT FUTURE



DETROITTM

LITTLE CAESARS ARENA, FROM PAGE 4A

tions. Infinite Scale took an integral and collaborative approach to ensure that the various brand layers and elements are part of the united fan experience.

For the project, Infinite Scale used its unique Creative Council concept to set the tone for collaboration for the team, including the architects, retail and restaurant concessionaires Delaware North and internal departments, such as corporate partnerships. Principal Molly Mazzolini credits Craig Turnbull, Olympia Entertainment's senior vice president of marketing and communications, for serving as ambassador for the arena and owners.

The corporate partner integration into a sports venue is typically an outlier on most projects," stated Jim Baehr, Infinite Scale principal and project director. "Olympia Entertainment made it a primary design focus of the arena experience. Every department, team member and consultant was engaged. They wanted a unified experience for all Detroiters and a comprehensive story for this one-of-a-kind venue."

Fox Sports' Hammaren credits the llitches for focusing on state-of-the-art technology.

"The team was proactive in asking about technology," Hammaren said. "It's highly engineered on purpose. Our cameras can be almost anywhere at any angle. The ergonomics of the gondolas are amazing. How do you position the technology so it's in the eye line of the team but not in the way



A majority of construction contracts for Little Caesars Arena were issued to Detroit firms.



Mike's Pizza Bar, open to arena patrons and the general public, is an homage to Little Caesars Pizza co-founder and Detroit Red Wings owner, Mike Ilitch, serving up artisanal pizza and craft beers.

of the writers? The design team paid scrupulous attention to that kind of important detail."

The sky deck concept is another detail designed to maximize staff efficiency and safety. The unique mesh design allows crew access to equipment without the need for additional safety equipment. For good measure, the design team added LED lighting to the sky deck to create experiential lighting that enhances the guest experience.

Mike Rogers, senior principal at Smith Seckman Reid, agrees with Hammaren's assessment of the intricacies of the design. Smith Seckman Reid was the project's engineering firm of record.

"Everything we did at the arena was unique," said Rogers. "The deconstructed design drove the mechanical and electrical engineering. Our task was to create separate buildings for separate, but overlapping functions. How do you design them to function separately but also communicate with

each other? The gondolas, the Via, all had to coordinate and function precisely. We were tasked with answering complicated, technical questions such as building very precise control sequences that keep the ice sheet at optimal skating temperature."

Delaware North will handle concessions, two of the restaurant concepts and retail. Though new to the Red Wings, Delaware North has a longstanding relationship with the Ilitch organization, having served as the concessionaire for the Detroit Tigers since 1930.

"Detroit itself is a collection of diverse neighborhoods, each with its own food heritage," said Bob Thormeier, vice president of operations for Delaware North. "We've reflected all those elements here at Little Caesars Arena, but with a twist."

Food and beverages reflect Michigan with its fried perch, and Detroit's deep-dish style pizza. Olympia Entertainment and Delaware North have partnered with numerous local producers, such as the Dearborn Sausage Co., National Coney Island Chili,

Germack nuts, Better Made Potato Chips, Bell's Brewery, Founders craft beer and a handful of local spirit producers.

"We've created the District Market similar to New York City food halls," Thormeier said. "There will be a bar, a salad area, a Mexican-food area and a spot for handmade sandwiches, for example. The Market opens both onto the Via and to the outside street, which means it will also support the area's office workers and residents."

Also open for the first event is Kid Rock's Made in Detroit, a contemporary food and music restaurant built in partnership with Delaware North. The bar and grill will offer up Detroit's rich musical heritage along with American fare. The space will feature a stage to serve as an incubator for local musical talent and room for events.

Additional restaurants include Mike's Pizza Bar, which gives a nod to Mike Ilitch's entrepreneurial roots. The restaurant will

SEE LITTLE CAESARS ARENA, PAGE 10A

Q&A with Detroit Pistons Owner Tom Gores

Why are you moving the Pistons back into Detroit? Was it a vision or motivation or changing energy of the city? Is there a philosophical side to it?

When I first bought the Pistons, I made a promise to be impactful. This move is an opportunity to make an impact in Detroit on a huge scale, to make a real difference in peoples' lives.

It starts with a beautiful new arena that will be great for our fans. But as I look at the big picture longer term, the math says we are going to do a lot more. We are going to create more jobs. We are going to do more in the community. And we are going to open more doors to new investment. We are going to help move Detroit forward.

I've always believed a franchise is a community asset and I think this move will be tremendous for the community.

What do you see as the benefits for the Pistons themselves being downtown as opposed to Auburn Hills? Bigger crowds, easier access for fans? Or financial?

It will definitely be better for our fans. The new arena is incredible and the location will make it more accessible to more people in more parts of the region. And to be in the heart of Detroit, in the middle of the renaissance, is really special.

In addition to moving the team, we are also moving our business operations and building a new performance center in partnership with Henry Ford Health System. It will be one of the top training facilities in the country and will be great for our players. It will also create yet another building block in the revitalization and rebuilding of the city.

Why are you joining the Red Wings at Little Caesars Arena, as opposed to building your own venue or staying put?

When Chris Ilitch and I met and first started talking about the possibility, I was so impressed with his vision and with the level of detail that had gone into executing that vision.

I've been in business for a long time and I'm not sure I've seen the level of



thought put into every single step somebody takes, from the fan experience to the development of the entire District. It's incredible.

It was also clear to me there was

something bigger in this partnership and we had an opportunity to do something really special together. Not just the arena, but finding other ways to work together to impact the community.



Little Caesars arena

**INFINITE SCALE WAS PROUD TO LEAD THE CREATIVE COUNCIL™
AS THE SPORTS DESIGN CONSULTANCY OF LITTLE CAESARS ARENA.**

OUR ROLE INCLUDED THE DESIGN OF THE NAMING RIGHTS PARTNER LOGO,
TEAM BRAND INTEGRATION, HERITAGE APPLICATIONS, WAYFINDING SIGNAGE,
CONCESSION BRANDING AND PARTNERSHIP ACTIVATION.



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Arena anchors The District Detroit's 50 blocks

Little Caesars Arena is the cornerstone of The District Detroit, a 50-block corridor that connects the city's urban core into a single walkable hub of sports, theater, and music, shopping, and restaurants, offices and residences.

"It was key for us to capitalize on a once-in-a-lifetime opportunity to make a positive transformational impact on our community and enhance the civic pride the people of our community feel for our city, region and state," said Christopher Ilitch, president and CEO of Ilitch Holdings. "Part of this effort meant connecting many of the remarkable developments happening in Detroit's downtown and Midtown areas to create a place where people would want to live, work and play. To do that, we wanted to create something very special and highly innovative."

By leading development over a 50-block footprint, the Ilitches will ensure a cohesive vision for the area's redevelopment.

The District Detroit may very well be the largest sports and entertainment development in the country. The project unites eight world-class theaters, five neighborhoods

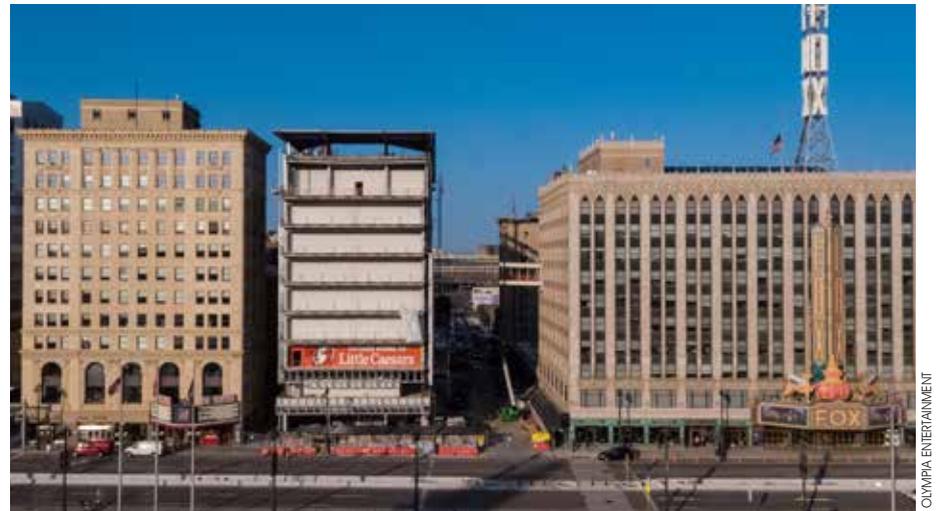
and three professional sports venues into a single destination.

Home to the Detroit Tigers, Detroit Red Wings, Detroit Pistons and Detroit Lions, The District Detroit represents the greatest density of professional sports teams in one downtown core in the country.

The District Detroit is a long-range vision that's already paying off in the short term. Multiple projects are already underway in partnership with Olympia Development of Michigan. So far, The District Detroit represents a planned \$1.2 billion development, with more than 2.5 million square feet under development already, including Little Caesars Arena. More than \$900 million in additional development is underway within a five-minute walk of The District Detroit.

"The ownership team originally targeted \$200 million in ancillary development in The District Detroit within five years of Little Caesars Arena's opening," said Richard Heapes, co-founder of Street-Works. "The arena hasn't even opened and they've far exceeded that number."

Data from the University of Michigan pre-



Little Caesars Pizza is opening additional headquarters in The District Detroit, next door to the iconic national landmark, the Fox Theatre. Little Caesars co-founders Mike and Marian Ilitch bought and restored the theater in the 1980s, launching the rebirth of the area.

dicts The District Detroit will ultimately account for an economic impact of more than \$2 billion by 2020 and create 12,500 construction and construction-related jobs

and 3,000 permanent jobs.

"Fifty blocks is the size of Georgetown in Washington, D.C.; that shows you just how ambitious Mr. and Mrs. Ilitch's vision, which is moving forward under Christopher Ilitch's leadership today, has been to create a lively, bustling downtown," said Doug Kuiper, vice president of corporate communications for Ilitch Holdings.

In 1982, Michael and Marian Ilitch purchased the Olympia Stadium Corp., the management company for Olympia Stadium and renamed it Olympia Arenas, Inc. That same year, Mr. and Mrs. Ilitch purchased the Detroit Red Wings.



The District Detroit and Little Caesars Arena will create 12,500 construction-related jobs. Projects will account for an estimated economic impact of more than \$2 billion by 2020.

SEE CORNERSTONE, PAGE 10A

Landmark partners flock to support Little Caesars Arena

One of the most enthusiastic sponsors for Little Caesars Arena is Dave Scrivano, president and CEO of Little Caesars Pizza.

And he may be the most excited about the football-field-sized Little Caesar character hand painted on the arena roof. Caesar is so big that visitors flying into Detroit can see Little Caesar from the sky.

"If I lay down on a pepperoni on the roof logo's pizza, I couldn't cover it," Scrivano said, sounding as if he were ready to give it a try.

Little Caesars is, of course, the naming rights partner with the arena (not to mention the official pizza for the Red Wings and Pistons).

But Scrivano pointed out that although the Little Caesars company and the arena are owned by the same family, it was not a given that the pizza company would take on the naming rights.

"We did a lot of research first," Scrivano said. "We saw that being part of the arena was a great opportunity to meet our global goals of expanding our name recognition and brand."

The 58-year-old company is the world's



Chevrolet has activated the self-named Chevrolet Plaza, an expansive gathering spot that can accommodate 3,000 fans for concerts and pre-game activities.

largest carry-out-only pizza chain, with company-owned locations and franchises in 22 nations. The global company continues to grow, with new locations popping up in Chile, the Bahamas, Australia, Costa Rica and the Dominican Republic.

"When business owners are looking for a new opportunity, they can see that Little Caesars is a great brand with a lot of

reach," Scrivano said. "Seeing the enthusiastic support we have in our hometown of Detroit will reinforce that message."

Little Caesars signed a 20-year deal with the arena. In addition to naming rights and exclusive pizza rights, the company will operate four concession stands and will have brand activations throughout the arena.

The arena's 11 Landmark Partners have naming rights and activations throughout the arena including Anheuser-Busch's Budweiser Biergarten, Budweiser Lounge and Goose Island Pub; Chevrolet northeast entry and Chevrolet Plaza; the Comerica Players Club and Comerica southeast entry; the Huntington Legends Club and Huntington northwest entry; and the Labatt Blue Club and the Labatt Blue Zone.

Comcast is presenting The District Detroit App and delivering wifi and technology to Little Caesars Arena. Saint Joseph Mercy Health System developed the Healthy Hock-eytown initiative and is presenting Little Caesars Arena wayfinding. MotorCity Casino Hotel named the shuttle dropoff and pickup zone. Coca Cola developed an augmented reality exhibition titled the Coca-Cola Experience and has branded several concession stands. Belfor named the training center and AAA hockey space, The Belfor Training Center. Meijer created a cool interactive locker room experience at the Meijer southwest entry.

Fans and local businesses are equally supportive.

"We sold all our suites in 40 days," said Tom Wilson, president and CEO of Olympia Entertainment. "And everyone signed a 10-year deal, instead of the three- or five-year commitment we were anticipating. It has been amazing. Everyone told us they believed the project will be transformational for downtown Detroit. They all wanted to be part of that comeback story."

The Red Wings are also setting a record pace for season tickets, while making sure that additional seats are available for individual and group purchase.

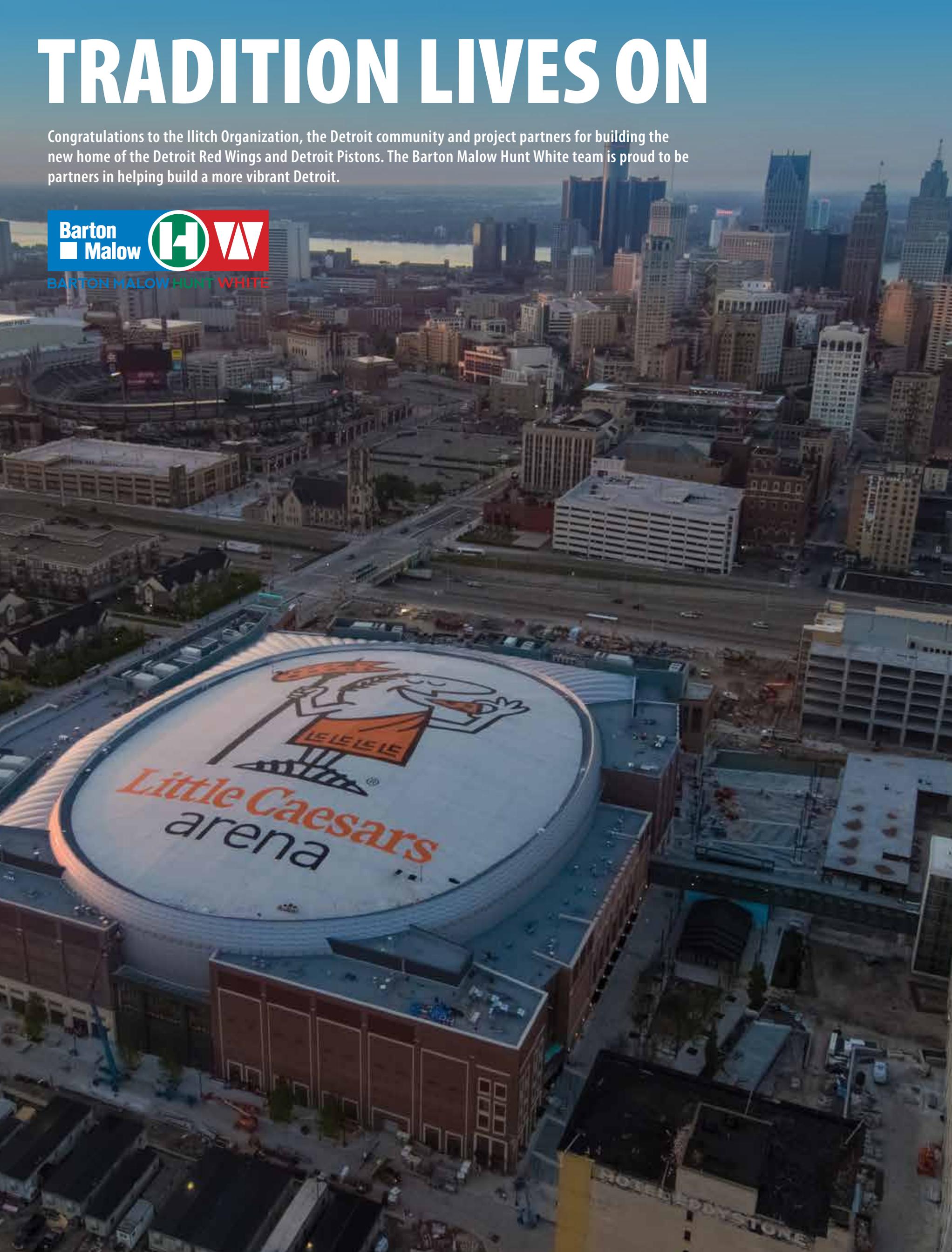
"Detroit is a great place to do business," Scrivano said. "And our new headquarters and the arena are right in the hub of it all. Detroit is vibrant, new and exciting. We want everyone to 'come out and be amazed.'"



Little Caesar can be seen from planes flying overhead.

TRADITION LIVES ON

Congratulations to the Ilitch Organization, the Detroit community and project partners for building the new home of the Detroit Red Wings and Detroit Pistons. The Barton Malow Hunt White team is proud to be partners in helping build a more vibrant Detroit.



Building a world-class experience



Construction for Little Caesars Arena began with workers digging more than 40 feet for the arena bowl and Belfor Training Center.

CORNERSTONE, FROM PAGE 8A

In 1987, the Ilitch family purchased Detroit's iconic Fox Theatre and renovated the 4,800-seat venue. In 1989, the National Parks Service designated the Fox Theatre as a National Historic Landmark. The family built Little Caesars' headquarters next door.

Additional major developments were soon to follow: Comerica Park in 2000, a hotel expansion to Motor City Casino Hotel in 2008. And now The District Detroit with its Little Caesars Arena, as well as office, retail and residential developments.

The Ilitch organization has joined forces with development partners to execute six residential projects that will add 686 apartments to the district, the most ambitious residential undertaking in Detroit's last two decades. Millennials and empty-nesters are flocking to move to The District Detroit.

"Even with the additional 686 units planned, we're nowhere near meeting the interest in residential," Kuiper said.

Four of the projects involve renovating historical properties, such as the redevelopment of the century-old Eddystone Hotel with 96 residential units and first-floor retail. Two of the projects are new construction. Twenty percent of the 686 units will be designated for affordable housing.

The new Arena Lofts will be adjacent to the Little Caesars Arena Chevrolet Plaza, which will serve as a community gathering spot with its massive video screen and neighboring Budweiser Biergarten.

"Chris and Mr. and Mrs. Ilitch knew that our organization could make a much more positive impact on the city, region and state by spreading development over quite a few blocks instead of building a few tall properties," Kuiper said. "This used to be a blighted area of downtown with a big gap along Woodward Avenue. Starting with the construction of the Tigers' Comerica Park in the 1990s, our efforts have joined with those of many others to jumpstart the entire area into a tangible, vibrant core."

The development of The District Detroit is a unique opportunity to accelerate the revitalization of the city by linking existing development efforts and current residents with new development, new residents, jobs, visitors and businesses.

The District Detroit's dozens of blocks are made up of five mixed-use neighborhoods, each anchored by world-class venues such as the new arena, the Fox Theatre, Masonic Temple, Comerica Park, MotorCity Casino Hotel, Ford Field, Detroit Opera House and the Fillmore Detroit.

The District Detroit is more easily traversed using the city's new streetcar, the QLINE, which runs 3-1/2 miles along Woodward Avenue.



The District Detroit has become a vibrant live/work/play community.



The District Detroit is undergoing a residential transformation, with six planned projects that will add more than 600 apartments to the downtown area.

Office and educational spaces are under development as well.

Ilitch Holdings is in the process of expanding the Little Caesars company headquarters with a new nine-story building connected to the current headquarters via skybridge. The new building will house 700 employees and will have ground-floor retail.

The headquarters will feature the conversation-starting, 14-foot glass windows shaped like pizza slices.

"This modern building will accommodate the rapid global growth of our Little Caesars pizza business in a one-of-a-kind development benefiting a global, Detroit-born brand," Ilitch said.

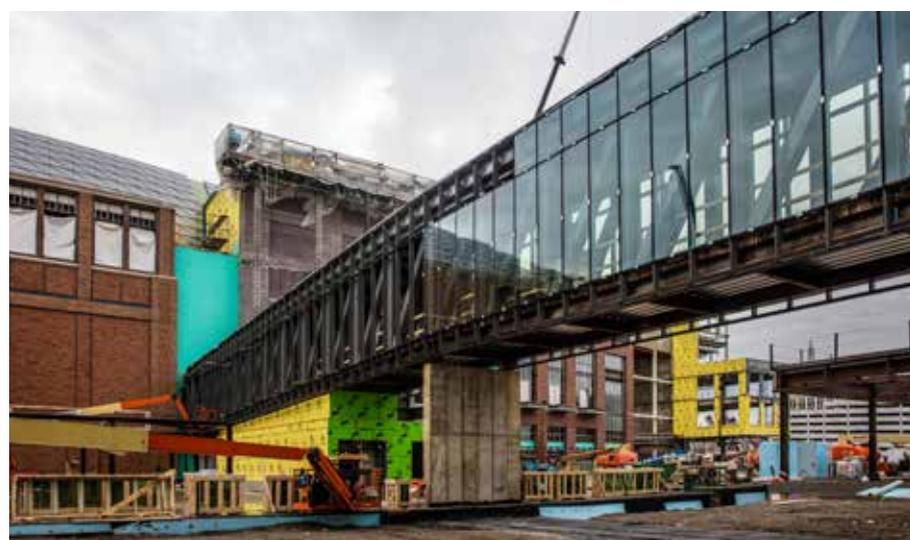
On the north end, Wayne State University is constructing the Mike Ilitch School of Business, made possible with a \$40 million donation from Mike and Marian Ilitch. The school will house 3,000 business students and will add sports management courses to its offerings.

Little Caesars Arena and The District Detroit's economic impact has reverberated throughout the city.

More than 60 percent of the subcontracting firms have been Detroit-based and many of the construction workers have come from the city limits, said Bernard White, president of White Construction Co. White Construction is part of the Barton Malow/Hunt/White construction partnership.

Residents have had an unprecedented

SEE CORNERSTONE, PAGE 11A



The parking structures are connected to the arena via sky bridges to protect patrons during inclement weather.

LITTLE CAESARS ARENA, FROM PAGE 6A

offer artisanal pizzas and craft beers and will feature a walk-up counter for patrons inside the Via. A gastropub, "Sports & SocialDetroit," will be a sports-lover's dream with a multi-screened state-of-the-art media wall.

Outside, the Budweiser Biergarten will work in concert with the Chevrolet Plaza. The plaza, anchored by a massive Daktronics video screen, can hold up to 3,000 people for concerts, movie nights and pre- and postgame gatherings. The beer garden is anchored by the Budweiser Lounge with glass walls and ceiling, which can be retracted during favorable weather conditions.

"The finishes and detail at all of the concepts is outstanding, including the landscaping outside the Budweiser Biergarten,"

Thormeier said. "It's incredible what the team has created."

Delaware North also developed custom concierge carts to bring food and beverages to fans in the gondolas.

Delaware North will operate a massive 9,000-square-foot retail shop that opens onto Henry Street and into the Via, as well as two satellite shops within the arena. The Henry Street space is open to the public daily.

"The Henry Street shop is very large, but from a pedestrian perspective, it doesn't dominate the street," Thormeier said. "The team deliberately designed the street fronts to look as though there are three completely different, traditionally sized buildings."

"Little Caesars Arena and The District Detroit will be a bellwether for years to

SEE LITTLE CAESARS ARENA, PAGE 11A



Patrons enter the transparent-roofed Via and arena at ground level. The arena and outbuildings' lower profiles integrate the project into the surrounding neighborhood.

CORNERSTONE, FROM PAGE 10A

opportunity to participate in an apprenticeship program for the project to acquire life-long journeyman skills in the trades.

So far, the arena project has involved 232 Michigan companies, 5,248 workers, 673 apprentices and 2.8 million man hours, White said.

"This project has been a rising tide for a lot of boats in Detroit," White said, "while at the same time, Detroiters are committed to constructing a world-class, top-quality facility."

"When the history of Detroit's rebirth is written, the credit will go to the Ilitches and their dedication and vision for this city," said Arn Tellem, vice chairman of the Detroit Pistons.

"The phones are ringing," said Kuiper. "We are having numerous, active conversations every day with — you name it! — local, regional, national retail and restaurants. We're seeing a broad mix of tenants where everyone can be successful. Detroit is a place people want to do business. It's a place people feel they can make a big impact."

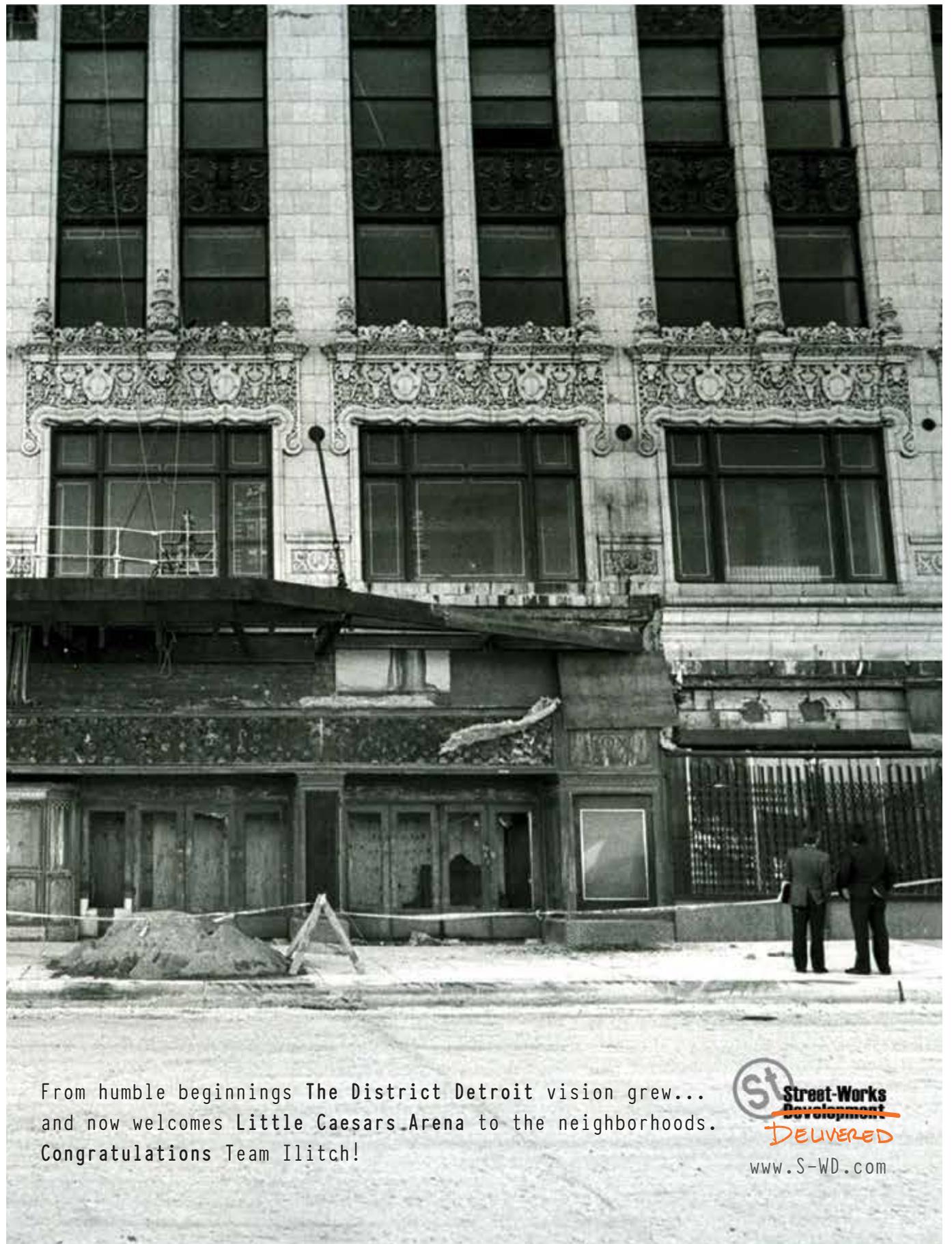
"Ultimately, I'm proud of the economic impact that Little Caesars Arena and The District Detroit have had throughout our city, region and state," Ilitch said. "We've had nearly 700 apprentices on site, more than half of whom are Detroiters. Those are folks who have learned a valuable trade that will stick with them for a lifetime. We've awarded more than \$680 million — 94 percent — in contracts to Michigan companies and nearly \$450 million — 61 percent — to Detroit companies. That's the kind of economic impact we envisioned from the beginning, and I'm very proud our development is largely Michigan made, Detroit built." ■

LITTLE CAESARS ARENA, FROM PAGE 10A

come," Heapes said. "Chris was relentless in pushing innovations and state-of-the-art technology. The Ilitches were willing to take a big risk. Their gut decisions have paid off."

"Detroit has been called 'The Comeback City,'" said Jamie Michelson, president and CEO of SMZ, the Red Wings' ad agency. "This arena is the nucleus of that and it is connecting all parts of Detroit. As a lifelong Detroit, I'm excited and proud to be a part of this project."

"Some of our greatest inspirations came from my parents, Mike and Marian Ilitch, and the bustling Detroit of their youth," Ilitch said. "That vision for what Detroit can be drove us to deliver much more than a state-of-the-art arena — to create something very special and highly innovative." ■



From humble beginnings The District Detroit vision grew... and now welcomes Little Caesars Arena to the neighborhoods. Congratulations Team Ilitch!



Fans will 'come out, be amazed'

Fans who visit Little Caesars Arena should come with eyes open in childlike wonder.

"Come out, be amazed" was the brand promise that drove the first phases of arena construction and, as workers add the final licks of paint, the slogan is truer than ever.

Start with the scoreboard. Daktronics has installed the largest seamless centerhung system in the world, encompassing 5,100 square feet in a wraparound, 360-degree experience. Throughout the arena, the company installed 45 LED displays, totaling more than 13,500 square feet of space and 16.5 million individual lights.

The high-resolution images will bring the same quality experience to fans throughout the arena, from the ends to the sidelines to the gondolas. The centerhung display also features four undermount displays, viewed by fans sitting closest to the action.

Daktronics' display control software makes it possible to show live video, instant replay, game statistics, animation and sponsorship activations of any variety in any combination. Content on the centerhung system, the ribbon boards, the seven exte-

rior displays, including the 900-square-foot display in Chevrolet Plaza, and the Via's jewel skin can be coordinated.

The 100-yard-long, 60-foot-high "jewel skin" is a heavily textured, aluminum "skin" on the exterior of the arena, facing into the Via, the transparent-roofed streetscape-like concourse. The system's 12 laser projectors can throw images or video onto the skin with extraordinary clarity.

"Instead of promoting the Paul McCartney concert with a poster, we can project McCartney and his band playing on the skin," said Tom Wilson, president and CEO of Olympia Entertainment. "We already have a creative team playing with innovations for the skin, so we're as excited as our fans to see the possibilities unfold for this amazing technology."

The creative team will operate another new projection called image mapping that allows them to create 3-D images and shows on the ice and basketball court. Combining the 3-D projection with the sky deck, the creative team can put up an all-encompassing visual display that



The arena's centerhung scoreboard is the largest in the National Hockey League.

will dazzle fans.

The video displays will be complemented by another 1,500 television screens throughout the building.

Fan interactivity

"We have additional touches throughout Little Caesars Arena that pay tribute to our community's rich history in sports and entertainment," said Chris Ilitch, president and CEO of Ilitch Holdings. "We've included the Coca Cola Experience, an augmented reality display, where fans see themselves on a giant screen. Virtual Detroit Red Wings and Pistons players skate and dribble into the background or step into the frame, making it seem as though you're actually hanging out with the players. We have a pass-through structure called the Ring of Honor, which pays homage to the Detroit Red Wings' 11 Stanley Cup teams, and the Detroit Pistons' three championship teams. We'll have interactive touch screens through which visitors can experience Detroit music history by exploring the remarkable stories of influential Detroit artists and venues, and more."

SEE FAN EXPERIENCE, PAGE 13A



Created in collaboration with Kid Rock, the 5,800-square-foot, 230-seat restaurant will offer a menu with a mix of classic Detroit and Southern-influenced dishes, along with traditional comfort foods and bar fare.



Details matter: Wide padded seating with armrests and cupholders will keep fans comfortable.



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FAN EXPERIENCE, FROM PAGE 12A

The details

Little Caesars Arena features 62 sold-out suites, 22 four-to-six-seat loge boxes, gondola seating on both the east and west sides of the arena and seven clubs.

The arena offers four full-service, onsite restaurants and points of sale at a wide range of concession stands.

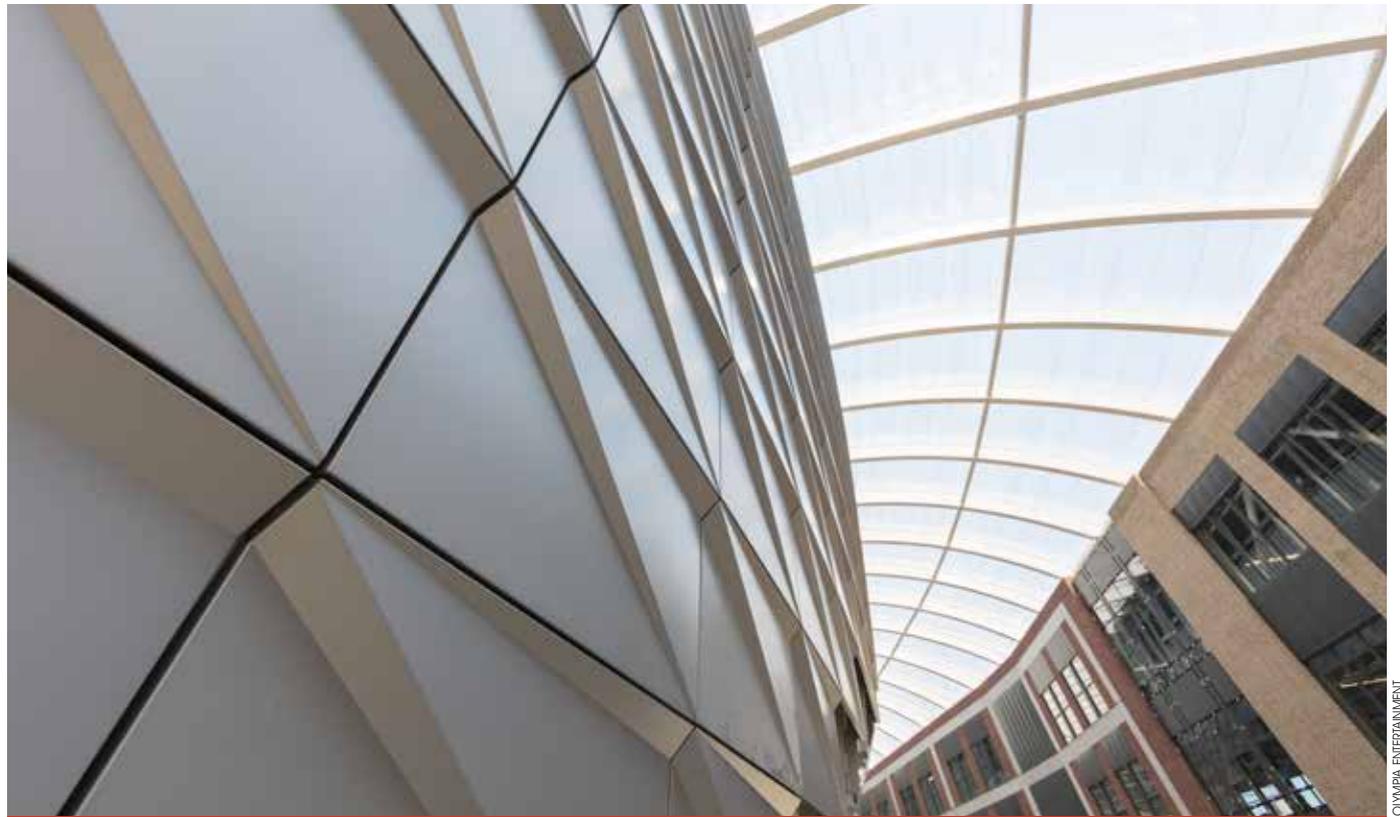
As a highly modern and innovative facility, Little Caesars Arena is in the process of securing LEED certification.

Little Caesars Arena will be known for having one of the tightest bowls in the NHL. The challenge, said Wilson, was how to bring the action close to every fan while ensuring each fan's individual comfort.

"Little Caesars Arena is engineered to have the quickest entrance time for fans," said Bernard White, president of White Construction. "It's been designed to minimize wait times in concession lines and to shorten restroom lines. Although the bowl is deliberately intimate, the concourses have plenty of elbow room. It's a comfortable city within a city."

The App

The District Detroit App will be the go-to tool for fans visiting Little Caesars Arena and the surrounding area. Starting before they ever leave home, fans can use the app to find any event within The District Detroit, pur-



The Via's textured aluminum "jewel skin" is an example of the jaw-dropping technology at Little Caesars Arena. The ETFE-roofed concourse gives patrons a streetscape experience.

OLYMPIA ENTERTAINMENT

chase tickets and parking, and even find the best route to the arena based on what events are taking place that day.

"We'll have a thousand shows a year in The District Detroit," Wilson said. "If everyone arrives at the same time, the streets may get crowded. You can use your app to tell you the fastest, easiest path to parking and the arena. Once in the arena, the 3-D map and beacons will create easier navigation from entrance to seat. Our goal is to make it easy to come to an event and allow our guests to focus on enjoying the entertainment and having a great night out."

When the app is linked to your Ticketmaster account it becomes your mode of entry into the arena. In addition, it also will allow for you to manage your tickets more easily than in the past. You can forward them to friends or easily resell them on Ticketmaster's marketplace.

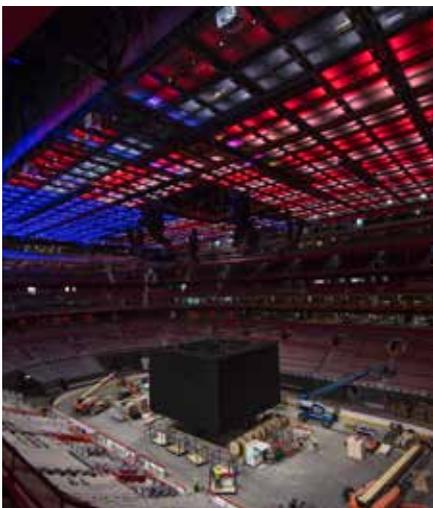
The District Detroit App not only supports guests attending Red Wings and Pistons games at Little Caesars Arena but will be linked to a wider series of venues throughout The District Detroit.

Another feature included in The District Detroit App is express ordering for Food and Beverage. Fans can order and pay for concessions from their seats, ensuring they don't miss any action waiting in lines.

The District Detroit App not only supports guests attending Red Wings and Pistons

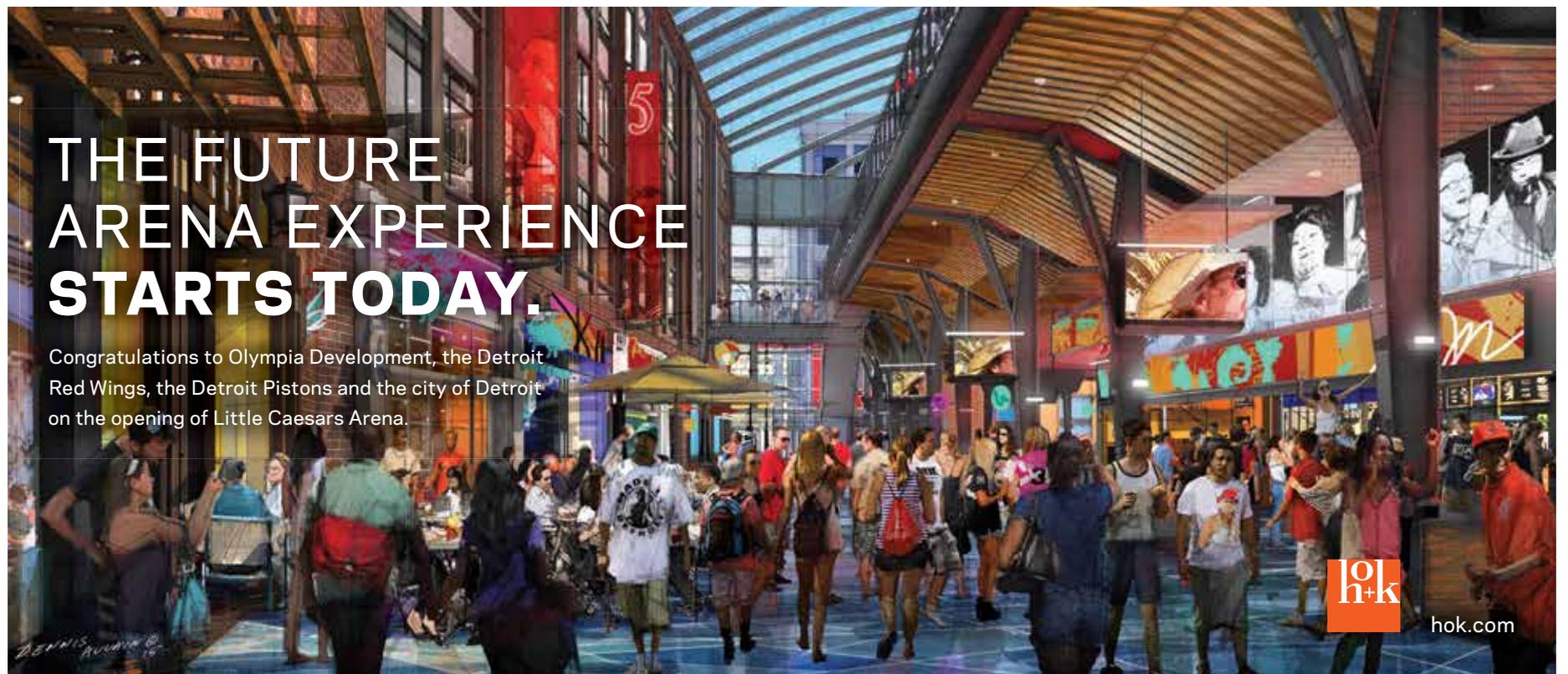
games at Little Caesars Arena but will be linked to a wider series of venues throughout The District Detroit. Fans can buy tickets and parking to shows at the historic Fox Theatre and other venues, for example. It simplifies ticket management and personalizes the guest experience in and around The District Detroit. Other features include a bot that will automatically answer your questions and provide direct links to the relevant content within the app, a quick incident alert system to ensure rapid response and easy access for Season Ticket Holders to reach out to their account reps.

"Your entire experience will be a wow moment followed by another wow moment," Wilson said. "Fans will have to come multiple times just to absorb the full effect of the experience. Every fan will want to tell people, 'I was there.' That's what drives us."



The skydeck is outfitted with LED lights that will be incorporated into the experience.

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THE FUTURE ARENA EXPERIENCE STARTS TODAY.

Congratulations to Olympia Development, the Detroit Red Wings, the Detroit Pistons and the city of Detroit on the opening of Little Caesars Arena.



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Red Wings, Pistons celebrate heritage, tradition

For one of the most iconic, storied franchises in American sports history, it's fitting that heritage and traditions play a major role in the design of Little Caesars Arena. The history of the Detroit Red Wings is so beloved, in fact, that Olympia Entertainment hired a curator to showcase the Red Wings and the Detroit Pistons.

At the ripe old age of 90, the Red Wings are one of the oldest teams in the NHL and a member of the Original Six, the six teams that made up the league in 1942. All six franchises remain active.

"Most people in Detroit remember where they were in '97, when the Red Wings won the Stanley Cup for the first time in 42 years



The arena showcases the Red Wings' past, including Terry Sawchuk's shutout record; the Production Line of Sid Abel, Ted Lindsay and Gordie Howe; and coach Jack Adams in 1954 after the franchise's first outdoor game in history against inmates at Marquette State Prison.

— that's the level of passion we have for our teams," said Marcel Parent, director of curation and content activation for Olympia.

Great moments, great milestones and great players for the Red Wings and Pistons are built into the fabric of the arena.

"Part of our inspiration was for our fans and community to be able to celebrate the incredible success our sports teams, Detroit music and entertainment artists have had throughout history," said Christopher Ilitch, president and CEO of Ilitch Holdings. "It's fun to be able to look back and say 'remember when...'. It makes our fans feel even more connected and proud of our teams, artists and community."

"Gordie Howe, Ted Lindsay, Alex Delvecchio ... these are not names on a wall. They resonate throughout the venue," Parent said. "We celebrate the fact that Howe was the first NHL player ever to score 800 goals. For us, yes, the team is playing for the season, but they're really playing for history."

"Little Caesars Arena truly honors the tradition of the historic sports teams that call this venue home, as well as the music and culture of Detroit," Ilitch said. "We've created a multi-purpose space called Heritage Hall that features a Detroit Red Wings and Detroit Pistons theme. It's a modern, interactive museum with both current and historic artifacts. Featured memorabilia includes items that have never been seen outside the teams' archives. Fans from all over the world have participated by providing items."

In the Ring of Honor, the arena celebrates the Red Wings' 11 Stanley Cup wins and the Detroit Pistons' three NBA championships in a ceremonial structure consisting of five columns containing the history and artifacts of the two teams.

"There's something about an object that takes you back to that moment in time, such as Normie Smith's goalie stick from a Stanley Cup win in 1937," Parent said. "We have a 14 karat gold medallion from that

same championship that belonged to Johnny Sherf, the first American player to win a Stanley Cup with the Red Wings."

Tucked into the Via is the Joe Louis Arena team bench, complete with gouges and splinters, sitting on its original wooden platform with the original dashboards and plexiglass. Profiles of players give fans a chance to snap photos of themselves as members of the team.

Art celebrating authentic Detroit, as well as the city's rich musical heritage, is layered throughout the building with more to be added as the building continues to evolve.

"Sports and entertainment are always changing. Last year was the farewell season of the Joe. We're celebrating that the last game at the Joe was the 1,000th game for Henrik Zetterberg," Parent said. "2017 is the 50th anniversary of some of the Supremes' greatest hits. The history and traditions will grow with the arena — there will always be something new to celebrate."



Heritage displays and experiences will continually evolve along with the teams' histories.

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Red Wings, Pistons players welcome new amenities

The Detroit Red Wings and the Detroit Pistons players and staff are looking forward to their new home as much as the fans.

Outfitted with four separate locker rooms — one for each of the two home teams and one each for the NHL and NBA visiting teams, the team spaces are a far cry from the tight quarters at Joe Louis Arena.

"The visiting team used to have to stretch in the corridors at Joe Louis," said Ken Holland, Red Wings general manager. "We'd have to move the ping pong table we kept out there so they could work out — that's how close we were. Joe Louis was one of the oldest arenas in the league."

The Red Wings now have effectively tripled their work space, with room for a kitchen and meals, a lounge, strength and conditioning and amenities such as cryotherapy. Located in the Belfor Training Center, the team's practice ice and family lounge are conveniently located adjacent to the main ice.

"It's state of the art..." Holland paused, thinking of specifics. "... everything! And, as best conditioning practices continue to evolve, the space is geared to change on the fly when needed."

Holland predicted that the new facility will become an important tool in the team's recruiting efforts.



Fast ice, a tight bowl with deafening noise and top-notch team facilities create a welcoming environment for players, as well as fans.

"With the salary cap, there's only so much you can do financially for a player," Holland said. "I think visiting players will be impressed with what they see in Detroit. Little Caesars Arena will become more reason they'll want to play for us. As an Original Six team, the Red Wings already offer a history

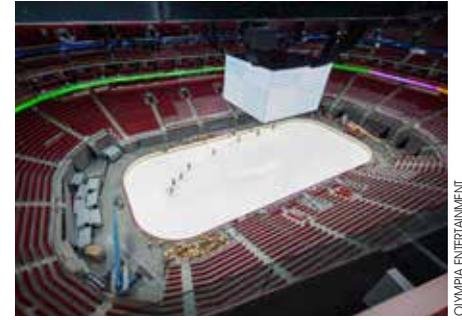
most teams don't have. We have committed ownership and a passionate fan base that not everyone can offer. Players want to play to sellout crowds. And with all the young people moving into downtown, The District Detroit has generated an atmosphere that our young players will find appealing."

The 11-time Stanley Cup champions are a member of the Original Six, the six surviving NHL teams of 1942. All six teams — the Red Wings, Boston Bruins, Chicago Blackhawks, Montreal Canadiens, New York Rangers and Toronto Maple Leafs — remain active franchises.

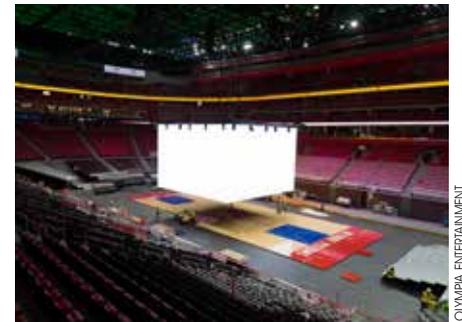
The Detroit Pistons

"Little Caesars Arena will put the Pistons at the most competitive level possible," said Arn Tellem, vice chairman of the Pistons. "When the Palace was built, back in 1988, it set the standard for the modern arena. But I firmly believe the Ilitches have set the gold standard for all sports venues to follow."

Tellem said the Pistons and their owner, Tom Gores, felt a strong pull to be a part of the rebirth of Detroit. The Pistons were able to commit to Little Caesars Arena late last year,



Technical expertise and engineering keep the ice at precisely controlled temperatures.



The Pistons will tip off their preseason in October against the Charlotte Hornets.

a plan that was finalized early this summer.

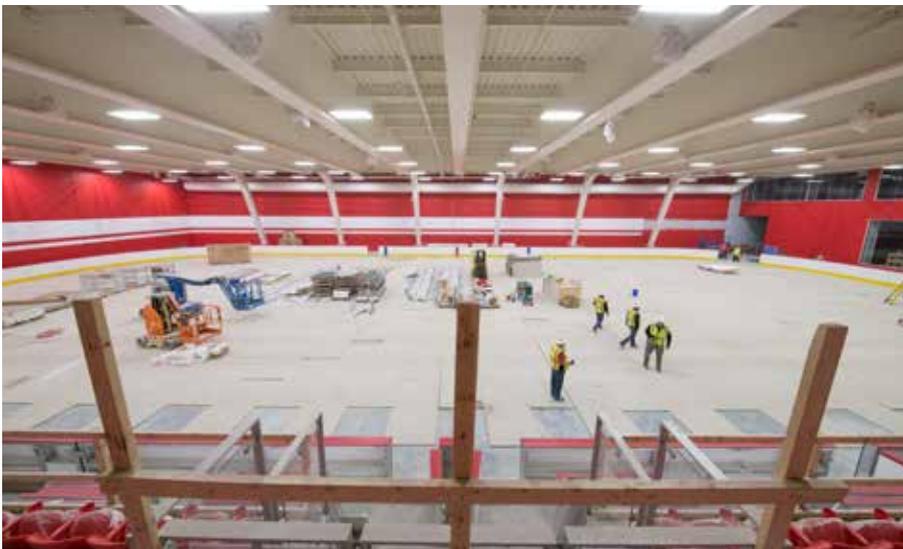
"It's a unique moment in Detroit," he said. "And you can feel, in the atmosphere, that everyone, from city leader to citizen, is fully committed to the rebirth. We, too, are all in."

For the Pistons, moving back into the city feels right.

"At its heart, basketball is a city game," Tellem said. "It's exciting and natural for us to be part of the fabric of the city, to walk to games and restaurants and nightlife. It provides a connection that the Palace, because of its location in the suburbs, couldn't."

The move has been well received by Pistons fans and the local business community. Ticket sales are up and the Pistons recently sold their uniform patch to Michigan-based Flagstar Bank.

"Our goals are threefold: Win games. Entertain fans. And improve the community," Tellem said. "Our move to Little Caesars Arena will round out our purpose to be an integral part of the fabric of Detroit." ■



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