



INAUGURAL SEASON 2010 Annual Report



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Our Mission and Vision

Mission: The Minnesota Ballpark Authority seeks to ensure that Target Field is a world-class facility that adheres to high standards of sustainability, creates economic opportunity, and serves as an anchor for the development of a vibrant new district.

Vision: The Ballpark is the foundation of an urban district that is economically vibrant, environmentally sustainable, and welcoming to those who live, work in, and visit the area. As the ballpark's steward, the Minnesota Ballpark Authority seeks to collaborate with others to create a District that seamlessly integrates the ballpark with new transit lines and robust private development, creating opportunity for the surrounding community.

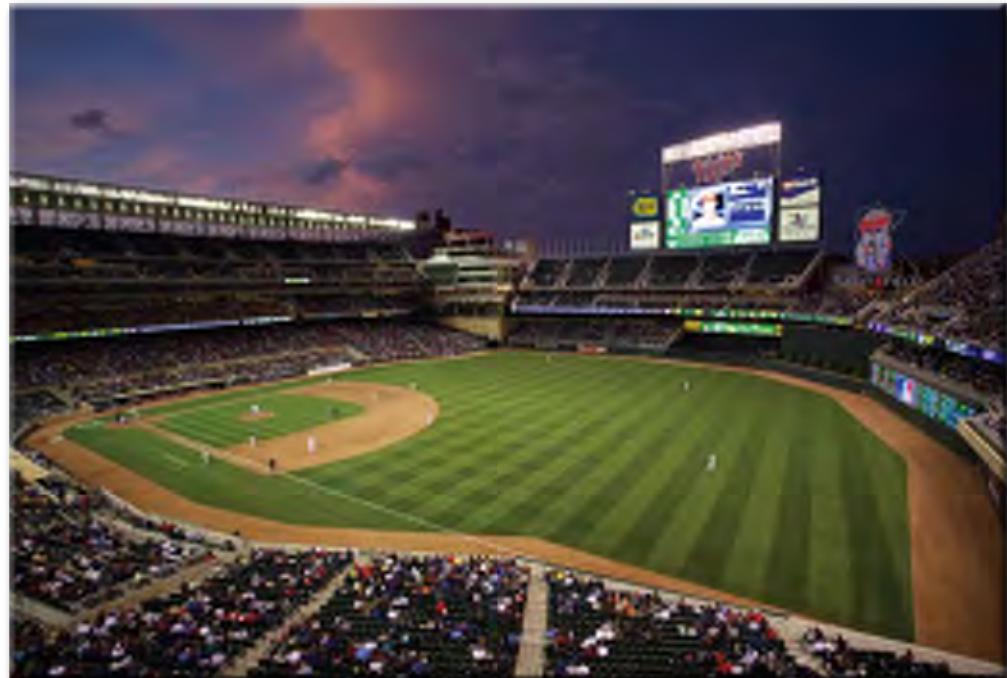


A Message from the MBA Chair and Executive Director

When we started the ballpark project we knew it would be a complex endeavor: The facility needed to be designed and built over an active freight rail line and a freeway corridor, and the Vertical Circulation Building for the Northstar commuter rail line had to be incorporated into the ballpark's footprint. It is gratifying to report that even with these underlying challenges, the project team never lost focus on making "Minnesota's Ballpark" a truly world-class facility.

By nearly all accounts, the 2010 inaugural season at Target Field was a tremendous success and it was due in large part to the strong collaboration and cooperation among the Minnesota Ballpark Authority, the Minnesota Twins, Hennepin County, Mortenson Construction, Populous and HGA Architects, the Northstar Project, the Minnesota Department of Transportation, Metro Transit, and the City of Minneapolis.

Minnesota's baseball fans also deserve recognition for what was accomplished in 2010, as they adjusted seamlessly to a new facility and passionately embraced watching outdoor baseball in downtown Minneapolis. Whether arriving by bus, bike, car, train or on foot—fans



of all ages brought a wonderful new energy and vitality to the North Loop, the Warehouse District and Target Field.

On behalf of the Minnesota Ballpark Authority Board and staff, thank you for your continued interest in the ballpark project. We look forward to another exciting season and more great developments in 2011.

**Steve Cramer, Chair
Dan Kenney, Executive Director
Minnesota Ballpark Authority**



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2010 Milestones

January

- Mortenson turns over ballpark to the MBA and Twins, on budget and ahead of schedule
- Unveiling of Destination Target Field, a comprehensive transportation information campaign



February

- Twins grounds crew removes snow from playing field in preparation for the inaugural season at Target Field



March

- Target Plaza Grand Opening/Dedication Ceremony
- Twins retail store and ticket office officially open
- U of M Gophers play the first game at Target Field

- MBA Board Members throw out the first pitch at the first MLB Exhibition Game played at Target Field

- Target Field receives LEED Certification Silver Status making it the greenest ballpark in America
- Opening Day – April 12, 2010



April

- Additional bike racks installed to meet overwhelming demand

- Over 400 spaces are now available for those who bike to a Twins game



- MBA receives MEDA Community Partner of the Year award for its inclusion of Disadvantaged Business Enterprises in Target Field's construction

- Minnesota State High School League holds Minnesota State Baseball Championship games at Target Field



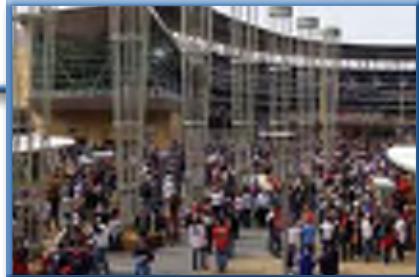


- **ESPN The Magazine** names Target Field the #1 professional sports stadium experience

July



- **MBA designates up to \$1.5 million for public plaza and public realm improvements associated with Hennepin County's Interchange Project**



- Twins fans set new season attendance record at Target Field at 3,030,673
- Jim Thome and Target Field featured on the cover of *Sports Illustrated*

August

September



- **Use of public transit options exceed projections with 25% of ballpark visitors using mass transit**
- MN Recycling Association awards Target Field 2010 Green Project Award for ballpark's sustainable design
- First Post-Season Major League Game is held at Target Field vs. New York Yankees



- **Additional video board, free Wi-Fi and more limestone accents announced for the 2011 season**

October

- Crews begin installing new right-field video board, more radiant heat and other enhancements

November



- Construction of a second Tradition Wall begins on Target Plaza

December

Video Tour

The MBA has produced a video that recaps the design and construction process and looks to future opportunities around the ballpark. Visit our website at www.ballparkauthority.com to check it out.





Awards & Accomplishments

Best Ballpark of 2010

Ballpark Digest

Ballpark Digest's annual award honors the best developments in baseball, based on nominations from the baseball community. In bestowing the award, *Ballpark Digest* describes Target Field as "one of the best places anywhere to watch a baseball game no matter the season or circumstances."

2010 America's Transportation Award for Innovative Management, awarded for Destination Target Field

American Association of State Highway and Transportation Officials

AASHTO's selection of the Minnesota Department of Transportation for this award is based on the successful coordination across multiple agencies to educate fans on the many transportation options to reach Target Field.

2010 Brownfield Renewal Award for Economic Impact

Brownfield Renewal magazine

The *Brownfield Renewal* Award honors individuals and groups who implement innovative, yet practical, programs to remediate environmentally-impacted sites, and stimulate economic development through job creation or retention.



2010 Green Project of the Year Award

Recycling Association of Minnesota

This award recognizes a special green project in Minnesota demonstrating outstanding environmental results and innovation by reducing waste, carbon footprint, water usage or other environmental issues important to Minnesota.

Top Project of 2009 (awarded in 2010)

Finance & Commerce

Finance & Commerce's Top Projects award program celebrates the best new construction in Minnesota based on factors such as degree of difficulty,

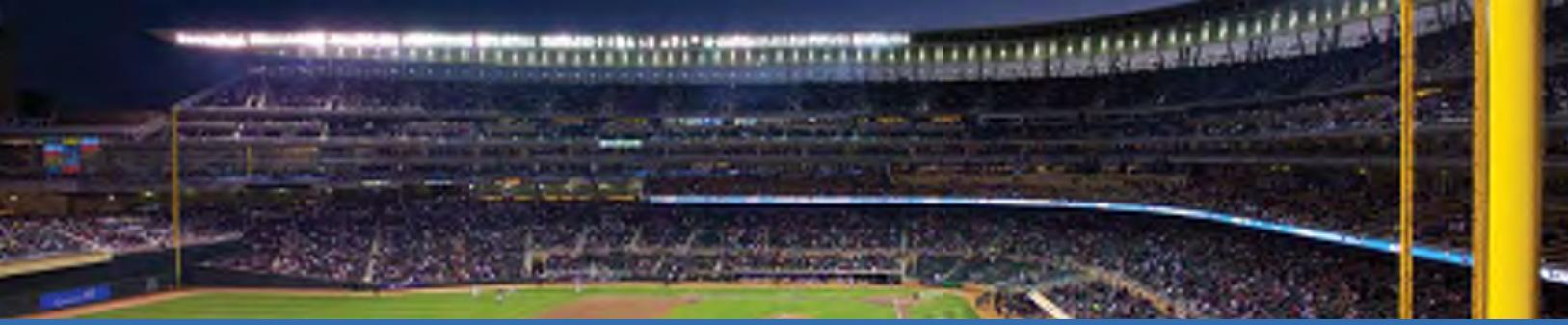
innovative construction, creative design, and cooperation among contractors and construction management.

2010 Engineering Excellence Grand Award, Water & Storm Water Category

American Council of Engineering Companies of Minnesota

This award recognizes Target Field's successful integration of a complex stormwater management system that provides 1.3 acres of retention and filtration in a crowded urban environment, using a large underground chamber that collects and stores rainwater for use in wash down and irrigation.





Best Large Project for Construction Partnering Program, 2009

Metropolitan Economic Development Association

MEDA's award to Target Field as its Best Large Project is based on the success of the MBA's partnership with MEDA to identify and recruit qualified woman and minority-owned businesses to bid on the ballpark project.

2009 Community Partner of the Year Award

Metropolitan Economic Development Association

The Community Partner of the Year Award to the Minnesota Ballpark Authority is based on the MBA's inclusion of the Disadvantaged Business Enterprises as an integral part of Target Field's construction. This is only the third time in its history MEDA has presented this award.

Barrier Free Design Award (December 2009)

Twins Stadium Access Advisory Committee

This award recognizes the ballpark project team's commitment to ensuring that accessibility is paramount for fans both inside and outside Target Field.

Community Participation Goals

The MBA, Twins and Hennepin County adopted project goals for employing women, minorities and small businesses during construction. Mortenson Construction used its multi-faceted Community Participation Program to exceed all of these goals. The Small, Women & Minority Business Enterprise Program goal was 30%, and final participation was 34%. The Workforce Diversity Program goals were 25% minority and 5% female, and final participation was 26% minority and 7% female. The Community Workforce Program

goal was 50 participants, and 62 individuals were hired over the course of the construction project.

LEED Silver-Level Certification (awarded April 2010)

U.S. Green Building Council

The Leadership in Energy and Environmental Design (LEED) rating system guides and distinguishes high performance buildings that reduce environmental impact, are healthier for occupants and are more profitable than conventional construction. Target Field's LEED score of 36 points is the highest ever for an outdoor baseball facility in the U.S., and reflects the multiple sustainable design features of the ballpark and its construction.



#1 Sports Stadium Experience in North America for 2010

ESPN The Magazine

ESPN The Magazine ranked Target Field as the #1 professional sports stadium experience in 2010, from a field of 129 ballparks, stadiums and arenas throughout North America.

2010 GreenLeader Program

Target Field recycled 655 tons and composted 68 tons of stadium waste during its first season, finishing 4th overall in Major League Baseball for waste diversion. Overall, the ballpark recycled over 70% of its waste.



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Destination Target Field

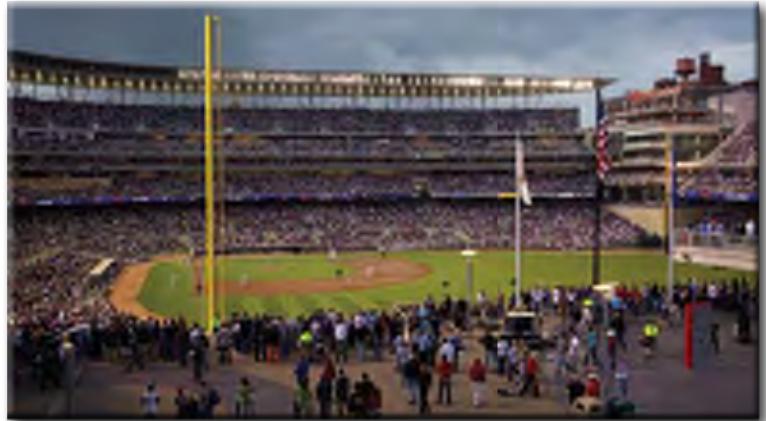
Target Field's inaugural season was a testament to collaboration and sound planning

Transit ridership exceeded expectations—nearly 25% of the regular season's 3.2 million fans used some type of mass transit to travel to and from the ballpark—and game days were notable for the lack of congestion and the smooth movement of people, trains, buses, cars and bikes around Target Field. The ballpark's success story is one of seamless integration of a major new sports facility into an historic urban district amid a complex grid of city streets, and of the efficient accommodation of more than 250 daily trains, 1,900 daily bus connections, access to a bike trail, and the arrival of

up to 40,000 fans on a game day.

Planning for this success was a lengthy and collaborative process. Starting in 2007, the MABA, the Twins, Hennepin County, Metro Transit, the City of Minneapolis, the Minnesota Department of Transportation, along

with neighborhood business associations formed a working committee to develop a Traffic Management Plan for the new ballpark. In September 2009, the Minneapolis Department of Public Works formed the Event Management Committee to manage traffic and pedestrians around Target Field and other major downtown venues and events.



In early 2010, as Opening Day approached, the Minnesota Twins, the MABA and project partners developed and launched www.destinationtargetfield.com, a comprehensive information campaign designed to help fans find the best route and transit mode to fit their desired ballpark experience. Through print materials and the interactive website, the initiative provided fans with all the information they needed to walk, bike, ride the bus or train, or drive their cars to the game.

In May 2010, the MABA formally recognized and thanked a dozen public and private partners for their collective work to plan for and implement efficient traffic management on game days. The Minnesota Department of Transportation received the 2010 America's Transportation Award for Innovative Management from the American Association of State Highway and Transportation Officials for successful transportation planning and design that achieved safety, accessibility, and positive local economic impact.



Planning Ahead

The Interchange Project

While Target Field's first season saw the successful management of game day crowds, the pedestrian environment on both 5th Street and the ballpark's promenade

immediately following games was packed and bustling with fans either queuing at the light rail station or moving into downtown. The need for additional public queuing space will only grow when the



Central Corridor LRT opens in 2014 and rail operations double to 500 daily arrivals and departures. Future construction of the Southwest LRT line and a proposed Bottineau Corridor line will create additional through-train service in the Ballpark District, bringing thousands of additional passengers daily from the southwest and northwest suburbs.

In 2010, the Hennepin County Regional Rail Authority initiated the Interchange Project to begin preparing for this coming transit expansion in the vicinity of the ballpark. The Interchange Project's mission is to unite transit and development, creating a civic space connecting multiple transportation options, supporting a vibrant regional economy, reducing greenhouse gas emissions, and increasing mobility. The Interchange is identified as one of two regional multimodal hubs in the Minnesota Department of Transportation's State Rail Plan and the Metropolitan Council's 2030 Transportation Policy Plan.

The Interchange Project will initially focus on light rail transit enhancements, followed by the potential expansion of commuter and passenger rail service. Phase 1 will include replacing Hennepin County's existing Environmental Services Building with an LRT platform and public plaza space that connects directly to the ballpark's promenade near the Vertical Circulation Building and Gate #6 at Target Field. Both environmental assessment and public engagement began in late 2010 and will continue into 2011. The goal is to complete light rail transit enhancements prior to the opening of Central Corridor LRT in 2014. Additional information, including project timelines and updates, can be found on the Interchange's website at www.theinterchange.net.

In August, the MBA Board authorized the designation of up to \$1.5 million to assist in plaza and public realm improvements associated with the Interchange Project. Funding will come from the remainder of the Ballpark Project's Infrastructure account and/or interest earnings on construction bond proceeds. The Board's approval of this funding acknowledges that the Interchange Project is a unique opportunity to improve transit operations, to enhance the pedestrian environment, and to stimulate future private investment and development in the vicinity of Target Field.



Welcome by the Neighborhood

Target Field Return on the Investment

With its compact footprint, transit and pedestrian-friendly design adjacent to a thriving entertainment district, the

ballpark quickly established itself as a great addition to the neighborhood.



While official statistics have yet to be compiled, anecdotal evidence of Target

Field's positive economic impact could be seen in the brisk business in and around the ballpark on game days, a welcome bright spot in a continued challenging economy. Within the ballpark, the decision to feature locally sourced concessions such as brats from Kramarczuk's, hot dogs from Schweigert's Meat, and locally produced beers such as Grain Belt and Summit.

A 2010 survey by Smith Travel Research showed that the occupancy rate in downtown Minneapolis hotels rose 24% in June 2010 over the previous year, attributed in part to the sell-out crowds at Target Field. Meanwhile, downtown bars and restaurants in the adjacent area saw increased foot traffic and patronage both before and after Twins games.

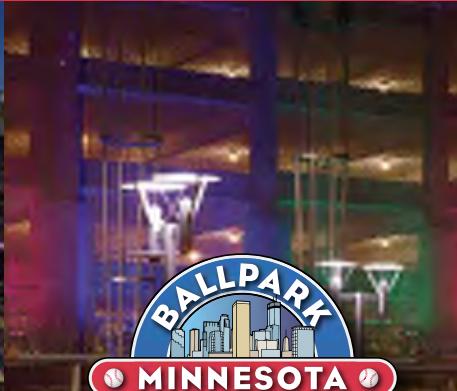
According to Joanne Kaufman, Executive Director of the

Warehouse District Business Association, for businesses near the ballpark that catered to the thousands of fans spilling out into downtown after ball games, the impact of Target Field's opening was "phenomenal." Kaufman said, "Target Field is one of the greatest things to ever happen to the Warehouse District. We love having the Twins in our neighborhood; we love having Target Field here."

The long term potential for Target Field to help serve as a catalyst for new development is just starting to emerge. In late 2010, United Properties announced plans to begin a \$42 million renovation of the historic Ford Center, the 265,000-square-foot office building located right across from Target Field. The renovated building is scheduled to open in the summer of 2011. Its first confirmed tenant will be HGA Architects and Engineers.

2010 Fun Facts

- More than 300 non-game day events took place at Target Field.
- Approximately 3.4 million fans attended the games at Target Field.
- Use of the public transit options exceeded expectations with nearly 25% of fans coming to the games using some type of mass transit.
- 2,200 public tours of Target Field were conducted by the Twins public tours program.



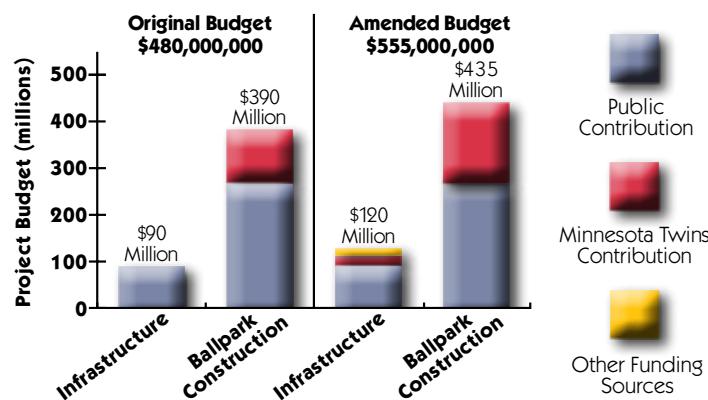
Ballpark Project Budget

When the ballpark bill was approved in 2006, the total estimated project budget was \$480 million. The Minnesota Twins' commitment to the project was to pay \$130 million for ballpark construction costs, and to pay for any additional ballpark enhancements or overruns. Under the terms of the legislation, the team had no responsibility for infrastructure costs. Hennepin County was committed to funding \$350 million of the initial project budget, \$260 million for the ballpark and \$90 million for infrastructure costs.

In April 2010, the total ballpark project budget was increased to \$555 million. The team and private interests funded 100% of the ballpark's enhancements, and over 80% of the infrastructure enhancements. In total, the team has committed \$195 million to the project and Target Corporation has added another \$4.5 million for plaza improvements. Hennepin County's \$350 million contribution has not changed. On the public side, the Minnesota Department of Transportation and the MBA invested in additional public realm improvements.

The Minnesota Department of Transportation authorized a grant contribution to the MBA, up to \$3,375,000, for construction of a skyway from Ramp A across 7th Street, to benefit pedestrian traffic on that side of the ballpark. Another \$150,000 was authorized for art in the Vertical Circulation Building.

The Minnesota Ballpark Authority contributed \$1 million for district enhancements and \$1 million to assist in efforts to achieve LEED Certification. LEED Silver Status was achieved in 2010.



MBA Commissioners

- The Board was created by the 2006 Legislature to oversee the design, construction and operation of Target Field and to own the facility on behalf of the public.
- The Board consists of five Commissioners appointed by the Governor (2), Hennepin County (2) and the City of Minneapolis (1).

Contact Us:

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Front Row L to R: **Barb Sykora, Joan Campbell** (Secretary),
Back Row L to R: **John Wade** (Treasurer), **Steve Cramer** (Chair), **Michael Vekich** (Vice Chair)

Opening Day April 12, 2010



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