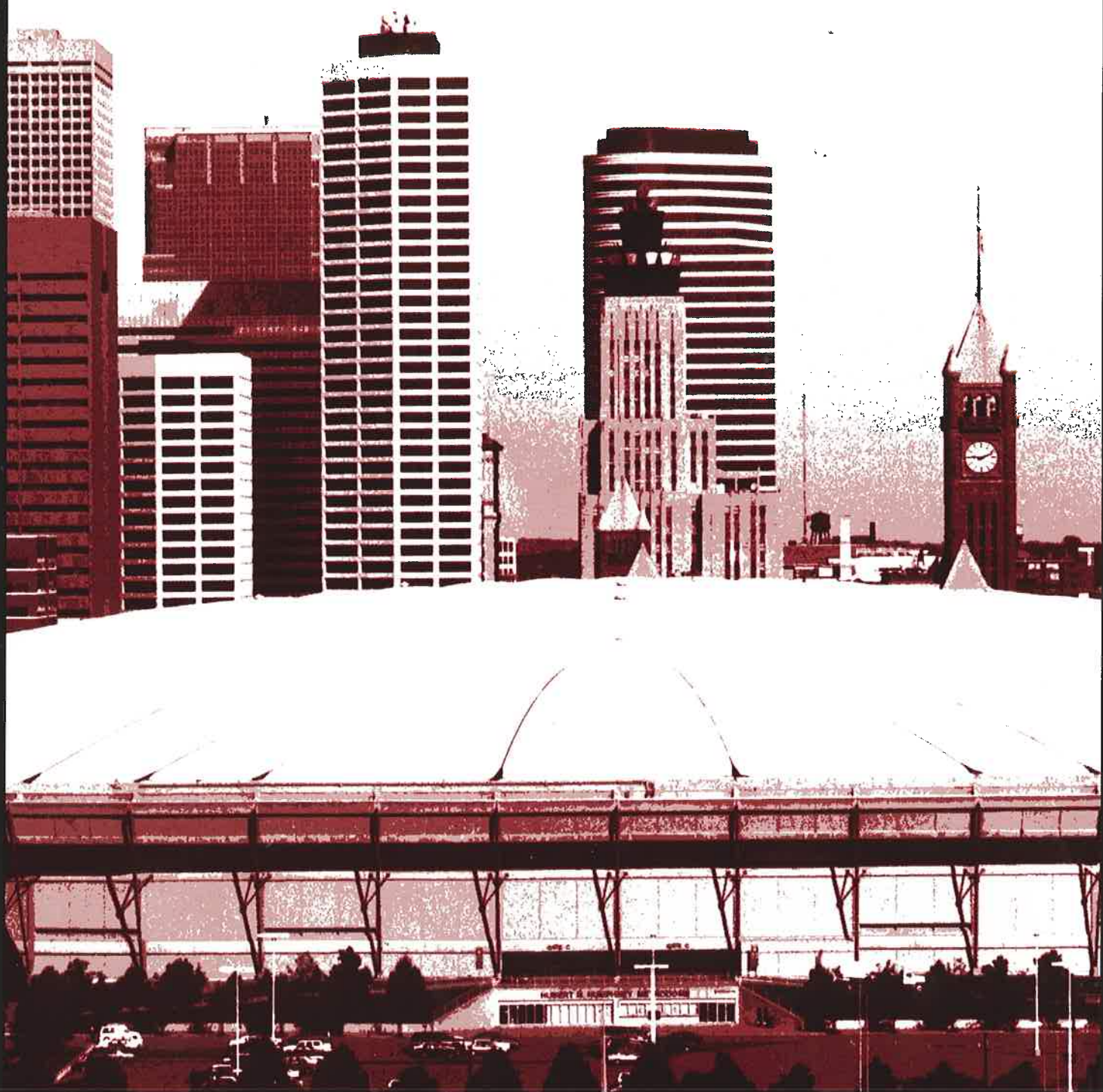


# METRODOME

METROPOLITAN SPORTS FACILITIES COMMISSION



BACKGROUND

NOVEMBER 1995



*“The Legislature finds that the population in the metropolitan area has a need for sports facilities and that this need cannot be met adequately by the activities of individual municipalities, by agreements among municipalities, or by the private efforts of the people in the metropolitan area. It is therefore necessary for the public health, safety and general welfare to establish a procedure for the acquisition and betterment of sports facilities and to create a Metropolitan Sports Facilities Commission.”*

The Metropolitan Sports Facilities Commission was established under Chapter 89 of Minnesota Laws of 1977 and operates under Minnesota Statutes Chapter 473, as amended.

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Metropolitan Sports Facilities Commission  
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## Introduction

*The following is a comprehensive overview of the Hubert H. Humphrey Metrodome: its construction; its 13-year history; and its relationship to taxpayers, tenants and the quality of life of the metropolitan area. Ideally, this information will contribute to the kind of consensus and cooperation that benefits teams, facilities and fans alike.*

**T**he Hubert H. Humphrey Metrodome is a remarkable example of both civic cooperation and public stewardship. Developed through the efforts of a broad coalition of metro and statewide interests, it has in turn served the public well, bringing excitement and opportunity to the Upper Midwest. Built on time and under budget, it offers a certain security against the economic storms that have buffeted many public facilities.

- It is the only public stadium in the country that does not rely on a continuous tax subsidy.
- It is entirely self-supporting. No state, city or county tax monies are appropriated to subsidize operations, maintenance or bondholder payments on the remaining debt.
- It is a state resource, providing a home for the Minnesota Vikings, Twins and University of Minnesota Gophers as well as space for high school and college athletes, in-line skaters, winter-weary runners and even two weddings.
- It draws people from a six-state area and three Canadian provinces. More than 42 million people have attended events at the Metrodome since 1982.

By undertaking a number of improvements to the facility, the Metropolitan Sports Facilities Commission has striven to maintain positive relationships with the three resident teams. To further develop those relationships, the Commission must continue to invest in capital improvements that meet the changing needs of its fans and tenants.

The construction of the Metrodome marked a decisive response to the challenges and opportunities facing the state a generation ago. Today, in the face of increasing economic pressure on teams, facilities and cities, proactive resolve is again needed to ensure the future viability of Minnesota professional sports.

As the region's preeminent sports facility, the Metrodome will play a key role in the community dialogue on these issues. This overview contributes to that dialogue by providing a thorough understanding of the facility and the services it provides.

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The Hubert H. Humphrey Metrodome is named for one of Minnesota's most beloved public figures, who before his death in 1978 had served the public as mayor of Minneapolis, U.S. senator and vice president of the United States. Humphrey's vigorous advocacy in the state legislature was key to winning approval for a domed stadium. The stadium is a fitting tribute to a man who loved sports and committed his life to the people of Minnesota.

## Executive Summary

**T**he Hubert H. Humphrey Metrodome, which opened in 1982, is financially self-supporting. It is the only public stadium in the country that does not rely on a continuing tax subsidy to finance operations, maintenance or debt payments.

The Metrodome is owned and operated by the Metropolitan Sports Facilities Commission (MSFC), which was established by the Minnesota Legislature in 1977. Its original purpose was to act as a nonpartisan body in selecting a site for a new stadium that would serve the long-term interests of the metropolitan area. Although many interests competed for the stadium's location, in the end it was metrowide and statewide cooperation that got the stadium built. That effort:

- helped preserve major league baseball and professional football for Minnesota
- provided a new home for the University of Minnesota Gophers football team
- created a facility that has brought major exhibitions, conventions, concerts, religious conferences, tournaments and other events to the area.

### FINANCES

A combination of government and private sources — including temporary taxes on hotel, motel and liquor sales; the sale of revenue bonds (backed by the City of Minneapolis); and corporate contributions totaling more than \$15 million — made sure the Metrodome's construction and early operations were on sound financial footing. The Legislature provided that no more than \$55 million in revenue bonds be sold for construction, but because nonconstruction costs were not included in that figure, the cost of the stadium is close to \$124 million, including donated land, street and other improvements by the City of Minneapolis, and investments by the Twins and Vikings.

As of the end of 1995, approximately \$38 million of the 1979 Revenue Bond Issue remains as long-term debt. Payments on interest and principal total about \$4 million a year. A Minneapolis hotel/motel/liquor tax helped support the stadium until 1984. This so-called "blink on" tax would activate again only if stadium revenues and reserves failed to cover obligations. The MSFC exercises great care to keep the tax from coming into force to meet debt service payments.

By contract with the bondholders, the Metrodome must maintain a reserve fund. Currently at \$28 million, the reserve fund covers short-term and long-term obligations that are vital to fulfilling the stadium's mission and

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The Metrodome is the only stadium in the world to have hosted all of these events:

**NFL Super Bowl**  
(1992)

**Major League Baseball All-Star Game**  
(1985)

**Two World Series**  
(1987 and 1991)

**NCAA Men's Final Four Basketball Tournament**  
(1992)

maintaining the facility. Funds in excess of operating expenses and debt repayments are reserved for improvements that benefit fans and tenants. From 1982 through the end of 1996, capital expenditures have totaled more than \$30 million. Proposed improvements ranging up to \$47 million will allow the Metrodome to better serve fans and tenants and fulfill its duties as Minnesota's most significant entertainment venue.

## A WORKING FACILITY

The Metrodome's main purpose is to serve its three primary tenants: the Twins, the Vikings and Gophers football. The climate-controlled, Teflon-coated Metrodome ensures that games will take place as scheduled, and as a result, each team has enjoyed record attendance years since moving to the Metrodome.

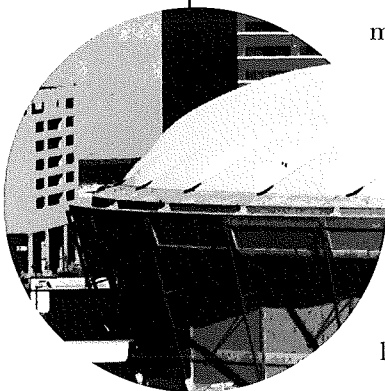
To serve the public and raise money for operations and continuing improvements, the Metropolitan Sports Facilities Commission strives to fill every available date when the Metrodome is not needed by the primary tenants. In recent years the Metrodome has had events scheduled more than 300 days a year. As part of its commitment to serving the public, the Metrodome is used for high school, amateur and small college sports; exhibitions and trade shows; concerts; motor sports; charitable events and others. The Metrodome enjoys an excellent reputation with organizers around the country for providing a clean, workable facility and an accommodating staff.

With 40 full-time employees, the Metrodome generates more events and revenue with a smaller staff than comparable multipurpose stadiums around the country. The Houston Astrodome employs 220; the Seattle Kingdome, 70; and the Louisiana Superdome, 200. Each of those stadiums requires some continuing public subsidy.

## LOOKING FORWARD

The Metrodome plays a vital part in retaining professional sports in Minnesota and in attracting the kinds of events that contribute to a metropolitan area's valued quality of life. It is a practical, highly functional facility. The Metropolitan Sports Facilities Commission cannot ignore the fact, however, that public tastes and values regarding a stadium are always evolving.

As a public facility operated for the public good, the Metrodome extends its benefits throughout the metropolitan area. Just as its construction resulted from a broad-based community dialogue and cooperation, its future requires no less of a commitment.



# **Metropolitan Sports Facilities Commission Authority and Structure**

## The Metropolitan Sports Facilities Commission

**O**n behalf of the people of Minnesota, the Metropolitan Sports Facilities Commission (MSFC) is the owner and operator of the Hubert H. Humphrey Metrodome. The MSFC was established by legislative charter in 1977.

The MSFC has no independent bonding authority, but the Metropolitan Council did, on its behalf, issue bonds that were backed by the City of Minneapolis. The MSFC's budget is subject to Metropolitan Council review and approval. Each year, the Council determines whether the Minneapolis hotel/motel/liquor backup tax will be needed in the coming year to help fund the MSFC's operations and debt service.

### MEMBERSHIP

The Minnesota Legislature gave authority to the City of Minneapolis to appoint Commission members, because the City is responsible for the bonds and has pledged its full faith and credit to their repayment. The Commission consists of six members appointed by the Minneapolis City Council, and the chair, who is appointed by the governor and must reside outside Minneapolis. Two of the current Council-appointed Commissioners also live outside Minneapolis. MSFC members have always represented a cross-section of the community: labor, business and governmental leaders.

Commissioners serve for four years, and their terms may be renewed. They are paid \$50 per day spent attending meetings or doing other Commission business. William J. Lester has been the executive director since 1987. Past Commission chairs are: Dan Brutger (1977-1983), Ron Gornick (1983-1991) and Bill Hunter (1991-1993). Henry J. Savelkoul has chaired the Commission since 1993.

*The charter ensured that the stadium would be a community facility, not the sole province of professional athletes and team owners.*

### Commissioners — 1995

#### **Henry J. Savelkoul**

Chair, Albert Lea

#### **John Pacheco Jr.**

Vice Chair, Minneapolis

#### **Paul Rexford**

**Thatcher Sr.**

Secretary, Minneapolis

#### **Loanne Thrane**

Treasurer, St. Paul

#### **Don Early**

Brooklyn Park

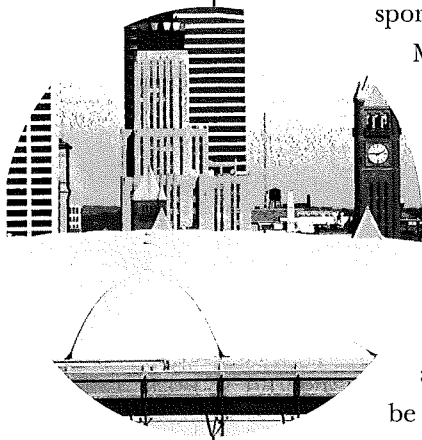
#### **Peggy Lucas**

Minneapolis

#### **Terrell Towers**

Minneapolis





## CHARTER

The Metropolitan Sports Facilities Commission replaced the Metropolitan Sports Area Commission, which was created in 1953 to bring major league sports to Minnesota and later operated Metropolitan Stadium. The MSFC was established to select a site for a new stadium and administer its development and operations.

The very existence of the MSFC attests to the desire for different interests — urban and suburban, business, labor and the general public — to find common ground and work together. The Commission's purpose is set forth in its legislative charter as follows:

"The Legislature finds that the population in the metropolitan area has a need for sports facilities and that this need cannot be met adequately by the activities of individual municipalities, by agreements among municipalities, or by the private efforts of the people in the metropolitan area. It is therefore necessary for the public health, safety and general welfare to establish a procedure for the acquisition and betterment of sports facilities and to create a Metropolitan Sports Facilities Commission."

The MSFC was further empowered to:

- acquire property for a site
- equip, improve, operate, manage, maintain and control the stadium
- lease space to sports teams
- levy an admissions tax on tickets (statutorily-required at 10 percent).

The Legislature clearly spelled out its objective: "It is the intent of the Legislature that the Commission shall, to the maximum extent possible... impose rates, rentals and other charges in the operation of the Metrodome which will make the Metrodome self-supporting...."

The charter also ensured that the stadium would be a community facility, not the sole province of professional athletes and team owners. The Commission was authorized to enter into agreements with the University of Minnesota, and to lease space to the public for "athletic, educational, cultural, commercial or other entertainment, instruction, or activity for the citizens of the metropolitan area."

### Former Commissioners

**Carrolyn Anderson**

**Dan Brutger \***

**Earl Craig**

**Kelly Gage**

**Ron Gornick \***

**Bill Hunter \***

**Marion Kennon**

**Charles Krusell**

**Virgil Moline**

**Josephine Nunn**

**Solveig Premack**

**Richard Radman**

\* Former Commission chairs

# **Metrodome History**

## Cooperation Grows from Conflict

**U**rban and suburban interests had been tangling over stadium sites since the 1950s, when the Twin Cities first attempted to lure major league sports to town. While it was clear that major league football and baseball required a major league stadium, a consensus on location proved elusive.

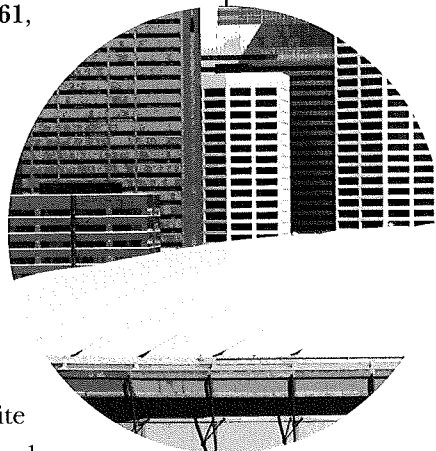
In 1953, the State Legislature created the Metropolitan Sports Area Commission — comprised of four representatives from Minneapolis, one from Richfield and one from Bloomington — to act on all matters concerning the future stadium. The chambers of commerce of both Minneapolis and St. Paul appointed committees to seek a Major League baseball team, and soon the two cities joined forces.

Minneapolis and St. Paul both wanted the new stadium, but a Major League committee selected Bloomington — a rapidly growing suburb whose population increased from 10,000 to 29,000 between 1950 and 1955 — as the best location for a proposed Metropolitan Stadium. To get things started, the Minneapolis Minute Men organized to sell \$4.5 million in bonds issued by the City of Minneapolis to finance the purchase of the land and build the stadium. Ground was broken on June 20, 1955, for construction of a 20,000-seat, \$4.5 million stadium. *6/24*

### MAJOR LEAGUE MOVE-IN

The Minneapolis Millers, a farm club of the New York (later San Francisco) Giants, occupied Met Stadium until 1960. And in 1961, the Minnesota Twins (the relocated Washington Senators) and the new Minnesota Vikings moved into the facility. Met Stadium, like its successor, the Metrodome, was operated in a fiscally responsible manner. Met Stadium general obligation bonds were issued by the City of Minneapolis to purchase the land and construct the stadium; net income from operations was used to fund repayment of the bonds. Met Stadium operated profitably and paid off its debt on schedule. The purchase of the land proved to be a sound economic decision: Of the original 150 acres, 100 were sold for \$16 million as the site for the Mall of America; the Commission owns the remaining land and proposes to sell it.

*By 1965, Met Stadium was beginning to be viewed as a little out of date.*



*With the Twins' and Vikings' leases set to expire in 1975, two important issues were at stake: economic development and team retention.*

## WINDS OF CHANGE

By the time it was 10 years old, Met Stadium was beginning to be viewed as a little out of date. Its seating capacity, which had been increased in 1965 to 47,900, was again deemed inadequate. The tenants had other needs as well: The Vikings wanted a new practice field and artificial turf as a safeguard against inclement weather. The Twins wanted permanent stands along the third base foul line.

In response to these concerns, Minneapolis seized the opportunity to propose a multipurpose domed stadium and parking ramp downtown. Although the proposal enjoyed great support from the business community and most members of the city council, fears of what it might cost city taxpayers ultimately defeated it in 1973.

With the Twins' and Vikings' leases set to expire in 1975, two important issues were at stake in a new stadium: the jobs and economic development it was expected to generate, and the need to retain the teams, which were being wooed elsewhere. The Greater Minneapolis Chamber of Commerce took both issues very seriously. In **October 1973**, the chamber created a Stadium Task Force to be chaired by Harvey Mackay, who called personally on 26 executives he thought might be willing to serve with him. To his amazement, all said yes.

St. Paul formed a task force, too, and the two groups issued a joint report in **September 1974** agreeing that there was a need to improve the area's sports facilities in response to the concerns of the Vikings and Twins, that a multi-purpose stadium was best, that public financing was essential and that the location "is a public decision and will, in the final analysis, be made by elected public officials."

Two factors — financing and location — posed special challenges to stadium proponents. Concerns were raised about whether the stadium would attract enough people to support itself. But location was the most divisive issue. Bloomington wanted Met Stadium remodeled or replaced. Minneapolis argued that a downtown site was more central and accessible to people without cars. Sites in St. Paul, Coon Rapids, at the University of Minnesota and elsewhere all had advocates. No site could achieve a majority of votes.

**NO SITE SOLUTION**

For two years, 1976 and 1977, stadium politics dominated the State Legislature. In 1977, Gov. Rudy Perpich announced his support for a covered stadium that would meet the needs of the Vikings and Twins, and for financing that would not raise property taxes. Finally, on the last day of the 1977 session, the Legislature passed a "no site" stadium bill that created the MSFC and empowered it to choose a location. The bill mandated, however, that neither a city, the MSFC nor the taxpayers could incur any cost for the land. In essence, that meant that if any city other than Bloomington (where the land was already available on the current site) wanted the stadium, it would have to provide the land at no cost.

**A FOUNDATION LAID**

Although the matter was far from settled, the legislation was the first in a series of events in which cooperation and compromise would at last give birth to a domed stadium and all that it has meant for the citizens of Minnesota. Despite the talk about potential economic impact, no one in 1977 could have foreseen the statewide impact on pride and spirit the Metrodome would create. They couldn't know that 10 years later, Twins fans from across the state would raise the roof as they cheered their team to its first World Series victory. Nor could they have envisioned the excitement of a Super Bowl, a men's Final Four basketball tournament, an attendance-record-setting inaugural year for a new NBA team, two sell-out concerts by the Rolling Stones and much more.

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*The threat of losing the two major league teams was very real.*

## A Unified Effort

**T**he planning, financing and construction of the Metrodome was a statewide effort. This statewide support was apparent when the Metrodome hosted its first Major League baseball game on April 6, 1982, with 52,279 cheering people in the stands.

- St. Paul helped define the need for a stadium through its Chamber of Commerce Stadium Study Task Force.
- The Legislature created the Metropolitan Sports Facilities Commission and authorized the bond sales.
- The City of Minneapolis backed the bonds.
- Area business leaders, led by John Cowles, Jr., then publisher of the Minneapolis Star and Minneapolis Tribune, worked countless hours to secure millions of dollars in pledges.
- Hennepin County moved a juvenile detention center to make way for the stadium.
- The Minneapolis Housing and Redevelopment Authority agreed to sell the land; organized labor agreed to build the Metrodome without striking.
- St. Paul and the suburbs set aside any rivalries with Minneapolis and endorsed the new stadium through their participation in the Metropolitan Council.

### BUSINESS TAKES THE LEAD

The threat of losing the Twins and Vikings was very real. To help save the teams for Minnesota and develop a facility that also could accommodate other big attractions, businesses took the lead. A Chamber of Commerce task force,

headed by Cowles, was formed in 1977 to study the feasibility of private sector support for a downtown location. Cowles, Chamber President

Charles Krusell and the rest of the task force had six months to solicit pledges to buy a 25-acre parcel of land, then owned by the Minneapolis Housing and Redevelopment Authority, for the stadium on the east side of downtown Minneapolis.

The sum required was \$15 million, including the land and the cost to Hennepin County of moving a juvenile detention center then on the site. To give businesses incentive to contribute without diverting dollars that otherwise would have gone to charity, Krusell conceived of forming a redevelopment company, Industry Square Development Company, to return no more



than 6.5 percent on investment. In return Minneapolis would give the company exclusive development rights for the area. The strategy paid off. Through Cowles' leadership, the task force raised \$14,750,000 in pledges from 42 firms (including the Minnesota Vikings), plus \$1 million for the Twins' offices. The Minneapolis Star & Tribune Company Foundation contributed \$5.1 million.

#### ONGOING BUSINESS SUPPORT

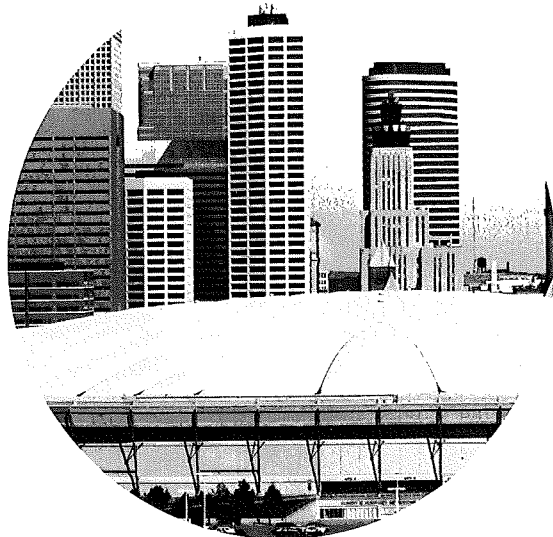
Whenever another twist of fate threatened the Metrodome — and many did — businesspeople were there to help make sure the goal of a stadium for Minnesota would be reached. In 1979, the National Football League warned that Vikings home games would be blacked out on local TV without a ticket sell-out within 72 hours of a game. (The Legislature had hoped a 90 percent sell-out would be enough.) General Mills stepped in with a \$1.5 million offer to buy any remaining seats, so hometown fans who couldn't attend wouldn't miss out.

#### THE TWINS AND VIKINGS

The Minnesota Vikings contributed \$100,000 toward acquisition of the land. The Vikings and Minnesota Twins signed 30-year lease agreements that were required by law before the bonds could be sold. On top of the statutorily-required 10 percent ticket tax on all stadium events, the Vikings agreed to pay 9.5 percent of their after-tax ticket receipts as stadium rent, and the Twins agreed to 7.5 percent. The Commission agreed to pay each team a share of concession revenues.

The Twins paid \$850,000 for office space at the Metrodome, with an additional \$1 million contributed by local businesses (through the Minneapolis Chamber Task Force) for the Twins' offices (see page 4C). The Vikings opted to build their own offices and practice space in Eden Prairie, but paid \$715,000 for their ticket office, locker room and novelty space. The Vikings also agreed to pay \$4.8 million for the construction of the 115 private suites that ring the stadium. The suite construction was not included in the \$55 million bond revenue. In turn the MSFC gave the Vikings operating rights to the suites.

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*A significant factor in the MSFC's accomplishment was the cooperation of organized labor.*

## COMMISSION MEMBERS

The seven original MSFC members (Richard Radman, Solveig Premack, Ron Gornick, Marion Kennon, Josephine Nunn and Kelly Gage) came from Minneapolis, St. Paul, the suburbs and greater Minnesota, with Dan Brutger of St. Cloud as the first chair. For 18 months, they held public hearings, weighed competing claims, reviewed studies and listened to arguments in an effort to make an informed site decision based on economic practicalities and their view of the metropolitan area's long-term interests. On Dec. 1, 1978, they voted 4-3 for a domed stadium on the current Industry Square site. Ground was broken one year later.

The State Legislature had been particular in trying to protect the public purse strings. It set a limit of \$55 million for construction of a domed stadium, based on construction costs of some other stadiums at the time.

Could the stadium be built within that sum? Plenty of people said no, but the MSFC took its charge very seriously and resolved to do it. "We did it by commitment," recalls Dan Brutger, who chaired the MSFC throughout the construction. "We said it's going to be done within budget. We didn't waver."

As an example of how scrupulously the project was managed, Brutger recalls the MSFC's then-executive director, Don Poss, standing firm over a \$700 payment to cap a well on the donated land. "The law required that the land be donated in its entirety for the facility," Brutger says. "Poss got the bill and sent it over to Industry Square saying, 'We aren't going to pay it. We have a public responsibility.' That kind of commitment was what got it started right."

## LABOR

A significant factor in the MSFC's accomplishment was the cooperation of organized labor. Labor unions agreed not to strike throughout the construction, and management agreed not to lock out union members for any reason, thus keeping the project on schedule and on budget. "It was one of the first project agreements in the state," says Don Early, president of the Central Labor Union Council and a Commission member. "It was an outstanding example of what cooperating can do, and it set the pattern for construction in this area ever since. It was really the grandfather of how we do construction business here in Minnesota."



# **Metrodome Finances**

## Original Funding

**A** solid combination of government and private sources — including temporary taxes on hotel, motel and liquor sales; the sale of revenue bonds; and corporate and team contributions — helped ensure that the Metrodome's construction and early operations were on sound financial footing. Primary sources of income were:

- **Liquor tax:** A 2 percent metrowide tax on liquor sales was imposed for the no-site legislation. It raised \$8 million from 1977 to 1979, when the Legislature repealed it, claiming that the city where the stadium was located would benefit most from its presence and therefore should be responsible for backup taxes.
- **Corporate contributions:** The Industry Square Development Company raised money in the corporate community and donated land valued at \$8.7 million. An additional \$5.5 million in corporate money went to relocate a Hennepin County juvenile detention center from the site. Minnesota businesses contributed \$1 million toward construction of the Twins offices.
- **Revenue bonds:** The 1977 bill creating the MSFC also provided for the sale of up to \$55 million in revenue bonds. In 1979 the Metropolitan Council issued bonds that were backed by the City of Minneapolis, whose taxpayers would have to pick up the tab should the MSFC not meet debt service payment requirements. All the bonds were purchased by Northwestern National Bank of Minneapolis, First Bank Minneapolis, First Bank St. Paul and The St. Paul Companies.
- **Minneapolis hotel/motel/liquor tax:** After a site was selected, the City of Minneapolis accepted the tax, which applied at 3 percent on liquor sales and hotel/motel accommodations from 1979 to 1983, and 2 percent in 1984, to help fund stadium operations. The tax raised \$15.8 million.
- **Parking:** Minneapolis contributed a portion of revenues from three city-owned parking ramps from 1983 through mid-1993 — a total of \$4.4 million. The stadium continues to receive \$75,000 annually in revenue from Minneapolis parking meters. As of 1995, total revenue from parking was \$4.5 million.
- **Infrastructure:** The City of Minneapolis spent \$4 million to re-route sewer and water lines and streets to accommodate the new building.

Because nonconstruction costs were not included in the \$55 million figure, the full cost of the stadium is close to \$124 million. That includes investments by the Twins and Vikings for their exclusive space, investment by the City of Minneapolis for reconfiguration of streets and utilities, donation by the business community for land, and other improvements. The balance was paid by contributions and interest earned on the bonds.

### Outside funding:

#### Public Sector:

Sale of bonds	\$55,000,000
Minneapolis hotel/motel/liquor tax	15,800,000
Metro liquor tax	8,000,000
Infrastructure	4,000,000
Parking	4,500,000
<b>Total:</b>	<b>\$87,300,000</b>

#### Private Sector:

Corporate gifts of land for site	\$8,700,000
Corporate contributions for relocating detention center	5,500,000
Minnesota Vikings contribution	5,501,000
Minnesota Twins contribution	855,000
General Mills Vikings' ticket buyout	1,500,000
Corporate contribution for Twins offices	1,000,000
<b>Total:</b>	<b>\$23,056,000</b>

#### Other:

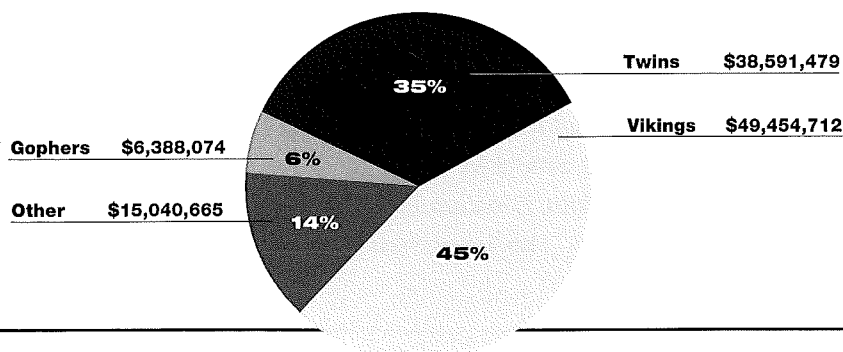
Interest earned on investment of bond proceeds	\$13,211,000
Miscellaneous	125,000
<b>Total:</b>	<b>\$13,336,000</b>

<b>Grand Total</b>	<b>\$123,692,000</b>
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## MSFC Net Revenues from Tenants

	Totals	1994	1993	1992	1991	1990
<b>MINNESOTA TWINS:</b>						
Admission Taxes	\$18,850,525	\$1,337,494	\$1,871,125	\$2,087,428	\$2,867,518	\$1,340,276
Rents	2,722,319	0	0	0	12,000	0
Net Concession Revenue	51,306,437	3,227,853	4,367,103	6,029,554	6,782,243	3,985,946
Less: Portion Paid to Twins	(34,287,802)	(2,312,482)	(3,194,105)	(4,277,230)	(4,775,273)	(2,875,229)
<b>Total Revenue From Twins</b>	<b>\$38,591,479</b>	<b>\$2,252,865</b>	<b>\$3,044,123</b>	<b>\$3,839,752</b>	<b>\$4,886,488</b>	<b>\$2,450,993</b>
<b>MINNESOTA VIKINGS:</b>						
Admission Taxes	\$14,229,433	\$1,488,415	\$1,656,252	\$1,242,236	\$1,334,587	\$1,226,205
Rents	13,322,726	1,392,577	1,548,846	1,166,867	1,250,529	1,148,884
Suite Rentals	8,700,000	1,000,000	1,000,000	1,000,000	700,000	700,000
Net Concession Revenue	16,103,695	1,723,148	1,449,828	1,521,310	1,426,275	1,348,265
Less: Portion Paid to Vikings	(2,901,142)	(301,675)	(290,575)	(262,863)	(231,001)	(240,880)
<b>Total Revenue From Vikings</b>	<b>\$49,454,712</b>	<b>\$5,302,465</b>	<b>\$5,364,351</b>	<b>\$4,667,550</b>	<b>\$4,480,390</b>	<b>\$4,182,474</b>
<b>UNIVERSITY OF MINNESOTA:</b>						
Admission Taxes	\$3,832,742	\$319,385	\$273,178	\$248,178	\$237,299	\$273,849
Rents	0	0	0	0	0	0
Net Concession Revenue	5,155,313	466,408	380,716	386,783	343,481	391,679
Less: Portion Paid to U of M	(2,599,981)	(243,364)	(219,600)	(200,091)	(166,886)	(209,931)
<b>Total Revenue From U of M</b>	<b>\$6,388,074</b>	<b>\$542,429</b>	<b>\$434,294</b>	<b>\$434,870</b>	<b>\$413,894</b>	<b>\$455,597</b>
<b>OTHER EVENTS:</b>						
Admission Taxes	\$4,770,335	\$558,384	\$256,361	\$452,956	\$230,095	\$1,006,433
Rents	3,271,533	283,904	356,392	395,175	358,198	156,915
Net Concession Revenue	8,607,569	787,521	577,106	995,193	526,808	1,627,274
Less: Portion Paid to Others	(1,608,772)	(60,356)	(78,167)	(164,126)	(11,003)	(619,542)
<b>Total Revenue From Other Events</b>	<b>\$15,040,665</b>	<b>\$1,569,453</b>	<b>\$1,111,692</b>	<b>\$1,679,198</b>	<b>\$1,104,098</b>	<b>\$2,171,080</b>
<b>RECAP ALL EVENTS:</b>						
Admission Taxes	\$41,683,035	\$3,703,678	\$4,056,916	\$4,030,798	\$4,669,499	\$3,846,763
Rents	19,316,578	1,676,481	1,905,238	1,562,042	1,620,727	1,305,799
Suite Rentals	8,700,000	1,000,000	1,000,000	1,000,000	700,000	700,000
Net Concession Revenue	81,173,014	6,204,930	6,774,753	8,932,840	9,078,807	7,353,164
Less: Portion Paid to Others	(41,397,697)	(2,917,877)	(3,782,447)	(4,904,310)	(5,184,163)	(3,945,582)
<b>Total Revenue From All Sources</b>	<b>\$109,474,930</b>	<b>\$9,667,212</b>	<b>\$9,954,460</b>	<b>\$10,621,370</b>	<b>\$10,884,870</b>	<b>\$9,260,144</b>

### Sources of Net Revenue 1982-1994



# METRODOME FINANCIALS

1989	1988	1987*	1986	1985	1984	1983	1982
\$1,649,202	\$1,861,188	\$2,041,118	\$819,662	\$972,000	\$895,937	\$524,853	\$582,724
0	801,291	400,671	26,987	204,934	485,432	369,902	421,102
4,739,046	6,431,537	5,578,218	2,076,081	2,919,427	2,554,120	1,347,914	1,267,395
<u>(3,435,847)</u>	<u>(3,935,035)</u>	<u>(3,396,833)</u>	<u>(1,416,557)</u>	<u>(1,834,938)</u>	<u>(1,309,475)</u>	<u>(763,914)</u>	<u>(760,884)</u>
<u>\$2,952,401</u>	<u>\$5,158,981</u>	<u>\$4,623,174</u>	<u>\$1,506,173</u>	<u>\$2,261,423</u>	<u>\$2,626,014</u>	<u>\$1,478,755</u>	<u>\$1,510,337</u>
\$1,235,231	\$1,209,373	\$894,573	\$806,767	\$802,861	\$884,409	\$964,065	\$484,459
1,156,830	1,131,853	835,838	754,930	750,132	827,738	788,280	569,422
700,000	700,000	700,000	440,000	440,000	440,000	440,000	440,000
1,390,275	1,464,322	1,120,859	1,039,905	1,043,262	1,000,144	1,089,149	486,953
<u>(249,754)</u>	<u>(255,977)</u>	<u>(194,972)</u>	<u>(202,761)</u>	<u>(190,956)</u>	<u>(182,807)</u>	<u>(203,793)</u>	<u>(93,128)</u>
<u>\$4,232,582</u>	<u>\$4,249,571</u>	<u>\$3,356,298</u>	<u>\$2,838,841</u>	<u>\$2,845,299</u>	<u>\$2,969,484</u>	<u>\$3,077,701</u>	<u>\$1,887,706</u>
\$283,593	\$371,428	\$379,214	\$329,876	\$372,441	\$257,303	\$199,567	\$287,431
0	0	0	0	0	0	0	0
355,892	421,997	544,804	399,859	535,292	329,801	235,484	363,117
<u>(191,802)</u>	<u>(221,301)</u>	<u>(284,428)</u>	<u>(233,487)</u>	<u>(290,532)</u>	<u>(120,469)</u>	<u>(84,972)</u>	<u>(133,118)</u>
<u>\$447,683</u>	<u>\$572,124</u>	<u>\$639,590</u>	<u>\$496,248</u>	<u>\$617,201</u>	<u>\$466,635</u>	<u>\$350,079</u>	<u>\$517,430</u>
\$1,038,975	\$328,899	\$95,698	\$314,168	\$221,965	\$109,440	\$100,524	\$56,437
519,463	303,876	177,106	280,410	173,578	129,130	93,908	43,478
1,613,557	653,528	285,001	491,120	368,939	428,162	154,508	98,852
<u>(437,102)</u>	<u>(1,149)</u>	<u>(1,341)</u>	<u>(8,605)</u>	<u>(121,638)</u>	<u>(105,743)</u>	<u>0</u>	<u>0</u>
<u>\$2,734,893</u>	<u>\$1,285,154</u>	<u>\$556,464</u>	<u>\$1,077,093</u>	<u>\$642,844</u>	<u>\$560,989</u>	<u>\$348,940</u>	<u>\$198,767</u>
\$4,207,001	\$3,770,888	\$3,410,603	\$2,270,473	\$2,369,267	\$2,147,089	\$1,789,009	\$1,411,051
1,676,293	2,237,020	1,413,615	1,062,327	1,128,644	1,442,300	1,252,090	1,034,002
700,000	700,000	700,000	440,000	440,000	440,000	440,000	440,000
8,098,770	8,971,384	7,528,882	4,006,965	4,866,920	4,312,227	2,827,055	2,216,317
<u>(4,314,505)</u>	<u>(4,413,462)</u>	<u>(3,877,574)</u>	<u>(1,861,410)</u>	<u>(2,438,064)</u>	<u>(1,718,494)</u>	<u>(1,052,679)</u>	<u>(987,130)</u>
<u>\$10,367,559</u>	<u>\$11,265,830</u>	<u>\$9,175,526</u>	<u>\$5,918,355</u>	<u>\$6,366,767</u>	<u>\$6,623,122</u>	<u>\$5,255,475</u>	<u>\$4,114,240</u>

\*Jerry Bell resigned as executive director January 1987. William Lester assumed the position in May 1987.

# Metrodome Corporate Contributors/Investors

*Greater Minneapolis Chamber of Commerce  
Stadium Site Task Force  
Report on Investments and Contributions  
February 1, 1982*

	Investments in Industry Square Development Company	Contributions to Minneapolis Community Development Agency*	Contributions to Metropolitan Sports Facilities Commission	Total
Minneapolis Star & Tribune Company/Foundation	\$ 3,307,000	\$ 1,418,000	\$ 412,000	\$ 5,137,000
Dayton Hudson Foundation/Corporation	153,000	1,000,000	100,000	1,253,000
First Bank Minneapolis/Charitable Trust	827,000		100,000	927,000
Northwestern National Bank of Minneapolis	827,000		100,000	927,000
Honeywell, Inc.	500,000			500,000
Investors Diversified Services, Inc.	500,000			500,000
Carlson Companies, Inc./Foundation	65,000	300,000	100,000	465,000
Lutheran Brotherhood	296,000		100,000	396,000
The Pillsbury Company	350,000			350,000
Burlington Northern Railroad Company	300,000			300,000
Midwest Federal Savings and Loan Assn.	100,000	200,000		300,000
Northwestern Bell Telephone Company	300,000			300,000
Midwest Radio-Television, Inc.	250,000			250,000
Northwestern National Life Insurance Company	250,000			250,000
Graco Inc./Foundation	150,000	50,000		200,000
Medtronic Inc.	200,000			200,000
Northern States Power Company		200,000		200,000
Prudential Insurance Company of America	200,000			200,000
International Multifoods	150,000			150,000
Minnesota Gas Company	150,000			150,000
National City Bank of Minneapolis	150,000			150,000
Twin City Federal Savings and Loan Association	100,000	50,000		150,000
Dyco Petroleum Corporation	125,000			125,000
Gelco Corporation	125,000			125,000
Dahlberg Electronics, Inc.	110,000			110,000
Apache Corporation	100,000			100,000
Control Data Corporation			100,000	100,000
Jacobs Industries, Inc.	100,000			100,000
I. S. Joseph Inc.	100,000			100,000
Land O'Lakes, Inc.	100,000			100,000
M. A. Mortenson Company	100,000			100,000
Minnesota Vikings		100,000		100,000
North American Life and Casualty Company	100,000			100,000
Pepsi-Cola Bottling Company of Mpls./St. Paul	100,000			100,000
Riverside Industries	100,000			100,000
F & M Savings Bank of Minneapolis		75,000		75,000
Peavey Company		75,000		75,000
Ted Glasrud Associates	65,000			65,000
Alexander & Alexander of Minnesota, Inc.	50,000			50,000
Faegre & Benson		50,000		50,000
First Bank of St. Paul	50,000			50,000
Marquette National Bank of Minneapolis	50,000			50,000
Phillips Foundation		50,000		50,000
Piper Jaffray & Hopwood Inc.		50,000		50,000
Tri-State Land Company		50,000		50,000
Munsingwear, Inc.		45,000		45,000
Valspar Corporation		35,000		35,000
Rembrandt Enterprises, Inc.		32,500		32,500
Curtis Hotel		30,000		30,000
Erickson Petroleum Corporation		25,000		25,000
Groves Foundation		25,000		25,000
Kensington Investments		25,000		25,000
Mackay Envelope Company		25,000		25,000
Midland National Bank of Minneapolis		25,000		25,000
O'Connor & Hannan		25,000		25,000
Tennant Foundation		25,000		25,000
Jefferson Foundation		22,500		22,500
Napco Industries, Inc.		21,000		21,000
American Linen Supply Company		20,000		20,000
MCM Industries, Inc.		5,000		5,000
Johnson & Higgins		4,000		4,000
Naegele Outdoor Advertising of the Twin Cities		1,000		1,000
<b>TOTALS</b>	<b>\$ 10,500,000</b>	<b>\$ 4,059,000</b>	<b>\$ 1,012,000</b>	<b>\$15,571,000</b>

\* Formerly Minneapolis Housing and Redevelopment Authority

## Current Financial Status

**T**he Metrodome is arguably the most successful multipurpose stadium in the country. It operates with no public tax subsidy. Operations, capital improvements and bond repayments all are paid out of operating revenues and reserve funds.

As of 1995, approximately \$38 million remains as long-term debt. The Commission funds debt service of \$4 million per year of interest and principal out of operating income.

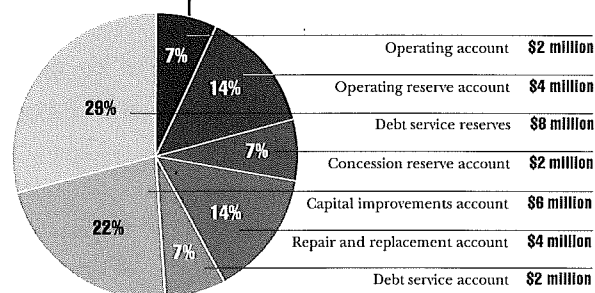
### LIQUID ASSETS

By contract with the bondholders, the Metrodome must maintain reserve funds. Currently at \$28 million, the funds cover short-term and long-term obligations vital to fulfilling the MSFC's mission and maintaining the facility. These include (figures as of March 1995):

- **Operating account:** \$2 million. Approximately two months of operations must be on hand. (7 percent)
- **Operating reserve account:** \$4 million. Required to cover months when no money is coming in from major tenants. (14 percent)
- **Debt service reserves:** \$8 million. Two years of debt service are required by law to be maintained in reserve. (29 percent)
- **Concession reserve account:** \$2 million. For adding and replacing concession equipment and for promotion. (7 percent)
- **Capital improvements account:** \$6 million. (22 percent)
- **Repair and replacement account:** \$4 million. (14 percent)
- **Debt service account:** One-twelfth of annual debt repayment (\$336,000) goes into this fund monthly. (7 percent)

Capital in excess of required reserves is reinvested in stadium amenities that benefit all of the tenant teams and their fans, such as improving the scoreboard and the lighting, adding seats and replacing the AstroTurf®. From 1982 through the end of 1996, the Metrodome has made more than \$30 million in improvements to provide a functional building, helping to keep the teams competitive, to serve the fans and attract national events. For example, the MSFC spent \$2.5 million to prepare the facility for basketball. Although that was not recouped directly, the improvements made it possible to attract the Timberwolves and NCAA men's basketball tournaments, which brought new income to the stadium and the community.

Under the contract with the bondholders, the Minneapolis hotel/motel/liquor tax, which has not been imposed since Dec. 31, 1984, would "blink on"



if MSFC revenues did not meet obligations. (The so-called "blink-on" tax is a hotel/motel/liquor tax levied only in Minneapolis and designed to ensure that debt-service shortfalls would be covered.) Following the sale of the Met Stadium site to the City of Bloomington in 1984, the tax was lifted, and because of the MSFC's prudent management, there has been no need to reimpose it. (A local sales tax with a tax base similar to the stadium blink-on tax currently helps support the Minneapolis Convention Center. The MSFC carefully manages the Metrodome's debt service requirements so as to avoid a second local sales tax in the city.)

An example of prudent management: The original 1979 revenue bonds carried 7.5 percent interest, which was low at the time. But as interest rates fell in the 1990s, the MSFC exercised its option to call the bonds and refinance them at a considerably lower rate of 5.7 percent. That reduced debt service payments by almost \$4.1 million over the ensuing 14 years.

## OPERATING INCOME AND EXPENSES

The MSFC derives income from the following primary sources:

- **Concessions:** The MSFC owns Metrodome concessions. Portions of the revenue are returned to the teams. A management fee is paid to Volume Services, Inc., the company that is under contract to manage concessions.
- **Stadium rents:** includes use agreements with Vikings and event rentals.
- **Parking fees:** Through mid-1993, the MSFC received a share of revenue from city-owned parking ramps. Since then, the MSFC has received \$75,000 per year from Minneapolis parking meters.
- **Reimbursed Expenses:** Tenants pay for most event-related expenses.
- **Admissions tax:** By statute, a 10 percent tax is charged on Metrodome tickets. The tax was designed as a user fee to help defray operating expenses.
- **Private suites:** Through an agreement with the Vikings, who operate the suites, the MSFC receives \$1 million annually.
- **Advertising:** The MSFC receives advertising revenue from the seating area, while the Twins, since 1989, have received revenue for advertising in the concourses, three areas in the north end of the seating area and behind home plate.
- **Interest, capital gains and miscellaneous.**

Expenditures include the following primary areas:

- **Stadium operating costs:** includes salaries, concession expenses, professional services, utilities, supplies.
- **Concession reserve costs:** payments to tenants for their share of concessions.
- **Repair/replacement and capital improvement costs:** the costs of maintaining and upgrading the facility.
- **Repayment of bond interest and principal.**
- **Other.**

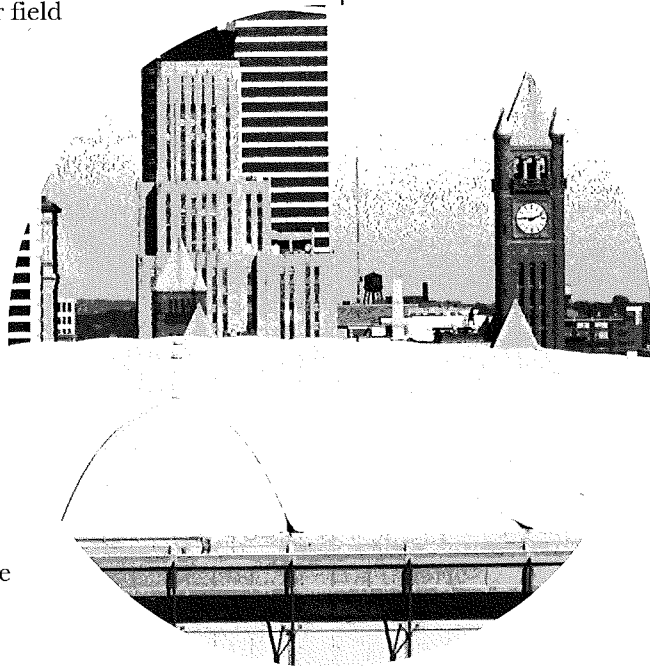
## Capital Improvements

**T**he MSFC is committed to maintaining the Metrodome as a vital facility, and any revenues in excess of operating expenses and debt repayments are reserved to improve the stadium for the enjoyment of its tenants and their fans. Capital expenditures from 1982 through 1996 will have totaled more than \$30 million (see below).

Typically, improvements are evaluated in terms of their benefits to fans and all of the tenants, not just one team. Regular upgrades are essential to keep the stadium up to date and in line with current stadium designs. The MSFC attempts to keep abreast of changing public needs and expectations to make sure it fulfills the community's needs for comfort and convenience.

### MAJOR IMPROVEMENTS

- **1986:** Portable seating that enables conversion from a 63,000-seat football and baseball stadium to a smaller arena for such events as basketball games, wrestling matches and concerts was purchased. The new configuration was inaugurated for the first and second rounds of the NCAA Division I Regional Men's Basketball Championships.
- **1986:** Field-level restrooms for basketball and other field events were installed.
- **1987 and 1995:** New AstroTurf® was installed to improve the playing surface.
- **1988:** Scoreboard system was updated, adding a 19.5 x 33-foot color instant replay board, featuring the highest color resolution of any in the world. A satellite dish was added, enabling fans to see both live and videotaped highlights from other games. The message board outside the stadium was reconstructed.
- **1989:** Field lighting modifications, including new lights and trusses, helped reduce weight on the roof, potentially saving the cost of future repairs. Concession stands and seating for the disabled were improved.





*Improvements  
are evaluated  
in terms of  
their benefits to  
fans and all of  
the tenants.*

- **1991:** East-side project added picnic area, concession space, training room, employee locker room, improved access for disabled persons and equipment storage.
- **1992:** Additional color videoboard put in place for the Super Bowl.
- **1993:** Black-and-white scoreboard was upgraded to state-of-the-art Daktronics system; added handicapped seating and additional rows of in-demand seats close to the playing field for baseball.
- **1995:** A \$5 million plaza/stadium exterior project along Chicago Avenue — featuring a walkway, entertainment, concession stands, tents, sculptures, decorative paving and banners — will link the facility to downtown Minneapolis, help create a festive atmosphere for pre-game events and reinforce the Metrodome's position as the most significant entertainment facility in Minnesota.

## PROPOSED IMPROVEMENTS

Proposed improvements ranging up to \$47 million would create the most exciting changes to the Metrodome since its opening, including wider and unimpeded concourses, additional women's restrooms, new food courts and a sound-system upgrade.

# **Metrodome vs. Comparable Multipurpose Stadiums**

## How the Metrodome Stacks Up

**M**innesotans got a bargain when they built the Metrodome. Remarkably, the Metrodome generates more events and revenue with a smaller staff than comparable multipurpose stadiums around the country.

The Astrodome in Houston, for example, with a full-time staff of 220, fills its arena approximately 100 days a year with three tenants (the Houston Astros, Houston Oilers and University of Houston football team), plus concerts, rodeos, auto shows, conventions and trade shows. The Metrodome, by contrast, has a full-time staff of 40 and is in use about 300 days a year. The Astrodome was built for \$31.6 million in 1965 and also was funded by general revenue bonds. Owned by Harris County, it is self-supporting in its day-to-day operations, but renovations are paid with public funds.

The Seattle Kingdome, built in 1976 for \$67 million, has a full-time staff of 70. Although it has two tenant teams — the Seattle Seahawks football team and the Mariners baseball team — Kingdome revenue shortfalls are partly funded by property taxes. By the time it is paid for, 13 percent of the funds will have come from property taxes.

The Louisiana Superdome opened in 1975 after four years of construction at a cost of \$163 million — eight times the original \$20 million-\$25 million budget estimate. Construction was paid for by state-backed bonds and a local hotel tax. The bonds were refinanced in 1993 to extend bond repayment, and the stadium continues to receive 4 percent of the local hotel tax. The Superdome, which has a full-time management staff of 200, hosted 235 events in 1994, including New Orleans Saints and Tulane University football games.

*The Metrodome generates more events and revenue with a smaller staff than comparable multipurpose stadiums around the country.*

	METRODOME	SUPERDOME	ASTRODOME	KINGDOME
Year opened	1982	1975	1965	1976
Staff size	40	200	220	70
Number of primary tenants	3	2	3	2
Construction price	\$124 million	\$163 million	\$32 million	\$67 million

# Metrodome Tenants

## Primary Tenants

**T**he Metrodome was built with three primary tenants in mind: the Minnesota Vikings, the Minnesota Twins and the University of Minnesota Golden Gophers football team. Each team signed a 30-year "use agreement" running through the 2011 season.

Each team's use agreement with the MSFC spells out rental rates, exclusive use space, payment of event-related costs and expenses, and share of concession revenue. The Commission owns the concessions but returns part of concession revenues to each team. Volume Services, Inc., operates the concessions for the MSFC under a 10-year agreement that continues through 1996. The Commission controls most scoreboard and other advertising revenue.

### MINNESOTA VIKINGS

Since winning their first game at the Metrodome, an exhibition game against the Seattle Seahawks, the Vikings have thrilled nearly 8 million fans. The seating configuration makes the Metrodome a top stadium for football viewing, putting fans close to the action. The Metrodome's football capacity is 64,035.

The Vikings play two preseason games and eight home games in the Metrodome annually, as well as playoff matches when eligible. The Metrodome hosted playoff games in the 1988, 1992 and 1994 seasons.

The Vikings maintain offices and practice facilities in Eden Prairie.

As rent, the Vikings pay 9.5 percent of their gate receipts to the MSFC; the MSFC pays the Vikings 10 percent of concession revenue from Vikings games.

The Vikings also own the rights to the Metrodome's 115 private suites, for which they pay rent to the MSFC. The rent replaces revenue lost from removing seats where the suites are located. From 1982 through 1986, annual rent was \$440,000; from 1987 through 1991, \$750,000; and from 1992 through 1996, \$1,000,000. From 1997 forward, rent will be fixed at \$1,300,000. The Vikings lease suites to fans on a year-round, per-game and package basis. Sixty-two of the 115 suites currently are leased year-round. The year-round leases include tickets to Vikings home games; suite holders have access to the suites but must purchase tickets for other stadium events, including Twins and Gophers games.

### MINNESOTA TWINS

The Twins have won two World Series championships in the Metrodome, where they play 81 home games a year. In 1987, fans cheered the Twins to victory over the St. Louis Cardinals during the World Series. The noise level in the

*The Metrodome  
can be converted  
from baseball to  
football use in  
four hours,  
faster than any  
other stadium  
in the country.*

*All of the  
Metrodome's  
resident teams  
have set season  
attendance  
records here.*

Metrodome caused speculation that the Metrodome-field advantage for the Twins was responsible for the championship. In both 1987 and 1991, the Twins won every home game during the World Series and lost every away game.

From a low of 859,000 in 1983, a year they struggled to 70 victories, the Twins have grown to attract as many as 3 million fans a season (then an American League record in 1988) in the Metrodome, with averages in the 1990s of around 2 million. Many fans travel long distances, driving from the Dakotas, Iowa, Wisconsin and Canada to see the nearest Major League team. The Metrodome helps guarantee those fans that the game will go on, rain or shine.

The Twins maintain a staff of 55 full-time employees in approximately 20,000 square feet of space in the Metrodome. The Twins also use the Metrodome for special events such as Twins Fest, a preseason baseball carnival that since 1989 has raised \$550,000 for charity while bringing 125,000 fans to the Metrodome.

The Twins' 30-year use agreement has been modified in recent years. The team no longer pays rent. They receive 35 percent of concession revenues until the 1 million attendance mark is reached in a season, then 45 percent thereafter. They receive some advertising revenue from three panels on the auxiliary scoreboard, year-round in the concourses and behind home plate.

A provision with the Twins enables them to end their 30-year use agreement after 1998 if one of the following criteria is met:

- they have a cumulative net operating loss over 1995, 1996 and 1997; or
- they do not reach 80 percent of the American League attendance average.

## U OF M GOLDEN GOPHERS FOOTBALL

In 1987, Gopher Darrell Thompson ran for a 98-yard touchdown, the longest run from scrimmage in Big Ten history. That year, the Gophers drew 359,000 fans, second only to the 413,000 they attracted in 1985, their first winning season in the Metrodome. The Metrodome favors the Gophers' style of play, which relies on a passing offense. Its climate-controlled environment gives the team the chance to recruit highly skilled players from around the country.

With the deterioration of Memorial Stadium on campus in the late 1970s, proponents of a new Twin Cities stadium saw the Gophers as logical tenants of the public stadium. The proposed public stadium would alleviate the need to extensively remodel or build a new stadium on campus. The Legislature agreed and the Commission fulfilled the Legislature's mandate.

Attendance averages 40,000 per game for the Gophers' six home dates. Perennial rivals Iowa and Wisconsin often attract 60,000. As a statewide institution, the university football program reaches out to all of Minnesota, and the Metrodome ensures outstate fans that they will stay warm and dry during games.

Income to the Metrodome from the Gophers derives from the 10 percent admissions tax and concession revenues. The Metrodome repays 30 percent of concession revenues to the Gophers.

## A Range of Sports

**F**rom high school students to college athletes to amateur in-line skaters, runners and touch football players, the Metrodome provides a major league, year-round facility in which Minnesota's athletes can compete and hone their skills.

### HIGH SCHOOL SPORTS

The Minnesota State High School League has held football and soccer playoffs and championships in the Metrodome for approximately 10 years. Two days in November are devoted to boys' and girls' soccer, and three days in late November are devoted to the annual Prep Bowl, which determines state football champions in different classes over the course of 15 games on two weekends.

The first event at the Metrodome involving a team other than the three primary tenants was the Twin City Baseball game in May 1982. This annual Metrodome event pits the best high school team from Minneapolis against St. Paul's best. In 1989 and 1990, the state high school baseball championship also was held at the Metrodome. The championship moved back outdoors in 1991. But in 1993, the games would have been rained out except that the Metrodome went to great lengths to accommodate the finals on the spur of the moment. "We were lucky," says John Bartz, associate director of the High School League. "The Twins were out of town."

Bartz says the facility works well for these high school sports because it can accommodate the crowds (up to 40,000 for the Prep Bowl) and because it gives the high school athletes the thrill of playing in a major league stadium. "The kids just love to play there," Bartz says. "It's the highlight of their athletic career. It's been excellent."

### U OF M BASEBALL

The baseball Gophers typically get a jump on Minnesota's late spring by starting their season at the Metrodome, where they play six or more games a year. They also sponsor a major baseball tournament, the Hormel Foods Classic, at the Metrodome, bringing in some of the top teams in the country, such as Michigan, Florida State and Louisiana State. "We have a highly competitive baseball program — normally finishing in the top two in the conference — and that has a lot to do with access to an indoor facility like the Metrodome," says Mark Dienhart, Men's Athletic Director.

## SMALL-COLLEGE SPORTS

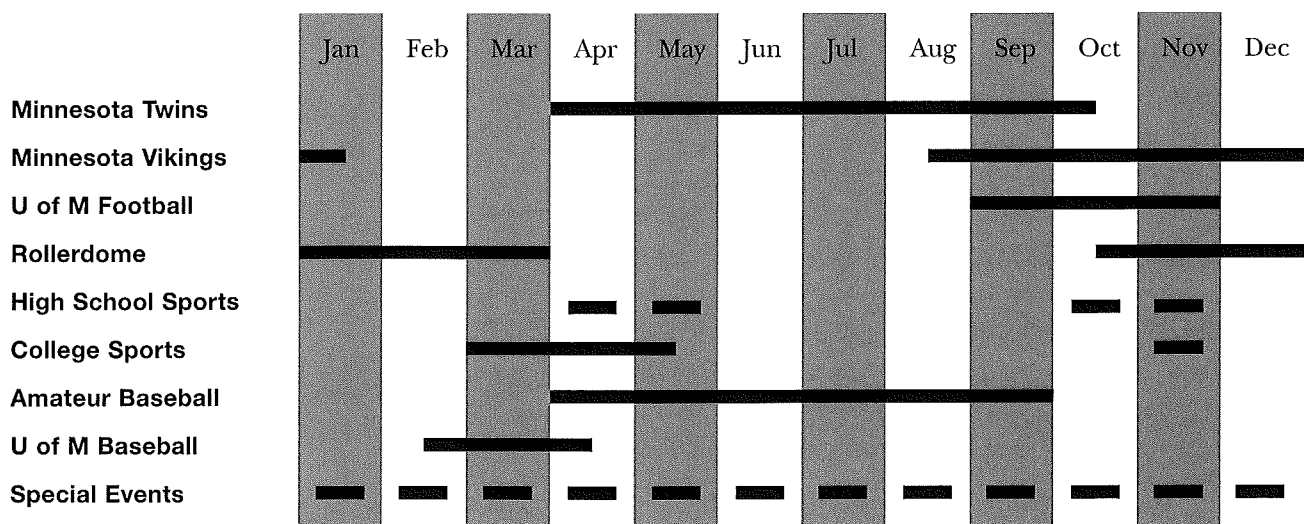
For 11 years, baseball teams from six or seven states, ranging from junior college to Division I, have slugged it out in marathon baseball sessions at the Metrodome. In 1995, seven teams played 84 games, beginning as early as 7 a.m. and continuing until 2 a.m. some days. Organizer Ron Petrich of Minneapolis says, "The kids have a great time because they're in a major league facility, and they don't have to worry about the weather." Teams share the rental cost. "The Metrodome gets a check and the teams get to play, so it's a win-win deal," Petrich says.

In addition, two small-college football conferences, the Northern Sun Intercollegiate Conference and the Minnesota Intercollegiate Athletic Conference, each play four or five games at the Metrodome in the fall.

## THE TIMBERWOLVES

When the Wolves howled into town for the 1989-90 season, their new home, Target Center, wasn't complete. Not to worry. The Metrodome, which had proved itself as a basketball arena by hosting an NBA All-Stars/Olympic stars exhibition game in 1984 and the NCAA Men's Regional in 1986, was available. In an auspicious start, the Wolves beat Charles Barkley and the Philadelphia 76ers for their first win and went on to surprise the National Basketball Association with 22 victories. Most amazingly, they drew 1,072,572 fans — an NBA attendance record and a boon for Minnesota's economy.

## Typical Year for the Metrodome





### MINNESOTA STRIKERS

The Minnesota Kicks, Minnesota's first professional soccer team, played at Met Stadium from 1976 to 1981 and generated interest in the game. The Twin Cities' second professional soccer team, the Strikers, had a short, sweet life playing in the Metrodome and Met Center from May 1984 to June 1988. Although attendance never grew to a level that would sustain the club, the MSFC was proud to assist in introducing Minnesotans to a sport that is popular around the world. The state's newest soccer team, the Minnesota Thunder, continues to build on the legacy of the Kicks and Strikers.

### COMMUNITY ACTIVITIES

Winter is no excuse for Twin Citians to get out of shape. Throughout the winter the Metrodome opens its doors to all kinds of amateur sporting events, giving many thousands of people a warm, dry place to work out and compete.

- For the past five years, in-line skaters have had room to roll the Metrodome's 24-foot-wide corridors. Rollerdom Inc. sponsors skating evenings and weekends nearly every available date. "It's the only place to skate in the winter other than roller rinks, and this offers a lot more freedom and access — more movement, a more wide-open place," comments organizer Mike Cofrin. "It's been marked by continued growth and success." Indeed, the facility attracted 57,000 skaters in the winter of 1994-95, up from 27,000 in 1990-91.
- Co-ed volleyball and touch football leagues bring in 2,000 people a week from October through February. Many of the leagues are corporate-sponsored. "The Metrodome is centrally located and with the parking available it's a big plus for us," says organizer J.D. Pride, adding that no other facility in town would serve the purpose as well.
- Two and a half laps around the Metrodome concourses equal a mile for runners, who use the Metrodome two nights a week from November to mid-March to avoid slippery streets. "It's a lifesaver for some people, especially for women," says Rick Recker, who administers the program for the Minnesota Distance Running Association. "There's no daylight after work, and they can come here and run in a safe environment and run by themselves." A typical season draws 6,000 to 11,000 participants.

Among many other sports highlights at the Metrodome: In June 1988, the big arena gave boxing fans a ringside seat for the Mike Tyson heavyweight title fight on closed-circuit TV. And in July 1988, the Sons of Norway USA Cup Soccer Tournament opening ceremony took place at the Metrodome — the first time it had been held in an indoor stadium.

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# **Metrodome Events**

## A Dome for All Seasons

**S**ince its opening on April 3, 1982, when the Twins played an exhibition game against the Philadelphia Phillies, more than 42 million people have visited the Metrodome. Drawing them through the gates were: professional and college football, baseball and basketball; amateur baseball, volleyball and soccer; in-line skating; monster truck events; sport and recreation exhibitions; rock concerts; the International Special Olympics; the Scandinavia Today cultural festival; display of the AIDS quilt; U.S. Olympic Festival and more.

In recent years, the Metrodome has had events scheduled more than 300 days a year, often more than one a day. The Metrodome can be converted from baseball to football use, and vice versa, in four hours, faster than any other stadium in the country.

Open for large events and small, a safe harbor in any weather, the Metrodome is an invaluable resource for all Minnesotans. In November 1991, for example, when record snowfall covered the state, 73 high school football games were moved into the Metrodome, saving the teams' seasons and their championship games. It has been rented for a surprise birthday party, model airplane fly-offs, weddings, police canine training, and fire-fighting recruitment tests, among many other uses.

### 1982

The Scandinavia Today festival was the Metrodome's first non-sports event and drew 45,000 people to celebrate Scandinavian culture.

### 1985

Major League Baseball's All-Star Game featured potential Hall of Famers George Brett, Eddie Murray, Cal Ripken, Dave Winfield, Wade Boggs, Carlton Fisk and Jack Morris.

### 1986, 1989, 1991

The 1986 NCAA Regional Men's basketball tournament established the Metrodome as a basketball facility with its success at hosting this event. The attendance of 75,000 set a record for a Midwest Regional.

### 1987, 1991

The Twins twice won the Major League Baseball World Series and American League Championship Series, defeating St. Louis in the 1987 World Series and Atlanta in 1991, with crowds of more than 50,000 per game.

### 1990

As press center for the historic visit of Soviet premier Mikhail Gorbachev, the Metrodome was at the center of world events on June 3, hosting 1,200 reporters.

### 1990

The U.S. Olympic Festival held its opening ceremonies at the Metrodome.

### 1991

More than 6,000 athletes from around the world marched in the International Special Olympics opening ceremonies.

### 1992

The NFL Super Bowl was played in Minnesota for the first time when the Washington Redskins beat the Buffalo Bills 37-24 in Super Bowl XXVI.

### 1992

Duke defeated Michigan in the final game of the NCAA Division I Men's Basketball Tournament.

### 1994

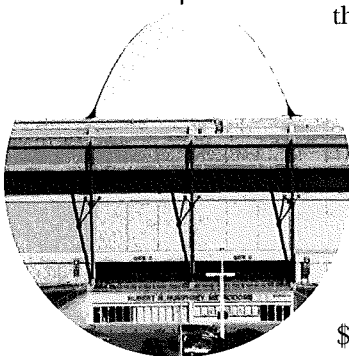
The NBA All-Star Jam Session drew 25,000 people to watch NBA stars test their skills in fast-breaking, slam-dunking challenges.

### 1995

Promise Keepers drew 61,000 Christian men for two days of motivational speeches and activities.

## NATIONAL SPORTS CHAMPIONSHIPS

Since 1982, the Metrodome has been a key player on the team responsible for bringing several singular, high-impact events to the Twin Cities. It is the only stadium in the world to have hosted the NFL Super Bowl (1992), Major League Baseball's All-Star Game (1985), two World Series (1987 and 1991) and the NCAA Men's Final Four basketball tournament (1992). It's a tribute to the Metrodome staff's organizational abilities that they put on three of those major events — a World Series, Super Bowl and Men's Final Four — within eight months in 1991-92.



The economic impact of such events can be considerable. The Super Bowl, for instance, brought approximately 70,000 visitors to the area. Their spending, combined with construction and pre-game preparation expenditures, was estimated at \$150 million. The state of Minnesota reaped additional tax revenues estimated at \$2.1 million. Beyond that, the NFL contributed \$250,000 to the Metrodome to put up a second Sony Jumbotron color scoreboard for the pleasure of Super Bowl fans and everyone attending games in the future.

The University of Minnesota and the Metrodome are symbiotic in attracting events. The U of M serves as host institution to bring NCAA events such as the Men's Final Four basketball tournament, first held in the Metrodome in 1992 and returning to the Twin Cities in 2001, when it is expected to draw 50,000 fans.

Arguably the premier college athletic event in the nation, the Final Four has an estimated impact on its host community of more than \$60 million. It had been 40 years since the Twin Cities had hosted the event.

## FUTURE EVENTS

For the Greater Minneapolis Convention & Visitors Association, the Metrodome serves as a catalyst in attracting special events and meetings. For example, says Peter Hedlund, vice president of sales for the association, the Metrodome helped secure the international Alcoholics Anonymous Convention scheduled for the year 2000. "They [the MSFC] were instrumental in our getting that business," Hedlund says. "When the site selection people came from New York, we held a mock meeting in the Metrodome. The Metrodome didn't charge us. It went a long way toward showing the national people what tremendous support we had from the local community." Approximately 75,000 people are expected to attend the convention.

Other major upcoming events include the Billy Graham Crusade in 1996 (200,000 attendees expected) and the NCAA Men's Basketball Regional Tournament in 2000 (35,000 expected).

### Upcoming Events

<b>1996:</b>	<b>Billy Graham Crusade</b>
<b>2000:</b>	<b>NCAA Men's Basketball Regional Tournaments</b>
<b>2000:</b>	<b>Alcoholics Anonymous Convention</b>
<b>2001:</b>	<b>NCAA Men's Basketball Final Four</b>

## Non-sports Events

**T**o serve the public and raise money for operations and facility improvements, the Metrodome works to fill every possible date. By doing so, it contributes to the vitality of the Twin Cities. The Metrodome has an excellent reputation with organizers for providing a clean, workable facility and accommodating staff, from ticket takers to security to operations.

### EXHIBITIONS AND CONSUMER SHOWS

Its first two consumer shows, the Auto Show and the Travel Show in 1988, proved that the Metrodome was as hospitable to big exhibitions as it is to big-time sports. In 1990, after the Minneapolis Auditorium had been razed to make way for the Minneapolis Convention Center, the Metrodome provided continuity for several major trade shows, including the Boat Show, the Camping Show, the Home and Garden Show and the Northwest Sportshow. Together, these events brought more than 300,000 people downtown.

Since 1992, the Metrodome's AstroTurf® has been a winter substitute for fairways for the approximately 20,000 golfers who attend the annual Minnesota Golf Show. Half of the floor is devoted to exhibitions and half to a driving range and hole-in-one contest. "When you're hitting golf balls into the air, you need at least 100-foot ceilings," says Glenn Smith, executive director of the show, "and the only place in town is the Metrodome."

### MOTOR SPORTS

The Metrodome is also the only indoor facility in town big enough to host a motorcycle race. Some 55,000 fans thrilled to the noise, the speed and the competitive excitement as SRO Motor Sports of Lombard, Ill., brought Supercross to the Metrodome in January 1995. SRO, which has been holding events in the Metrodome for about 10 years, also stages a monster truck show in February for up to 40,000 fans, with demolition contests, races and stunts. Monster trucks also test their power and daring in December under the sponsorship of United Sports of Kansas City, transforming the Metrodome's floor into a mud-encrusted pit made of three tons of dirt.

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### CONCERTS

Although it was not designed for music, the Metrodome provides an excellent venue for major concert tours specifically designed for large stadiums.

Without the Metrodome, Minnesotans would have had to drive elsewhere to see the Rolling Stones' Voodoo Lounge concert — which arrived with a 200-foot-wide stage that was five stories high and 120 feet deep. Between the Stones and Pink Floyd, nearly 100,000 music lovers thronged the Metrodome in 1994.

Some 500,000 people have come to see shows by: Pink Floyd (1994, 1988); Paul McCartney (1993); Guns N' Roses, Faith No More, Metallica (1992); The Rolling Stones (1994, 1989); Bob Dylan, Tom Petty and the Heartbreakers, Grateful Dead (1986); and Wrestlerock (1986).

### OTHER MAJOR EVENTS

- In 1993, Castle Rock Entertainment filmed *Little Big League*, spending more than \$7.1 million in the state. Local church, community and other nonprofit organizations earned a total of more than \$100,000 by supplying 60,000 extras for the "big game" scenes.
- In 1993 and 1995 the Metrodome was transformed into a carnival, complete with carnival rides and midway games, for Indoor SuperFair.

# **Community Resource**

## Community Resource

**H**undreds of nonprofit organizations have benefited from the existence of the Metrodome. Several big charitable events have been staged here, such as the world's largest volleyball game, sponsored by Catholic Charities in June 1988 to raise money for the homeless. Other major events have included the Minnesota AIDS Project, which in 1984 and 1992 displayed the touring national AIDS quilt, featuring quilt squares dedicated to AIDS victims. The display benefited AIDS research.

In 1993, a million LEGO® bricks on the stadium floor provided a good time for 2,500 children and adults at the first LEGO Great Create. The benefit for the Minneapolis Crisis Nursery is now an annual attraction, featuring a Friday night gala and a Saturday family event complete with LEGO building contests, sculptures and play areas. In 1994, the event raised more than \$75,000.

In addition, volunteers from nonprofit civic, charitable, educational and church organizations staff concessions at the Metrodome for a certain number of games each year. In 1994, a combined total of \$690,450 was earned by the following organizations:

Alpha Chi Omega  
Anoka Boosters Consortium  
Anoka Twisters  
Anoka Women of Today  
Bethel College Volleyball  
Blaine Basketball  
Blaine Swimming/Diving  
Blaine United Methodist Church  
Blake High School  
Boy Scout Troop 477  
Brooklyn Center Baseball  
Brooklyn Park Grace  
Buck Hill Ski Team  
Central High School  
Cheerleaders  
Christ Lutheran Church  
Christ's Household  
of Faith  
Crisis Connection  
Cross of Christ Athletic  
Assoc.  
Dakotas Children  
Delta Sigma Pi  
District 16 Youth Hockey  
East Union Elementary  
PTO  
Edison Girls Badminton  
Elliot Park Neighborhood  
Inc.  
ESA  
Explorer Post 6  
Faith Lutheran Church  
Faith United Methodist  
Church

First Lutheran Church  
Fridley High School Band  
GS Hawaii  
Hamline  
Harding Athletics  
Harding Fine Arts Booster  
Club  
HDSA  
Henry Youth Hockey Assoc.  
Holy Cross  
Holy Spirit School  
Homeward Bound  
Hopkins Girls Basketball  
Irondale Ski/Band  
Kappa Alpha Psi  
King of Kings Lutheran  
Church  
Lakeville Band Boosters  
Lakeville Lakeliners  
Land-Of-Lakes Choirboys  
Maple Brook Blast  
Metro Dance Boosters  
Metropolitan Boys Choir  
Minneapolis  
Minnesota Brass  
MN Chapter of NEHA  
MN Women's Rugby  
Mt Hope/Redemption  
Lutheran School  
Mt Zion Youth  
NARBW  
Noon Optimist Club of  
St Cloud  
North Branch HS Band  
North Metro Nets

North Suburban Community  
Band  
Northeast Youth Baseball  
Our Saviors  
Parent Connection  
Park Center Band Boosters  
PDA  
Peace Lutheran Church  
Perpetual Motion Booster  
Club  
PFFPA  
Prince of Peace Church  
Choir  
Prior Lake Athletic Booster  
Club  
Rose of Sharon  
Rosemount Hockey  
Rosettes  
Rush City PTO  
Savage Jaycees  
Shepherd's Flock  
Show Stoppers Booster  
Club  
Sons of Norway  
Spring Lake Park Party  
Spring Lake Park Band  
Boosters  
St Albert's Camp Tamarack  
St Anthony High School  
Band  
St Croix Central Senior  
Party  
St Elizabeth Seton  
St Francis HS - Class  
of 1982

St John's of Little Canada  
St Luke  
St Mark's Youth Group  
St Mary's Catholic School  
St Matthew's  
St Michael's Youth Projects  
St Pat's Women's Club  
St Paul Social Fund  
St Paul's United Church  
of Christ  
St Peter's School  
St Peter's United Church  
of Christ  
St Raphael's Athletic Assoc.  
St Wencelaus School  
Stagedoor  
Troop 299  
Troop 89  
Vermillion River Camp  
White Bear Hockey  
White Bear Sweet Adelines  
Wisconsin Alumni Club  
of TC  
WNCB  
Woodbury Community  
Church  
Word of Peace Lutheran  
Church Youth Group



The Metrodome also hosts amateur athletics throughout the year: Rollerdom Inc., sponsors in-line skating on evenings and weekends; co-ed volleyball and touch football leagues flourish from October through February; and thousands of runners take advantage of the dry, safe conditions to work out in the winter. Rock concerts, trade shows and religious and cultural events fill out the Metrodome's busy schedule.

The Metrodome is open to the public for tours six days a week. Guides lead visitors on a behind-the-scenes tour of the facility.

The MSFC has established a foundation to support after-school activities for underserved youth at Minneapolis and St. Paul public schools. In approving a \$150,000 grant to the foundation, the MSFC noted the importance of developing young people's interest in cultural and athletic activities: "The Commission finds that in order to strengthen this interest and the fan base for athletic, cultural, educational and other activities that may be held in the Metrodome, it is reasonable and necessary to devise opportunities for youngsters of the community to develop their skills in these areas, thereby increasing their appreciation for such extracurricular activities and enhancing their development as potential fans and attendees at Metrodome events." "Wishing Wells" have been placed in the concourses for fans to donate to the foundation.

# **The Future of the Metrodome**

## The Future of the Metrodome

**T**he Metrodome plays an important part in retaining professional sports in Minnesota, and in attracting the kinds of events that contribute to the valued quality of life of the metropolitan area and the entire state.

The first priority of the MSFC is to support its three tenant teams by making sure they have a positive environment in which to host their games and encourage increased attendance. In that regard, it is important to note that the realities of the entertainment industry today, along with public values and tastes, have created different expectations for a sports facility than those of the 1970s. The Metrodome is a practical, highly functional facility, whereas new stadiums being built around the country tend to look backward to the forms and flourishes of historic stadiums of the past.

The MSFC has been importantly involved with two other sports arenas in town. The Commission owned but did not operate Met Center, the home of the former Minnesota North Stars. After the departure of its sole tenant, Met Center was demolished in 1994.

Although the MSFC did not ultimately become part of the Target Center buyout, it was critical in the negotiation process. Initially, the MSFC was to acquire Target Center with the proceeds of bonds sold by the Met Council. When the I.R.S. ruled that the bonds could not be sold on a tax-exempt basis, the City of Minneapolis agreed to purchase Target Center with the proceeds of bonds issued through the Minneapolis Community Development Agency.

### A REGIONAL HUB

The presence of the Metrodome and the attractions it brings help Minnesota to rank high in quality-of-life surveys that generate business, tourism and population growth. An Economic Impact Report on Target Center, prepared by Arthur Andersen & Co. in February 1994, concludes: "By creating or maintaining an image as a 'major league' city, a community may gain an edge in the regional (and national) competition for new business. Businesses normally consider quality-of-life factors in making decisions about where to relocate or expand."

All of the Metrodome's uses and needs are linked. As a public facility operated for the public good, the Metrodome extends its benefits to a wide range of interests and a wide geographic area.

## NEW SOLUTIONS

Currently it is the City of Minneapolis that ultimately bears financial responsibility to repay the bonds sold for the Metrodome, even though the facility belongs to the entire state.

The community's relationship with the Metrodome is ongoing and evolving. Its construction resulted from a broad-based community dialogue and cooperation. Its future requires no less of a commitment.