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High altitude sports and entertainment: Select case studies

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Abstract

High altitude sports are generally most entertaining and safe for recreational tourists/athletes, but they should be aware of their individual risks. It is a well-known fact that there is less oxygen at higher elevation. When looking at the effective oxygen content of air at altitude compared to sea level, there is 15% less oxygen at 5,000 feet (elevation of Denver), 26% less oxygen at 8,000 feet (elevation of Aspen), and 41% less oxygen at 14,000 feet (elevation of the Colorado 14ers)!^[1] So high altitudes make it harder to breathe. The benefits of training at such high altitudes include: Get better endurance due to increased red blood cell count; perform better at high and low altitudes; because you get to train in places which are most scenic and best for adventure sports and entertainment; etc. Select case studies, to get more details about high altitude sports and entertainment at a global level, include: Kroenke Sports & Entertainment (KSE), USA; Altitude Sports, USA; Calgary Sports and Entertainment Corporation (CSEC), Canada; and True North Sports and Entertainment Limited (TNSE), Canada.

Keywords: High altitude sports, high altitude training, high altitude entertainment, recreational tourists/athletes, case studies

Introduction

Athletes at different skill levels perform strenuous physical activity at high altitude for a variety of reasons. Multiple team and endurance events are held at high altitude. There is a general belief that altitude training improves athletic performance for competitive and recreational athletes. The natural live high, train low altitude training strategy may provide the best protocol for enhancing endurance performance in elite and sub elite athletes. High altitude sports are generally safe for recreational athletes, but they should be aware of their individual risks.

It is common for athletes to move to high elevation locations to train for events. Locations like Boulder and Colorado Springs, CO are popular training sites for endurance athletes and Olympians to live and train. But is elevation really the key to getting an edge in endurance sports? And can training at altitude help all types of athletes from beginners to professionals? It is a well-known fact that there is less oxygen at higher elevation. This is because air pressure decreases at higher altitudes and therefore each breath contains fewer molecules of air. Oxygen molecules make up 21% of air at any elevation. But, due to decreasing air pressure, the effective oxygen percent of each breath decreases as altitude increases. When looking at the effective oxygen content of air at altitude compared to sea level, there is 15% less oxygen at 5,000 feet (elevation of Denver), 26% less oxygen at 8,000 feet (elevation of Aspen), and 41% less oxygen at 14,000 feet (elevation of the Colorado 14ers)!^[1] So high altitudes make it harder to breathe. You may be asking how does this help with training? It works and imparts the following benefits.

- **Get better endurance due to increased red blood cell count**

Training at altitude affects the body's physiology in a remarkably interesting way. Lack of oxygen causes the release of the hormone erythropoietin (EPO), which in turn stimulates the productions of red blood cells. Red blood cells carry oxygen from the lungs to muscles, allowing muscles to fire. Therefore, having a greater number of red blood cells allows muscles to fire at a higher and sustained rate, increasing aerobic fitness. This physiological process is so successful, synthetic EPO has been used as one form of doping by elite endurance athletes.

This is extremely dangerous and illegal for most sporting events, so you should stick with the natural EPO your body can make from being at high elevations. Natural EPO has also been shown to be more effective and lasting than synthetics; just a few weeks at elevations above 5,000 feet have a positive effect on red blood cell count! [2] Additionally, non-elite athletes can have more drastic positive effects from training at high altitudes than elite athletes.

- **Perform better at high and low altitudes**

Whether you are training for a marathon at sea level or the Leadville 100, training at altitude is a good idea. Increased red blood cell counts as the result of high-altitude training can last one to three months in athletes after returning to sea level. Therefore, the aerobic fitness boost you get from training at altitude can stick around through a short season of races or competitions. For events that are held at altitude, training in high places is arguably even more beneficial. Being accustomed to high elevation so that you are ready for how it affects performance is important. Acclimating to avoid altitude sickness mid-race is even more crucial.

- **Because you get to train in places which are most scenic and best for adventure sports and entertainment**

For example, "Altitude Adventure" in Ladakh, India offers some of the best trekking opportunities on earth. Come join on a trek of a lifetime in these mountains! One can also join one of the many 6000+ meter summits around Ladakh! Our team is comprised of experienced mountaineers from Ladakh and Nepal. Lead climbing guides have experience of hundreds of summits with clients. Discover the wonders of Ladakh on a driven adventure around the region from the beauties of Nubra Valley to the stunning views of Pangong Lake. Ladakh is the ultimate motorcycling destination with some fantastic roads, incredible views, and the rumble of a Royal Enfield.

Following select case studies have been done to get more details about high altitude sports and entertainment at a global level:

Kroenke Sports & Entertainment (Kse), USA: A Case Study

Kroenke Sports & Entertainment (KSE) is an American sports and entertainment holding company based in Denver, Colorado. Originally known as Kroenke Sports Enterprises, it was started in 1999 by businessman Stan Kroenke to be the parent company of his sports holdings. Today the company has control over seven professional sports franchises, three stadiums with one under construction, one professional esports franchised team, four television channels, an internet TV channel, & 19 magazines which operate under the badge Outdoor Sportsman Group, four radio stations which operate under the badge KSE Radio Ventures, LLC, and websites.

Sports Ventures

In 1999 Kroenke bought a stake in the National Football League's St. Louis Rams after their relocation to Missouri in 1995. In 2000, he became full owner of both the National Basketball Association's Denver Nuggets and the National Hockey League's Colorado Avalanche, purchasing the teams from Charlie Lyons' Ascent Entertainment Group. In 2002, he partnered with Denver Broncos owner Pat Bowlen and former Bronco quarterback John Elway to become part-owner of the Arena Football League's Colorado Crush. He continued to grow his sports empire in 2004 when he purchased the

National Lacrosse League's Colorado Mammoth and Major League Soccer's Colorado Rapids from Phil Anschutz. From 2002 to 2006, Kroenke owned the Grand Prix of Denver. In 2010, Kroenke exercised his right of first refusal to buy the remaining interest in the Rams from the estate of late owner Georgia Frontiere. On August 25, 2010, he became full owner of the Rams by unanimous consent of the NFL. To gain approval from NFL owners, Kroenke agreed to turn over control of the Denver Nuggets and Colorado Avalanche to his son, Josh, by the end of 2010, and he had to give up his majority stake in both teams in December 2014. The NFL does not allow its owners to hold majority control of major league teams in other NFL markets. On October 7, 2015, the NFL approved transfer of his ownership stake of the Avalanche and Nuggets to his wife, Ann Walton Kroenke.

Kroenke is the largest shareholder of Premier League association football club, Arsenal Football Club (Arsenal). Arsenal already had a technical link-up with Kroenke's Colorado Rapids when in April 2007 Granada Ventures, a subsidiary of ITV plc, had sold its 9.9% stake in Arsenal Holdings plc to Kroenke's KSE UK Inc. Kroenke went on to buy further shares in the club, taking his total stake up to 12.19%. The club's board initially expressed scepticism that a bid would be in its best interests, but gradually warmed to him as part of counteracting Alisher Usmanov's rival bid for the club. By June 2008, the board had prepared to let Kroenke take over the club, and on September 19, 2008, it was officially announced that Kroenke had joined the Arsenal board of directors. Kroenke had a beneficial interest in, and controlled voting rights, over 18,594 shares, representing 29.9% of the issued shares. Thus, he was nearing the maximum 29.99% threshold, beyond which he would be forced to make an offer for all remaining shares. On April 10, 2011, it was reported that Kroenke was in advanced talks to complete the takeover of Arsenal. The following day, it was announced that he increased his shareholding in Arsenal to 62.89% by purchasing the stakes of Danny Fiszman and Lady Nina Bracewell-Smith, and agreed to make an offer for the rest of the club at £11,750 per share, valuing the club at £731M. In August 2018 Kroenke completed the purchase of Arsenal Football Club after buying the remaining shares held by Alisher Usmanov. This took Kroenke's shareholding above 90% which necessitated de-listing the club from stock exchanges and initiating compulsory purchase of all remaining shares in the club. In late 2017, the company developed an esports team franchise in the newly founded Overwatch League, named the Los Angeles Gladiators, that began their inaugural season later that year on December 6. In August 2019, Activision Blizzard Esports Leagues announced that the company had bought a franchise slot in the upcoming franchised Call of Duty league. Like the company's Overwatch League franchise, the franchise is based in Los Angeles and is known as the Los Angeles Guerrillas.

Real Estate

Kroenke Sports & Entertainment owns Pepsi Center in Downtown Denver, home of the Nuggets and Avalanche, and co-owns Dick's Sporting Goods Park in Commerce City, home of the Rapids. Both venues were built by his development company. In 2002 Kroenke bought the historic Paramount Theatre in Denver. Kroenke also established TicketHorse, a ticket company that provides in-house sales. Operations of 1stBank Center in Broomfield, Colorado were taken over by Peak Entertainment—a joint venture between KSE and AEG Live Rocky Mountain, in June 2009, for 28

years. As part of relocating the Rams back to Los Angeles, Kroenke is currently building a new billion-dollar NFL stadium in Inglewood, California called SoFi Stadium. The stadium is a component of the Hollywood Park, a mixed-use commercial and residential development project on the site of the former Hollywood Park Racetrack. On January 5, 2015, it was announced that Kroenke, the owner of the then St. Louis Rams had partnered with Stockbridge Capital Group (owners of the Hollywood Park Land Company), to build an NFL stadium and complex on the existing Hollywood Park development and on a parcel of land owned by Kroenke. The stadium is expected to open in 2020 and will be the home to the Rams and the Los Angeles Chargers. As part of his ownership of Arsenal, Kroenke has control over the team's stadium Emirates Stadium in Holloway, London, England.

Television, Print and Radio

In 2004, Kroenke launched his own competitor to FSN Rocky Mountain (now known as AT&T Sports Net Rocky Mountain), Altitude, a new regional sports network which became the official broadcaster for both of Kroenke's teams on launch. On January 10, 2011, World Fishing Network announced that it had sold a 50% stake in its U.S. operations to KSE under the Altitude Sports and Entertainment brand. Also, in 2011, Altitude Sports and Entertainment purchased a 19.9% interest in the Canadian channel through its division Altitude WFN ULC. Altitude would later purchase the remaining 50% interest in the channel it did not already own. In 2013, Outdoor Channel was acquired by KSE. As part of the acquisition of Outdoor Channel's parent company by KSE it also acquired MyOutdoorTV.com, Cablecam and Skycam which Outdoor Channel Holdings Inc. acquired in 2011 and 2009, respectively. In 2014, KSE acquired Inter Media Outdoor Holdings from Inter Media Partners which included Sportsman Channel, 15 market leading outdoor magazines, and 17 top websites, as well as television production operations. The company was later renamed Outdoor Sportsman Group. On October 12, 2015, Kroenke Sports Enterprises, announced they would acquire Wilks Broadcasting's Denver properties, including KXKL-FM, Country KWOE, and Adult Top 40 KIMN. Once the sale was approved by the FCC, KSE was expected to flip one of the three outlets to Sports, which would see the Denver Nuggets, Colorado Avalanche, and Colorado Rapids moving from their then radio home in Denver, which was KKFN. The transaction was consummated on December 31, 2015, at a purchase price of \$54 million. On December 17, 2015, Entercom announced it would sell KRWZ to KSE Radio Ventures (a division of Kroenke Sports & Entertainment), who would add the station to its three recently acquired FM properties in the Denver market. KSE also announced that KRWZ would flip to a new format when the sale closes, as Entercom moved the Oldies format to KEZW on December 27. On the same day, KRWZ began stunting with mostly adult standards music, as well as redirecting listeners to KEZW. Upon the change of ownership, KRWZ would adopt the new KKSE call letters. Furthermore, KSE announced that the station would return to sports talk and become "Altitude Sports 950" (named after KSE's Altitude cable channel). This was followed by the flipping of country formatted KWOE to sports KKSE-FM.^[3]

Altitude Sports, USA: A Case Study^[4]

Altitude Sports and Entertainment, usually referred to as simply Altitude Sports, is an American regional sports cable

and satellite television channel that is owned by Stan Kroenke's Kroenke Sports & Entertainment. The channel, which serves the Rocky Mountain region of the United States, specifically the Denver metropolitan area, features a mix of professional, collegiate, and high school sporting events as well as some entertainment-based programming.

Launched on September 4, 2004, Altitude Sports is headquartered in the Denver suburb of Centennial, Colorado. Altitude also operates Altitude 2, a secondary overflow channel that is used in the event of scheduling conflicts with games simultaneously set to air on the main Altitude channel. The channel was launched as a team owned competitor to FSN Rocky Mountain (now known as AT&T Sports Net Rocky Mountain), which became the official broadcaster for both of Kroenke's teams on launch.

Altitude agreed to carry some games from the first season of the Fall Experimental Football League in October and November 2014.^[5] Altitude Sports & Entertainment is already the most watched regional sports network in the Rockies, USA. Altitude Sports was created by Denver Nuggets, Colorado Avalanche, Colorado Mammoth and Colorado Rapids owner, Stan Kroenke, to give area sports fans the most comprehensive regional sports network in the Rocky Mountains. No matter what sport, Altitude Sports has something for everyone; Basketball, Hockey, Soccer, Lacrosse, Baseball, Extreme, Outdoors, Boxing, Cycling, High School sports, College sports, and Professional sports. Altitude Sports is the official television network of the Denver Nuggets, Colorado Avalanche, Colorado Mammoth, and the Colorado Rapids. Altitude Sports was started with one goal in mind, give fans living in Nuggets, Avalanche, Rapids and Mammoth territory the ability to watch every single regular-season and playoff game of their favourite teams in high definition format and 5.1-channel surround sound (NBA and NHL territory restrictions apply). In addition, its broadcast agreements with select conferences, Altitude Sports broadcasts the Denver Outlaws, University of Denver sports (including hockey, basketball, soccer, volleyball, gymnastics and lacrosse), CHSAA High School Football Game of the Week, as well as other local and regional sports, entertainment and public service programming. Altitude Sports is committed to not only showcasing the region's top sports teams, but also televising cultural, political and entertainment programming that reflects the diverse interests of our territory.

Programming

The channel holds broadcast rights to the four Denver-based professional sports teams that are owned by Kroenke – the NBA's Denver Nuggets, the NHL's Colorado Avalanche, Major League Soccer's Colorado Rapids, and the National Lacrosse League's Colorado Mammoth. Altitude features in-depth coverage of the four teams, including holding broadcast rights to the majority of Avalanche, Rapids and Nuggets games. The channel's logo bug changes colours depending on the team being broadcast (powder blue and gold for the Nuggets, burgundy and dark blue for the Avalanche, maroon and black for the Mammoth and burgundy and sky blue for the Rapids). Altitude also holds television rights to Major League Lacrosse's Denver Outlaws, the Pacific Coast League's Colorado Springs Sky Sox (an affiliate of the Milwaukee Brewers) and the Colorado Eagles. Altitude also broadcasts live college athletics from the Rocky Mountain Athletic Conference. They also simulcast select college football games from Montana, Montana State, New Mexico

State, and the Southland Conference. The channel previously broadcast Southeastern Conference, Western Athletic Conference, Big East Conference, and Big 12 Conference games from ESPN Plus. It also airs entertainment programming including live theatrical productions and concerts, as well as a simulcast of veteran basketball referee Irv Brown's week daily radio program. Former Colorado governor Bill Owens hosted a talk show on the network during the final two years of his administration. As the team is principally owned by Kroenke, Altitude serves as production partner for the Los Angeles Rams' NFL preseason games.

Distribution

On August 28, 2019, Altitude was dropped by Dish Network. Three days later, the channel was dropped by Comcast and DirecTV. All three providers are accusing Altitude of demanding significant annual price increases for the channel's content, which they deemed unacceptable. On October 31, 2019, Altitude was restored by DirecTV after the two sides reached a multi-year agreement. The disputes with Dish Network and Comcast remain unresolved. Unlike other regional sports networks, Altitude is unavailable on live streaming services such as AT&T Now, FuboTV, Hulu, Sling TV or YouTube TV.

Altitude HD

Altitude HD is a high definition simulcast feed of Altitude Sports and Entertainment that broadcasts in the 1080i resolution format. The HD feed broadcasts Denver Nuggets and Colorado Avalanche games in HD. Colorado Rapids soccer matches are not available in HD. The channel also operates a high definition simulcast feed of Altitude 2.

Calgary Sports And Entertainment Corporation (Csec), Canada: A Case Study

The Calgary Sports and Entertainment Corporation (CSEC)^[6] is a privately owned professional sports and entertainment company based in Calgary, Alberta, Canada formed in 2012 and owned by N. Murray Edwards, Alvin Libin, Allan Markin, Jeffrey McCaig, Clay Riddell and Byron Seaman. It succeeded the Calgary Flames Limited Partnership (CFLP), which represented the group that has owned the Calgary Flames of the National Hockey League (NHL) since 1980. CFLP subsequently acquired ownership of the Calgary Hitmen of the Western Hockey League (WHL), the Calgary Roughnecks of the National Lacrosse League (NLL), the Calgary Stampeders of the Canadian Football League (CFL), and the Stockton Heat of the American Hockey League (AHL). The group also manages the Scotiabank Saddle dome arena in Calgary. It formerly owned the Adirondack Thunder of the ECHL until selling it to a local ownership group. CSEC is privately owned by the six owners that formed the CFLP, minus Clay Riddell, who died in 2018, and is chaired by N. Murray Edwards. Ken King was the chief executive officer until his death in 2020.

Assets

Calgary Sports and Entertainment owns and operates four franchises based in Calgary and owns the Flames' minor league affiliate based in California. Additionally, CSEC has a management agreement with the City of Calgary to operate the Scotiabank Saddle dome arena which serves as the home venue of the Flames, Hitmen and Roughnecks. In August 2015, the CSEC proposed a new multi-purpose sports venue in Calgary, Calgary NEXT.

Team	League Founded	Owned since
Calgary Flames	National Hockey League	1972, as the Atlanta Flames May 1980
Calgary Hitmen	Western Hockey League	1995 June 1997
Calgary Roughnecks	National Lacrosse League	2001 June 2011
Calgary Stampeders	Canadian Football League	1945 March 2005 (minority stake) March 2012 (controlling interest)
Stockton Heat	American Hockey League	1977, as the Maine Mariners 1993

True North Sports and Entertainment Limited (Tnse), Canada: A Case Study

True North Sports and Entertainment Limited (TNSE) is a Winnipeg, Manitoba, Canada based company that owns and operates Bell MTS Place in downtown Winnipeg and the Winnipeg Jets of the National Hockey League. The company also owns the Jets' minor league affiliate, the Manitoba Moose of the American Hockey League. Aside from hockey, TNSE is also involved in real estate with True North Square and are active in bringing high-profile concerts and entertainment acts to Winnipeg.

History

TNSE was founded in 2001 by Manitoba Moose co-owner Mark Chipman and several local investors. Their goal was to build a new entertainment and sports venue in downtown Winnipeg to help revive the city's downtown area and possibly one day bring an NHL franchise back to Winnipeg following the departure of the original Winnipeg Jets franchise to Phoenix, Arizona in 1996. Ownership of the Moose was transferred to TNSE in 2003. The 15,321-seat Bell MTS Place (formerly the MTS Centre) was completed in fall 2004 and became the new home of the Moose, replacing the Winnipeg Arena. The arena was built at a cost of \$133.5 million on land acquired from Osmington Incorporated, a real estate firm owned by Toronto billionaire David Thomson. In exchange for the land, Osmington took a minority share in TNSE. Chipman and Thomson, through their respective holding companies, now have complete ownership of TNSE. In summer 2010; TNSE opened the MTS Iceplex, an arena and training complex located on the western edge of Winnipeg. The Iceplex features four ice surfaces and is used by several amateur teams, local minor hockey, and recreational leagues. It also serves as the practice facility for the Winnipeg Jets and Manitoba Moose.

TNSE realized its goal of landing an NHL franchise in May 2011, when it purchased the struggling Atlanta Thrashers, subsequently relocating the club to Winnipeg and renaming it the Winnipeg Jets. As a result, the Moose were relocated to St. John's, Newfoundland and Labrador for the 2011–12 season and rebranded as the St. John's Icecaps and became the top minor league affiliate of the Jets. Although the Icecaps were successful both on and off the ice, TNSE opted to return the club back to Winnipeg for the 2015-16 seasons. The second incarnation of the Manitoba Moose now share the MTS Centre with their NHL parent club and are one of only two AHL teams to have this arrangement.

Bringing the NHL back to Winnipeg

In January 2007, Chipman was invited to meet with NHL executives, including Commissioner Gary Bettman, in New York to make a presentation about bringing an NHL team to Winnipeg, either through expansion or relocation. TNSE was

not alone—the NHL also met with interested parties from Houston, Kansas City, Seattle, and Las Vegas—but was most impressed by the presentation from the Winnipeg group. In 2009, Bettman approached Chipman about the possibility of taking over the struggling Phoenix Coyotes. The Coyotes were on the verge of declaring bankruptcy and were purchased by the league out of bankruptcy court later that year. In October, Chipman made a second presentation to the league about relocating a team to Winnipeg. The Coyotes ownership issue remained unresolved in May 2010. As the league was not prepared to cover the team's losses for another season, the league executive reached a tentative agreement to sell the Coyotes to TNSE, allowing them to relocate the franchise back to Winnipeg. This was intended as a back-up plan, as the league's first choice was to keep the team in Arizona. With no other investors in place, the league asked the City of Glendale to cover the Coyotes losses for the 2010–11 seasons. Facing a tight deadline, city council voted in favour of the deal rather than risk losing the primary tenant of their arena. According to Chipman, TNSE came "within ten minutes of acquiring (the Coyotes)".

After a failed bid to sell the team to Matthew Hulziser, the NHL and TNSE resumed their negotiations in spring of 2011. Glendale city council decided to cover the team's losses for another year, so TNSE shifted their focus on another opportunity—to acquire the Atlanta Thrashers from the Atlanta Spirit group. On the morning of May 31, 2011, the sale was finalized and announced at a press conference held at the MTS Centre. The sale and relocation of the team to Winnipeg was approved by the NHL Board of Governors on June 21. Mark Chipman confirmed that the team would be known as the Jets at the 2011 NHL Entry Draft on June 24. The Jets played their inaugural game on October 9, 2011 in front of a sold-out crowd at the MTS Centre, losing 5–1 against the Montreal Canadiens. Although the Jets did not qualify for the Stanley Cup playoffs in their first season, the team was remarkably successful off the ice. It was widely believed that the Jets, playing in the league's smallest market, would require assistance through the NHL's revenue sharing program to be financially viable. However, the team's revenues in 2011–2012 exceeded expectations to the extent that they did not qualify. According to Forbes' 2012 NHL financial report, the Jets generated \$105 million US in revenue during their inaugural season, 16th best in the league, and posted operating income of \$13.3 million. According to Forbes' 2013 report, the value of the franchise doubled within two years of TNSE's acquisition in 2011. A tradition among Jets fans in recent years is to shout the lyrics "True North" during the singing of O Canada prior to games, presumably in recognition of the ownership group which brought the NHL back to Winnipeg.

True North Square

True North Square is a plaza under construction in downtown Winnipeg. It is a joint venture between TNSE and James Richardson & Sons and is being constructed at the site of the former Carlton Inn hotel, which True North purchased in June 2015 following months of negotiations with the city. The heart of the project is a two-acre public park which will include green space and a public stage. Construction of the public portion of the plaza which will be partially funded by the provincial and city governments as will connecting the buildings to the Winnipeg Walkway. The remainder of the plaza will include four mixed-used towers being constructed adjacent to the park, which will house a luxury hotel, office

and retail space, and residential units. The towers, estimated at a cost of \$400 million, are planned for completion in 2019.

Burton Cummings Theatre

The Burton Cummings Theatre for the Performing Arts is a 1,600-seat former vaudeville theatre-turned-music venue in downtown Winnipeg. TNSE assumed management of the venue in 2014 through a lease agreement with the not-for-profit theatre's board of directors. Under this arrangement, TNSE also commenced with desperately needed repairs and upgrades to the building. In 2016, TNSE exercised its option to purchase the building.

Other Venues

The MTS Centre Exhibition Hall was an exhibition centre operated by TNSE from 2010 to 2011. It was in the now-demolished A&B Sound building across the street from the MTS Centre and hosted three exhibits during its existence. The first show, the controversial Bodies: The Exhibition ran from September 2010 to January 2011. Titanic: The Artifact Exhibition, produced by RMS Titanic Inc., ran from February to July 2011. It featured close to 200 of the over 5,500 collected artefacts from the doomed ocean liner. The final show, Da Vinci the Genius ran from August to November 2011.

Charity

The True North Youth Foundation, formerly the Manitoba Moose Yearling Foundation, is a non-profit organization created by TNSE. The foundation raises funds for charitable causes and runs its own projects: a children's summer camp, a youth hockey school, and Project 11, which promotes mental wellness in schools and youth groups. Project 11, led by TNSE senior vice-president Craig Heisinger, was created in response to the death of Rick Rypien, a former Moose player who suffered from severe depression.

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