



**Evergreen State Fairgrounds
Master Plan Report - Book 1**
Monroe, Washington

August 2014

Prepared for:
Snohomish County
Everett, WA

Fairground Designers/Planners:
Keffer/Overton Associates
West Des Moines, Iowa



Evergreen State Fairgrounds

Master Plan Report

Monroe, Washington

August 2014

Prepared for:

Snohomish County
3000 Rockefeller Ave.
Everett, WA 98201
snohomishcountywa.gov

Prepared By:

K/O Fairground Planners
650 S Prairie View Drive, Studio 103
West Des Moines, Iowa 50266
Phone 515-288-4821
www.k-o.com

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Equestrian activities are an important part of the Evergreen State Fair’s rich history. (Image courtesy of Snohomish County)



The Evergreen State Fair Midway

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Master Planning Consultant Team:



Fairground Designers/Planners

K/O Fairground Planners

650 South Prairie View Drive, Studio 103

West Des Moines, IA 50266

Phone 515-288-4821

www.k-o.com

Chip Overton

chip@k-o.com

Landscape Architect

Site Workshop

222 Etruria St., Suite 200

Seattle, WA 98109

Phone 206-285-3026

www.siteworkshop.net

Marketing and Financial Feasibility Consultant

Crossroads Consulting Services LLC

4427 W. Kennedy Blvd., Suite 200

Tampa, FL 33609

Phone 813-281-1222

www.crossroads-fl.com

Susan Sieger

ssieger@crossroads-fl.com

Civil Engineer

Perteet Inc.

2707 Colby Ave.

Everett, WA 98201

Phone 425-252-7700

www.perteet.com

Equestrian Consultant

Lynn Long Planning and Design LLC

4945 N. Hwy 67

Sedalia, CO 80134

Phone 303-688-2142

www.lynnlongplanninganddesign.com

Lynn Long

longdes2@a.com

Planning Participants

Snohomish County and Evergreen State Fair Members who should be recognized for laying the ground work to make the fairgrounds master plan possible:

Snohomish County

John Lovick, Snohomish County Executive
Mark Ericks, Deputy Executive
Stephen Clifton, Executive Director
Lenda Crawford, Executive Director

Snohomish County Council

Ken Klein (District 1)
Brian Sullivan (District 2) Vice-Chair
Stephanie Wright (District 3)
Terry Ryan (District 4)
Dave Somers (District 5) Council Chair

Evergreen State Fair Board

Marshia Armstrong (District 1)
Gary Lollis (District 2)
Mark Mahnkey (District 3)
Jerry Smith (District 4)
Kathleen Wright (District 5)
Anne Lowe (At Large) Chair
Rick Merrill (At Large) Vice Chair
Don Ballard (At Large)
Vickie Andrew (At Large)
J. Elaine Johannsen (At Large)
Tod Johnson (At Large)

Snohomish County

Evergreen State Fairgrounds Staff

Tom Teigen, Parks Director
Hal Gausman, Deputy Parks Director,
Fairgrounds Manager
Bridgid Smith, Finance Manager
Jana Notoa, Administrative Specialist
Caryl Munn, Operations
Debbie Donk, Programs Specialist
Bob Leonard, Maintenance Supervisor
Troy Kleine, Marketing Specialist
Mark Miller, Facility Maintenance Lead
Sherry Stovner, Superintendent Coordinator
Betsy Johnson, Office Assistant II
Brenda Granstrom, Operations Assistant
Bonnie Hausauer, Accounting Tech II

Evergreen Speedway

Doug Hobbs, Managing Partner,
Highroad Promotions
Traci Hobbs, Highroad Promotions

Executive Summary

Purpose

In August of 2013 K/O Fairground Planners were commissioned by Snohomish County to prepare a Master Plan for the Evergreen State Fairgrounds. The purpose of the study is to explore the possibility for future development and expansion of the fairgrounds at its current location. Further the study is to guide the future development of the fairgrounds, defining the vision, business and operational goals of the facility extending out for the next 20 years. This plan lays the groundwork for continuing the tradition of the Evergreen State Fair, while enhancing its current lines of business, which include showcasing and promoting agriculture, commerce, technology, and culture. The many facility upgrades recommended in the plan focus on improvements to create a first class venue for an ever successful community, regional and national celebration.

The Evergreen State Fairgrounds has been a Snohomish County tradition for over 100 years, visited by over 1.2 million people every year, generating \$23 million in positive economic impact for Snohomish County and the Puget Sound Region. The annual 12-Day Evergreen State Fair takes place at the end of August, hosts an average of 350,000 visitors, is a major destination offering first-class agricultural, educational and recreational opportunities. The fairgrounds property in Monroe, Washington includes 193 acres, over 55 buildings, maintenance facilities, a race track, heritage museum, RV parks, livestock & equestrian areas, parking lots and wetlands.

Findings

After extensive review of the facilities and discussions with a number of groups and individuals, the consultants are of the opinion that the existing facility is adequate to accommodate the annual Evergreen State Fair and ongoing year round non-fair activities. However, a number of capital improvements are recommended to ensure continued success and increasing revenues, such as: improved pedestrian traffic flow, expanded animal facilities, additional RV sites, expanded exhibition with added banquet facilities, and enhancements to the Horse Park.

This encouraging outlook regarding the Evergreen State Fairgrounds is further affirmed by the following factors:

1. The fairgrounds in their current location have excellent transportation access from US Highway 2 and State Route 522 and the greater Seattle area.
2. There seems to be a strong interest in increasing the number of consumer and public shows, horse events, and animal shows held on the grounds.
3. The population of Snohomish County will continue to grow into the next decade.
4. The community resources to support out-of-town users are of sufficient quantity and quality to support expanded events at the fairgrounds. However, additional hotel rooms would make the complex more marketable for future event activity.

Executive Summary

Process

The study begins by conducting a physical facility analysis and accounting of the amenities at the existing fairgrounds. Mapping studies were conducted to understand the density potential of the existing site while overlapping future needs. Concurrently, *Market Demand Analysis* data was compiled to understand what the competitive and event potential was for the region. Once these items were completed a list of *Recommendations* were made. It is from these recommendations that a list of Programming elements and planning objectives were defined. These objectives set the groundwork which help create eight diagrams relating to the functional use zones in and around the fairgrounds. Once a preferred concept was distilled from these diagrams the Draft version of the Final Plan was created. It is from this Draft version of the Final Master Plan that the Financial Feasibility Analysis was created. The study concluded by taking a look at all of the recommended components and their respective ability to generate revenue as per the financial analysis. These items were then prioritized into groups highlighting those that should be considered first. The first items show the highest level of return on investment (ROI) and/or maintenance need. The facilities with the greatest needs are ranked as Severe and those with lesser needs are ranked: High, Elevated, Moderate, Less, and Low, respectively. The master planning process is explained in greater detail on pages 72-75.



The Evergreen State Fairgrounds is situated at the junction of Stevens Pass Hwy 2 and State Route 522, just north of the geographic center of the City of Monroe. To gain access to the Fairgrounds from Hwy 2, exit north on either Cascade View Drive or 179th Avenue SE. Parking and entrances to the Fairgrounds are immediately found upon turning onto either road.

Executive Summary

Conditions of the Study

This Master Plan Report is to be used only for the planning of improved facilities at the Evergreen State Fairgrounds, located in Monroe, Washington. It is not to be used for any other purpose. Snohomish County retains sole ownership of this document, which shall not be reproduced without written consent. All copyrights to material contained herein are held by K/O Fairground Planners and shall not be released in whole or part for publication or otherwise without giving full credit to K/O Fairground Planners. Although we believe the information herein to be correct, we cannot be responsible for variations that occur due to future events beyond our control, which cannot be anticipated under the limitations of this document.

K/O Fairground Planners appreciates the opportunity to be involved with this exciting project. If there are any questions regarding this document, its content, or its preparation please contact K/O Fairground Planners using the information contained at the beginning of this booklet.



Fairgrounds Immediate Vicinity

The Evergreen State Fairgrounds is located near the main thoroughfare in Monroe adjacent to a commercial district and convenient to nearby services, lodging and highway/interstate access.

Executive Summary

History

The consultant team convened in the summer of 2013 to discover and prioritize the needs of the Evergreen State Fairgrounds. The master plan process has included many meetings, interviews, site analysis, and a review of several competing facilities in the region.

Site Visits

The process included six visits to the Evergreen State Fairgrounds summarized as follows:

Visit One: Our first visit to the Fairgrounds was on August 13, 2013 to officially kick-off our planning process. On this visit we focused on facility information gathering and site analysis. We interviewed several city and county officials as well as attended our first official meeting with the Evergreen State Fair Board. We also started the Market Demand Study by visiting several potential comparable venues in the region.

Visit Two: We returned on August 27, 2013 to review the grounds during the Annual Fair. At this visit members of the consultant team witnessed all aspects of the fair, toured the grounds over the course of a day, and interviewed many individual fair goers, vendors, and exhibitors.

Visit Three: On December 10, 2013, our team presented the initial phase findings of our study. The elements presented included Facility Conditions information and a high level overview of the Market Demand Assessment findings. The market information included information on

comparable and competitive facilities in the region to discuss potential overlap or opportunities for the existing facilities of the Evergreen State Fairgrounds. Based on the Market findings, the team also presented a design sizing diagram showing the size of proposed facilities overlaid on the existing Fairgrounds site plan.

Visit Four: During the January 28, 2014 visit, the team represented the use zone and circulation concepts and the finalized Market Study to Council. The goal set forth was to gather feedback to further narrow the concepts toward a final set of ideas which when together would become the impetus of development for the final Fairgrounds Master Plan.

Visit Five: April 8, 2014 – Another visit to Snohomish County was scheduled. This visit was used to confirm the direction of the plan and to discuss facility improvement costs and final phasing of the elements for the proposed Master Plan.

Visit Six: June 10, 2014 – This meeting was reserved to discuss all elements of the final plan including but not limited to: all previously presented information, discussion of the Financial Feasibility Analysis, review of conceptual layouts of the major structures proposed in the plan, review of a proposed phasing and review of costs, and review of the final plan.

Mission

Although never arrived at formally, the mission of the Evergreen State Fairgrounds is many faceted. It includes the desire to create a facility that conveys the rich heritage of Snohomish County through creating a multi-purpose complex focusing on education, family values, community, and agriculture. The plan will lay the ground work for continuing the tradition of the Evergreen State Fairgrounds, enhancing current lines of business, showcasing and promoting agriculture, commerce, technology and culture to provide a first class venue for community, regional and national celebration. The wish is have the facility become self-sustaining and a catalyst for local economic development year round. As the grounds are the centerpiece of the community, the long-term objective is to embrace the values of the area and focus on the quality of the visitor's experience.

Programming Approach

From analysis of the Market Study and Conditions Analysis we have Found Seven Major Programming Elements to Consider:

1. Equestrian Park
2. Speedway
3. Exhibit Space
4. Livestock Stalling/Judging
5. RV Sites
6. Museum
7. Performance Venue

Proposed Facility List

The first part of the programming process was to develop the listing of existing and proposed facilities – based on the data generated above by the Market Demand Study.

Facility Sizing

Each program element on the Proposed Facility list must be defined by its required size. This process compares the proposed fairgrounds facilities, amenities, and space sizes with other similar facilities in the region and U.S. based on typical operating standards. These sizes are then compared to the existing facilities with the proposed needs to arrive at an optimal programming square footage that will maximize future facility potential. For each element of the plan the following recommended sizes and amenities were determined for each area:

Equestrian Park

Indoor Arena – 55,000sf
with 250ft x 120ft dirt oval
seating 4,000
Covered Arena – 20,000sf
seating 2,500
Four Uncovered Arenas
Horse Stalling for 600

Speedway

Maintenance of 5/8 Mile Oval
Seating for 3,000 minimum with backs
Expansion bleachers for 1,000
Box Seats or Skyboxes should be considered
New event specific Paving
Required Support Amenities

Exhibit Space

Exhibit Space of 125,000sf
Heated/Cooled
A single 75,000sf clear span building would be ideal
Other buildings could make up balance of space
Connecting all buildings is desired
Banquet Hall should be part of Exhibit Space
15k – 20k sf
Future expansion of facilities should be considered in new design
Indoor/outdoor concessions
Meeting Rooms

Livestock

Quality level of Existing Livestock Barns needs improved

New multi-purpose livestock facilities totaling 80,000 sf
500+ stalls for all types of animals provided

Portable Stalling is desirable

Small animals need an additional facility during fair
(currently the exhibit building is used for this)

25,000 sf needs set aside for judging arenas

RV Sites

Existing RV Sites need upgraded

Additional RV sites are needed near Horse Park

A total of 280-300 hook-ups on the grounds is desired

Modern Toilet and Shower facilities need to be provided within or near all RV Lots

Museum

Current Museum is 2,300 sf

It should at a minimum be cleaned up and excess exhibits stored (on the interior and exterior)

If is financially supportable and there is a desire to expand the facility it could easily double in size

This may require relocation

It is not recommended to place the museum on two levels

It is recommended that storage of items not on exhibit be hidden from view

A focus should be on the quality not quantity of Exhibits

Performance Venue

Current stage for small performances is inadequate for basic level audio and lighting

Racetrack grandstand is used for larger acts and is a temporary venue

Grandstand and temporary stage are not ideal for music acts

New venue should include permanent Stage with green room, toilet/shower for performers

Performance portion of Stage size should be 60 feet wide x 30 feet deep minimum

Stage should be covered and about 4-5 feet above seating area

Back of house loading/unloading should happen without traveling in front of patrons

Seating for 2,500 (low end) to 3,000

Restrooms and concessions nearby

Facility Programming and Space Use Needs

The goal of the Master Plan is to operate a successful fairground year-round. Most of the infrastructure necessary to achieve this is already present on site. Some of it needs to be enhanced or added to, most of it needs freshened up or in a few cases replaced. Ultimately, regardless of the condition of the existing facilities our study shows the following minimum programming and space needs as required to implement all of the pieces of the long range vision of the market analysis:

Equestrian Park

- Indoor Arena should include: Temperature-controlled and available for use year round. Large open arena area for a variety of events to take place. Sufficient seating capacity for large audiences to gather. Concession area, large restrooms/changing area/showers. Audio/Video equipment present or available for hook-up
- Docks and drive-in loading/unloading capability
- Size: Enclosed, climate-controlled building, no less than 55,000 sq. ft. in total size with an arena floor area of 250 ft. x 120 ft.
- Occupancy: Seating for approximately 4,000 should include a combination of both permanent and collapsible-temporary seating with backs and/or box seating.
- Recommended Amenities: Should be equipped with HVAC controls, dirt floor (at grade, w/roll-out plastic surface for conferences), restrooms/changing areas, showers, concessions, multiple storage

rooms, show office, ticket sales area, PA system, scoreboard, large replay screen, show lighting, portable stock pens, moveable arena panels, VIP club, conference room, small banquet room (50 people), and loading and unloading door/dock access.

- Covered Arena of 20,000 square feet to include bleacher seating for 2,500 to include lights, P/A system and access to large indoor arena is required. Another covered arena of approximately the same size for warm-up (a direct physical connection to the Indoor Arena or Covered Arena would be desired).
- At a minimum four other uncovered open-air arenas should be located near and around the other horse park facilities. These can vary in size from 20,000 SF to 12,000.
- Horse stalling – currently there are 532 horse stalls in 88,000 square feet on site. It would be desirable to increase this to 600 in 105,000 square feet. It is necessary to provide horse stalls with wash racks, adequate lighting, and appropriate amenities. Facilities could be multiple venues or one single flexible use stalling building.

Speedway

The Paved outdoor speedway should at a minimum include the 5/8 and 3/8 mile oval tracks. It is mainly open spring through fall seasons and offers an ability to host large

Facility Programming and Space Use Needs

- events during nice weather. The speedway should include a surrounding concrete sound and safety barrier.
- Occupancy: Provide covered seating for approximately 3,000 (seats should have backs) and expansion space for seating for 1,000 with portable bleachers for large events. A variety of options for seating should be provided (i.e. box seats, and enclosed skyboxes).
- Recommended Amenities: Restrooms, PA stand and sound systems, ticket and administration office, first aid station, concession stand, changing rooms with showers, lighting for nighttime events, scoreboard, and large replay screen. Work with promoter to provide ample power and RV hook-ups in the infield.
- Locate new facilities on the grounds to allow for future expansion of 30,000 sq. ft. and near other exhibit buildings.
- Occupancy: Exhibit Hall capacity for approximately 240 – 10x10 exhibit booths, Banquet Hall capacity for 1,000.
- Recommended Amenities: All Exhibit Facilities (regardless of new or existing) should have HVAC temperature controls, concrete floor, be equipped with movable wall dividers, modern restrooms (accessible from interior and exterior), concessions (accessible from exterior and interior), storage rooms, show offices, kitchen, loading and unloading access, open span construction, conference/exhibit space amenities, and high speed (T1 or greater as well as Wi-Fi) internet access.

Exhibit Space with attached Banquet Hall

The Fair should offer exhibition space totaling 125,000 square feet. Of that there should be at a minimum a single clear-span Exhibit Building with an attached Banquet Hall or conference area of 75,000 square feet (banquet hall of 15,000 square feet). The exhibit area and banquet hall should have the ability to subdivide for multiple events to be hosted at once. The balance of the exhibit space could be in multiple other buildings (during fair time 60,000 square feet of space will be needed for exhibits).

Livestock Stalling

Expanding the current capacity and quality of the available stalling will enhance the facility for future shows and continued growth.

- Animal stalls could be a combination of new and existing stalling, multiple barns, or a new multi-use complex. The space provided should be at a minimum of 80,000 square feet. The purpose is to house cattle, swine, sheep, goats and other farm livestock. All stalls in each building should be portable and reconfigurable. The building(s) should include at a minimum 150 – 10x10 cattle stalls, 70 – 5x7 swine stalls,

Facility Programming and Space Use Needs

and 250 – 5x5 smaller livestock stalls (sheep, goat, etc.).

- A separate small animal facility should be provided during the fair, a minimum of 25,000 square feet – judging rings will be included in this square footage (currently building 600 is used for this).
- An additional 25,000 square foot of space should be provided throughout for five separate judging arenas of varying size. These need to be covered but could be open air and should be located in different locations in the livestock zone.
- Recommended Amenities: Concrete flooring, adequate wash racks, electric and water hook-ups readily available, lighting, all new stalls should be portable, adequate access and storage of feed/bedding/tack. Space should be configured for show rings and portable bleacher seating as needed. Open sided facilities would be adequate for seasonal use, if new facilities are constructed, strong consideration should be given for HVAC temperature control. Drive through loading/unloading is desirable.

RV sites

As more local and regional events are offered in the new and expanded Exhibit, Equine, and Livestock facilities, the demand will increase from vendors to have accessible RV sites with modern hook-ups. Being able to offer full-service RV hook-ups will help attract larger events and more

visitors to regional and national events. The close proximity to Highway 2 allows for revenue of single overnight stays from RV traffic traveling across the region. A modern/safe toilet/shower facility should be provided near all RV lots on the grounds.

- Quantity: Currently there about 230 RV Hook-ups on the grounds (with about 50 additional unimproved RV parking slots) – Development of an additional 50-80 hook-up sites would be desirable near the livestock and/or horse park if possible. Sites should include 50 amp service minimum, and water hook-ups. Water could be available at common accessible locations.

Museum

Currently the museum is 2,300 square feet. It should at a minimum be cleaned up and excess exhibits stored (on the interior and exterior). If is financially supportable and there is a desire to expand the facility it could easily double in size. This may require relocation. It is not recommended to place the museum on two levels. It is also recommended that storage of items not on exhibit be located off site. A focus should be on the quality not quantity of exhibits.

Facility Programming and Space Use Needs

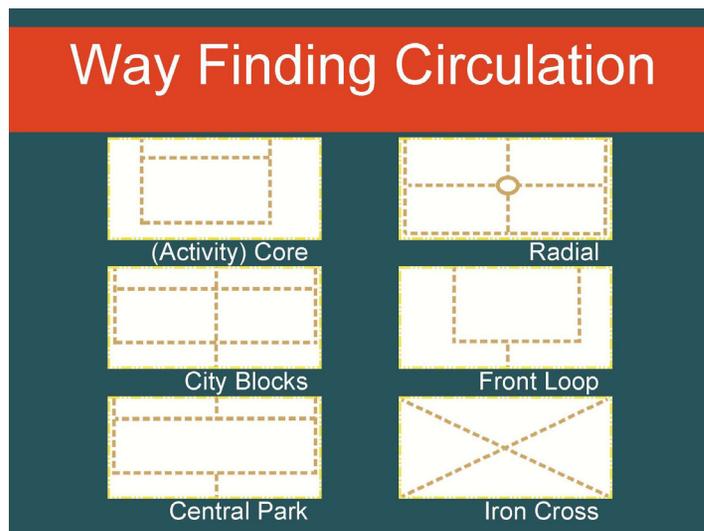
Performance Venue

Provide an option for concerts during the fair to seat up to 2,500 people. This venue could be part of another facility. Close proximity to restrooms and quality concessions is important. Provide a stage of no less than 2,000 SF to include changing rooms, toilet/shower facilities. Include Hook-ups for 4 RVs near stage. Work with promoter to provide flexibility as to adequate lighting and power options for types and ranges of performers sought.

Site Use Concept Approach

Site Use Concept Design

Approximately twenty diagrams were developed to convey the many different potential options for situating different facilities and zones within the fairgrounds site. Eight combined options labeled Site Use Concepts (Concepts 1 through 8) were then developed; a narrative and diagrams can be found on pages 122-132.



Basic circulation diagrams and patterns are considered when initially studying the potential placement of all items on the fairgrounds site.

The items diagramed and studied were as follows:

- Parking
- RV parking
- Vehicular Traffic Flow
- Pedestrian Flow
- Exhibit Building
- Equine Facilities

- Livestock Buildings & Stalls
- Restrooms
- Midway
- Green space
- Entry Gates
- Vendors/Exhibitors
- Food Communities
- Entertainment Nodes

Use Concept Development

The next step to realizing a functional master plan is to verify that all of the programming elements proposed actually have a chance of fitting within the existing Fairgrounds site. This step is crucial in the fact that it determines if there is sufficient space for the proposed elements. It also quickly shows if any adjacency problems exist, or if any additional ancillary facilities must be developed to support the proposed elements (i.e. restrooms, storage structures, etc.). The planning process is used to develop opportunities and constraints diagrams based upon information obtained, and compare the multi-purpose layouts for the various functions. The eight Site Use Concepts mentioned previously, describe building enhancements and proposed new facilities; these also include scaled site plans describing new and existing facilities.

Site Use Concept Approach

Planning Guiding Principals

- Health and Safety of Animals and Patrons.
- Strong Identity.
- Consistency in all aspects.
- Sustainability and Reuse should always be a driving consideration for planning.

Site Design Organizing Principals

- Locate like/complimentary facilities near each other.
- Locate consolidation of functions in identifiable zones.
- Locate facilities to work with existing circulation and infrastructure.
- Major gateways should provide visual guidance of the above and be easily identifiable.

Site Constraints

- Leased WDOT Property
- WDOT Leased Property
- Wetlands
- Monroe City Limits
- Fairgrounds Property Line
- Airport Fly-Over Height Restrictions
- Proposed Highway 2 Bypass
- WDOT Right-of-Way for future Highway Widening
- Speedway Limits
- Fairgrounds Fence Line
- Gate Entries
- Existing Buildings

Existing Site Zones

- Equestrian Park, Speedway or Large Entertainment, Carnival/Commercial Vendors, Exhibition, Livestock, Parking, Wetlands, RV Lots, and Other

Planning Guidelines

- New developments should be practical, functional and quality oriented
- Styles should strive to be part of a whole
- Sub elements should visually support the major components
- External site graphics should be developed to provide consistent signage orientation and identification for the entire site
- Landscaping should be used to unify the open areas of the site
- Lighting should enhance the security and image of the site
- Edge treatment – fencing should be improved to promote a higher quality image of the site
- Public Entrances – gates should be improved to gain better image and orientation to the site
- Site Definition – fairgrounds should always look to acquire additional surrounding land.

Key Opportunities

- Strengthen Existing Infrastructure, Market Opportunities, Financial Strength, Image – User Experience, Year Round Viability, Multi-Use Venues, Internal Circulation and Parking, Site and Landscape Enhancements, Access, Way Finding – Signage, and Circulation.



Site Use – Existing Use Zones



Master Plan Recommendations

Narrative

The recommendations made within this document were reached after extensive review of the current facilities and grounds along with discussions and interviews with multiple individuals and groups. The elements of the plan are driven by market forces and backed-up by financial forecasts.

The market of potential users of fairground facilities indicate a strong opportunity to implement large climate-controlled multipurpose facilities and updated and expanded livestock and equine venues to retain more consumer and public shows, trade shows, banquets, meetings, animal shows and horse park events. To continue to attract and retain these market segments, continual improvements to the existing fairgrounds facilities are recommended over time, including multi-purpose exhibit space with attached banquet hall, indoor and outdoor arenas with supporting multi-use livestock buildings, expanded livestock stalling facilities, and full hookup RV sites.

On the basis of the Market Demand Assessment, we believe the Evergreen State Fairground facilities have very good opportunities to attract and retain the following market segments:

- Horse shows and events*
- Livestock shows*
- Animal shows*
- Motocross and truck pulls*
- Small to mid-sized consumer and public shows*
- Business and tradeshow*
- Club, High School, University and other extracurricular events/competitions*

- Agricultural shows and events*
- Hispanic events and festivals*
- Rodeos and bull rides*
- Other festivals*
- Family events – reunions, receptions, etc.*
- Music events*

The ESF operates in a region with a competitive supply of both traditional fairgrounds/equestrian complexes and indoor event centers. The live entertainment industry is very competitive and the region offers a number of existing venues within close proximity to the ESF. The ESF hosts more non-Fair events than several other competitive complexes but has fewer non Fair attendees. The ESF's marketability, customer service, strong repeat business, and efficient operation set it apart from many other fairgrounds that operate at a deficit. While its inventory of program elements associated with agricultural/equestrian activity is competitive relative to profiled complexes, its supply of exhibit space is aged and its meeting/banquet space is limited. Developing multi-use, flex space presents opportunities for the ESF to expand its non-Fair related activity by hosting more exhibition, meeting and banquet business. Enhancing and modernizing its equestrian park and animal buildings would serve to further its mission to accommodate agricultural needs and maintain its image as an authentic agricultural Fair. Providing more modern kitchen capabilities could serve to augment food/beverage revenue streams, stabilize year-round concessions/catering needs and improve customer service in this area.

Master Plan Recommendations

Priorities

To successfully attract and retain the identified market segments as well as additional market segments while maintaining the existing base of business at all Fairground facilities, priority should be placed on remedying the following challenges as outlined in the Market Demand Assessment:

- Age/state of many existing physical assets
- Entrance/"face" of ESF
- Site ingress/egress
- Way-finding/signage throughout complex
- Flow of people, animals, and traffic particularly during Fair and simultaneous events
- Racetrack noise particularly with regards to equestrian shows/activities
- Food/beverage quality and consistency
- Lack of modern, dedicated exhibit space and flexible meeting/banquet space
- Availability of technological services (i.e., Wi-Fi connectivity, audio/visual equipment)
- Likely future encroachment from Department of Transportation along U.S. Highway 2 as well as State Route 522
- Continued improvement of existing State/regional competitive venues
- Economic conditions and related pressures on agricultural, equestrian, and concert activity
- Although current hotel supply is adequate to support expanded events, additional rooms would make the complex more marketable for future event activity.

Identity

Identity is important to the future economic success of the fairgrounds. A common way-finding signage/graphic system should be developed. The planning guidelines section of this booklet further defines the several recommendations as listed previously. They are also represented graphically with several images and drawings, and supported with projected construction costs and implementation phasing guidelines. The cost projections include a brief description of each improved item. It is our advice that health/safety and quality of life issues for animals and patrons take precedence over all other factors when considering these recommendations.

Future Use

The following comments included in this booklet, although intended as improvements to the fairgrounds facilities, should be used to guide the recommendations of the Fair Board and the County Council in review and approval of projects on the entire Fairgrounds Site. All future projects should be designed to the plan and standards contained herein. This Booklet not only provides the guidelines for development of the Evergreen State Fairgrounds owned Fairgrounds property; it also outlines a plan for the future development of the entire site whether or not the outlined phasing is followed precisely. This plan outlines a direction for the next 10 to 15 years, but it is a living document and should be reviewed annually and in more depth in about 5 years to verify if any changes in the local/regional market might require a realignment of its priorities.

Master Plan Recommendations

Guiding Principles

Consistency: Development projects relating to activities and improvements of any part of the complex – either for the Fair or the year round functions – shall be reviewed for consistency with this Plan (both visually and functionally) and any other applicable policies of the City of Monroe and Snohomish County. Adhering to this principle should help facilitate future development and approvals.

Reference Document: This Master Plan is a reference document that is focused on the Development of the Fairgrounds site. The Plan's chief goal is to optimize the use of the Fairgrounds, implemented by these development priorities:

Make facility, structural and aesthetic improvements.

The improvements are targeted to attract a larger market to the Fairgrounds facilities for improved revenue from year round use.

The improvement projects will continue to enhance the ability of the fairgrounds to be financially self-supporting.

Buildings will be used as multi-purpose facilities, and the capacity for multi-purpose use of facilities and grounds should be maximized.

Site Organizing Principles

The development approach should emphasize a greater availability and use of facilities during non-fair time. This will continue to improve the revenue of the grounds. The location of new facilities, or modifications

to existing facilities, should meet the “Organizing Principles” of this Plan, which are:

Locate new facilities in close proximity to similar and complementary uses.

Locate facilities and consolidation of functions within identifiable zones to meet the standards of this Plan.

Locate facilities to coordinate with existing access, circulation and infrastructure systems, reinforcing the existing pattern of circulation and way-finding development.

Major gateways should reinforce the pattern of development and provide visual guidance to the patron to easily identify destinations.

Facility Development Policies

Capital construction projects, improvements, and significant changes in facilities use should be consistent with the Development Principles of this Plan. There should be flexibility in developing joint use facilities and areas dedicated for fair and non-fair programming to meet the financial and marketing goals of the entire complex, as long as program elements are co-located with like and complementary uses. Joint use space should be developed to allow facilities to be used together to accommodate major events or to function independently for smaller events.

Master Plan Recommendations

New Facility Priorities

As stated previously the priorities of this plan are as follows:

- Enhanced/modernized agricultural exhibition space for animals
- Multi-use indoor, climate-controlled multi-use space for flat floor events (non-animal use) - up to 75,000 SF for agricultural related consumer expos and business-to-business expos
- Flexible, higher-end meeting/banquet space that is equipped for catering, audio/visual capabilities, and divisible into separate break outs – maximum banquet capacity 1,000
- Covered equestrian lunging ring
- Racetrack noise abatement
- Enhanced food/beverage capabilities
- On-site dormitories or space to house up to 200
- Improved signage at entrance as well as throughout the complex
- Consistent WiFi connectivity throughout exhibit buildings
- Paved parking in West lot
- Improved public restrooms
- Improved RV spaces/amenities

Programming Requirements

The new Facility Priorities above make sense but without strict programming guidelines do not serve much of a purpose. The following list summarizes the programming requirements from the Programming and Space Use section of this report:

Multi-Purpose Agricultural/Livestock Facilities

- 105,000 SF multi-use, clear-span buildings
- Connectivity and shared services among buildings
- Modern utility, lighting, audio/visual, technological capabilities
- Enclosed, climate-controlled, ventilated
- Portable stalls for 500 animals (i.e., cattle, swine, sheep, goats, and small animal use)
- Concrete floors, wash racks
- Accessibility and storage of feed/bedding/tack supplies
- Sufficient surrounding space for safe loading/unloading
- Covered judging arenas with sufficient ventilation
- Adequate office space for support of 4H and youth programs
- Provide 25,000 SF of additional space for small animals during the Fair
- Additional limited service hotel rooms within close proximity or on-site dormitories

Equestrian Center

- Indoor climate-controlled show arena – 250' x 120'
- Two covered arenas
- Bleacher seating for 2,500
- Supporting practice arenas (20,000 SF to 22,000 SF each)
- Appropriate footing and drainage to accommodate a variety of shows
- Multi-purpose stalling barns
- Total of 500 horse stalls

Master Plan Recommendations

Horse paths to separate animal, pedestrian, vehicle traffic flow
Additional limited service hotel rooms within close proximity or on-site dormitories

Multi-Purpose Exhibition/Meeting/Banquet

125,000 SF of climate-controlled, column free contiguous exhibit/meeting/banquet space
Ideally 15,000 SF to 20,000 SF would be hotel quality banquet space
Clear span, divisible into at least three spaces
Banquet capacity at least 1,000
Modern technological and audio/visual/internet capabilities
Warming kitchen for catered functions and portable concessions
Concrete floor
Moveable walls
Support space for restrooms, show office, storage
Additional limited service hotel rooms within close proximity

Full Service RV Hook-Ups

280 full-service RV hook-ups with 50 amp service
Sufficient paving and surrounding grassy areas
Supporting shower/restroom facilities proximate to each lot
Ingress/egress to accommodate larger RVs

Interactive Educational Element and Museum

5,000 SF to 10,000 SF of indoor/outdoor space for interactive educational exhibits

Highlight modern agricultural practices and science
Hands-on learning capabilities
Complement Western Heritage Center Museum

Speedway

Add sound barrier
Replace pavement
Upgrade interior/exterior grandstands
Add individual seats with backs

General Site Layout

Address likely highway encroachment
Improve people, animal, and traffic flow
Improve user experience/safety

Entrance Along Highway 2 / Signage / Way-Finding

Enhance marketability, ingress/egress
Create uniform brand image

Food/Beverage

Improve concession capabilities
Warming kitchen for catered functions

Performance Venue

Seat 2,500-3,000 for a concert event
New larger stage with green room and changing area with toilet/showers
Easy in/out loading for performers

Master Plan Recommendations

Open Space

When perimeter open spaces are not being used for parking and other event activities, the grassy areas are to serve as buffers between the Fairgrounds and the surrounding community. As much as possible and within reason, the open space within the grounds should be retained. Other areas within the Fairgrounds should include vegetation as appropriate – grass and tree islands in parking areas, the carnival area, areas up close to and around built structures. Patches of green always make good seating for outdoor festivals and events.

Entrances and Pedestrian/Vehicular Access Circulation Patterns

Pedestrian circulation paths within the facilities and grounds should be easily navigated.

Major gateways should prominently announce the “arrival points.” These should allow for safe easy walk-up pedestrian traffic from parking areas, as well as provide a drop off and waiting area for cars and buses.

Number and size of entrances should be determined and located based on parking, functional districts, projected usage, and relationship to City or County Code standards, external transportation patterns, and land uses.

Vehicular circulation during events is perimeter based but is allowed within the interior of the fairgrounds on paved areas that serve as parking or service entrance drives to specific zones.

Parking

Parking should allow flexibility to accommodate large events or times where multiple events are occurring on overlapping dates.

Parking is permitted in grassy areas in the interior and perimeter of the Fairgrounds during the annual Fair, at large events or times when multiple events require additional parking in areas designated as open space (it is recommended that only VIP’s, Fair Personnel, certain exhibitors, vendors, performers, and other midway personnel be allowed to park on the grounds during fair time). At all other times, grassy areas should remain as open space, and serve as buffers between Fairgrounds and its surrounding neighbors.

General public parking on paved areas and service routes is a permitted use of these areas during the annual fair and non-fair events. Parking should be located in areas consistent with the designation of parking areas in the Final Plan.

Master Plan Recommendations

Planning Guidelines

New or renovated structures shall be designed in compliance with specific design standards. They are described more fully in the Planning Guidelines section of this booklet, and shall be used in the review of project details; an abbreviated version of the guidelines is listed below. The Fairgrounds should be improved in appearance to unify the look and feel of the Fairgrounds as a cohesive whole. This is accomplished through the following elements:

Architecture: New developments should be practical, functional, and quality oriented. Architectural styles should strive to be part of a cohesive unit through the elements of color, exterior finishes, building size and shape, and detailing. Blending design with existing structures should also be considered.

Graphics: New development and improvements to multi-use buildings should strive to have the Fairgrounds facilities seen as part of a cohesive unit. An external site graphics system should be developed to provide improved orientation for the event and fair patron, and to provide a visual unifying element to the Fairgrounds.

Landscaping: Landscaping should be developed as a unifying element of the Fairgrounds, and should be used to define functional areas, pedestrian circulation, and open spaces.

Lighting: Lighting should enhance safety, security, and provide a unifying influence to the fairgrounds and be sized at an appropriate pedestrian scale.

Edge treatment: Public edges of the Fairgrounds should be enhanced to present a higher quality image of the Fairgrounds to the outsider looking in.

Public entrances: Public entrances should be defined to provide clear direction for access to the site as well as recognizable from a distance.

Sustainability: Sustainability should be integrated in planning new projects, renovations, and operations. If possible, re-use or extend the life of buildings. When a building has reached the end of its useful life, re-use or recycle its resources. In starting each new building, the project team should develop a sustainability plan.

Site Definition: The Fairgrounds site as currently defined is the extent of the site for future development purposes. Immediate additional site acquisitions are not anticipated in this Plan though the incorporation of other areas as fairground owned property may be on the horizon at a future date.

Master Plan Recommendations Equestrian Area Opportunities

Marketing and Revenue Enhancement opportunities for Evergreen Equestrian Park

1. Dual-Use capability and pricing structures

that will increase both rental revenue and number of stalls rented per week or weekend show. Identify opportunity dates and implement a combined facility rental fee structure with that may allow struggling smaller weekend shows to remain at Evergreen, sharing the facility with compatible groups and even sharing costs of a whole facility rental by combining their shows, resulting in fuller facility revenue income. To make this possible, the East Arena #109 becomes one large arena with portable fencing to reconfigure interior space per show requirements, with sponsored portable building for a dedicated entry office. The following groups have indicated interest in booking new outdoor shows or sharing the grounds pending this new reconfigured arena:

- A. Charity events and local shows organized by Bits and Spurs - the Snohomish County chapter of Washington State Horseman's Association - stall availability is a huge draw.
- B. Jump Off Show Management - weekend local level Schooling Shows, cross over with Breed and Open Shows.
- C. Organizer of Western Dressage events, cross over with open shows and Breed shows.
- D. Cowboy Mounted Shooting events that need a large open arena.
- E. Current user Windy Tides, would be interested in combining with another compatible group or type of cross-over event.

F. Adult Pony Club events could be combined with Youth Pony Club for a large Regional Event if the larger arena could be customized for their variety of needs.

G. The Peruvian Paso Group has indicated interest in a shared facility.

2. Increased and/or retained level of revenue possible with needed improvements that will allow EEP's largest shows to solicit major sponsors, grow their Regional Level events to compete with private Horse Parks, regain departed exhibitors, and regularly fill the EEP stalls.

Examples:

A. Hunter-Jumper shows need Arena #110 to be covered OR footing redone to be non-slip, all-weather footing, at least a 7 on a 10 scale for current standards of competition arena footing. This is a safety issue and mandatory to be able to solicit major sponsors and add prestige events like Mini-Prix jumper classes, plus regain exhibitors who will no longer show at Evergreen due to footing quality during wet weather.

B. Arabian show groups need to regain exhibitors lost to Region 4 in Idaho, due to lack of covered and all weather lunging areas, as warm up arenas #101 does not allow lunging horses during show hours for safety reasons, even if raining. Covering Arena #111 between Barns #105-6 with a fabric roof structure would be a good solution, with no need for daytime lighting.

Master Plan Recommendations Equestrian Area Opportunities

3. Regional Horse Expos and Trade Fairs would be attracted by a combined barn, trade booth area, and indoor exhibition/warm up arena, with covered connection to Main Arena #100. These Horse Expos generally take place in very early spring or late fall, and need indoor facilities. The older barns #102-3 can be replaced with a combined structure at an appropriate time. This building would encompass an indoor warm up arena connected to Arena #100, permanent stall areas, plus stall areas that can be easily removed for Expo booth floor space. Larger scale Expos currently take place in Chilliwack, British Columbia and Albany, Oregon, with a smaller size Washington State Expo at the Clark County Events Center in Ridgefield, Washington. There is opportunity to hold an Expo in the Northwest portion of the state and greater Seattle area.

Master Plan Recommendations Equestrian Action List

Equestrian Park improvements needed soon to retain current Equestrian Park user group levels, and add dual use revenue opportunities.

Physical Improvement and Construction items:

Arena #100 - Reduce base depth to 14" and compact, add new recommended sand top footing, optional infill crumb rubber.

Covered Arena #101- Remove worn out current sand footing, replace with new recommended sand footing, plus 25% by depth infill rubber crumb.

Arena #110 - Until this arena is covered, an overhaul and modernization of the footing is needed to retain high end groups, especially the Hunter-Jumper shows. Need to do: Save top 2" of sand, remove lower remaining sand and scrape base surface free of packed fines, down to 1/4" minus original base surface. Add new, recommended sand footing, add 25% by depth infill rubber crumb and selected fiber additive from those tested on site.



Optional: Raise base 6" for better run off drainage, and add containment treated timbers around perimeter outside of fence.

Arena #111 (between Barns #105-6) - Extend this arena to the north ~ 40' to increase it to 180-200' in length, leaving at least 12' in front of shavings bin. Construct new gates on shavings bin sides for access without overly disturbing horses in the arena. Leave existing end gate for shavings delivery trucks. Add 1/4" minus crusher fines to base at rail areas where uneven and worn. Add recommended new sand to bring overall depth to 2", plus 25% by depth infill crumb rubber. **Use this arena for test patches of eventual Arena #110 fiber footing additive. Need to test for compatibility with the available sand and maintenance equipment before adding to main outdoor Arena #110. Test 2-3 possible additives in ~20' X 20' patches through about a month of horse shows and harrowing.

Master Plan Recommendations Equestrian Action List

Lunge Area by Barn #103 - Remove current worn out sand. Raise base with 1/4" minus crusher fines until arena surface is above surrounding ground and will drain (possibly may need containment border in spots). Replace footing sand with selected large sand, plus 25% by depth infill crumb rubber.

Stall Mats in Barn #106 (repeatedly requested by exhibitors)

General Needed Repairs outlined in Assessment

Reposition hanging electrical outlet boxes in Barns #102-3

Reuse existing solid Lexan window panels in new tilt out ventilating frames for windows in Barns #102-3

Add 2 rows of lights in Covered Arena #101 (perhaps use oversize low bay lights from Barns 102-3, replace with T-5 fixtures in those barns)

Additional electrical outlets at doorways in barns #105-6.

Arena #109 Reconfiguration (East of barn #106)

Remove East and South sections of current arena fence (save) to make one large ~270' X 240' area. Use removed fence to extend north side fence to corner. Add a 1/4" minus base to area that does not have a base.

Construct 16' long X 30" high portable footed fence sections (Photo #1) to customize different arena sizes and shapes for user groups. This will allow the H-J show arenas to run E/W and be

longer with less apparent slope. This is needed as these arenas are used for the youngest, least capable H-J riders, and organizers dislike the existing slope.

Solicit a vendor donated portable structure to be used as a show office by groups renting this new arena offering. Will need a portable judge's box.



Photo: Portable footed fence sections to easily reconfigure Arena #109 for different groups.

Master Plan Recommendations Equestrian Action List

New Horse Paths - Safety is enhanced when horses have paths separated from spectator, vehicle, golf cart, or bicycle traffic on a show grounds. The EEP has areas where separate paths are possible and advisable. Use worn out sand removed from arenas to surface horse paths to arenas. May need addition of more solid base material, like recycled asphalt, if designated path areas get soft during rain:

8' wide Horse Path along south edge of drive in front of Barns #105-6 (move lunging arena fence back)

Safer Horse Path to parking lot located between south side chain link fence and Barn #105.

Move fence panels by cattle unloading chute over to even with bollards to allow horse path down behind barns #102-3 and around to lower arenas, which will help congestion during Fair and larger shows.

Organizational and Administrative Items:

Implement a '**Horse Show Advisory Board**', similar to the Fair Board, to improve communication between Horse Shows and the Fairgrounds Administration. Meetings could be quarterly and by conference call or similar web platform (to maximize attendance, and for those that live hours away). One representative per user group would be recommended for Advisory Board participation.



Example of separate horse paths at The Colorado Horse Park. EEP does not have this much space, but has enough room for 8' wide separate paths where needed for safety.

Food service contract for the Horse Park should be independent of the Speedway and Fair, since the hours and service needs are unique for the horse shows. The chosen contractor should be able to negotiate the option of providing banquet service or accepting a 'pass-out' fee directly with the horse show groups. Progressive or private barn parties, that are not an official show function or do not involve all show exhibitors, should be allowed to take place without a requirement that food is provided by the concessionaire. However, show hospitality table food should be purchased through, or provided by the concessionaire as that is competing with their food service.

Master Plan Recommendations Equestrian Action List

Speedway Liaison - Speedway management should appoint one regular person, who is always in attendance and has time available, to be a direct liaison with the horse show office, to coordinate timing, loud or sudden speedway noise events, and changes to the schedule. This is very important.

Allow non-motorized wheeled transport within grounds - While young riders are always a large proportion of horse show exhibitors, the fastest growing segment of equestrian exhibitors is the mature adult, many over 60 years, who have the time and money to enjoy showing horses. For many of these exhibitors, the extensive ESF Equestrian Park grounds require more walking than they can manage in a day, going from their RV, to the barns, to the show arenas, and back several times per day. After implementation of separated horse paths, interviews uncovered a strong preference for allowing bicycles, electric scooters, and golf carts from the RV Park to barns, and to designated parking areas close to the show arenas. Some shows already allow this, but have no designated parking areas, and parked golf carts and bicycles are allowed to block the front of the show arenas. Specified parking spots and bicycle racks at the perimeter of the congested paved area between Barns 102-103 and the outdoor and indoor show arenas could be designated as the limit for golf carts, bicycles, and scooters. No wheeled transport would be allowed beyond those points, or inside the barns. This is common at other Horse Show venues and works well. Wheeled transport would not be allowed during the Fair.

Master Plan Recommendations Detailed Planning Guidelines

Planning Guidelines Approach

The objective of the planning approach should be to establish the complex as an identifiable destination with a sense of place and purpose. This will reinforce the stature of the Evergreen State Fairgrounds while enhancing the year-round, multipurpose function of the events center complex. This can best be accomplished by following guidelines that unify the look and feel of the site into a cohesive image. A consistent approach should be applied to all aspects that make up the events complex. To achieve this, all new and renovated portions should follow the standards as offered in the remainder of this section.

Unification

There are three primary ways to unify the complex - through its architecture, graphics, and landscaping. All new elements should articulate how these fundamentals are being used to reinforce the goal of unification. For example, in some cases, existing structures will not be able to reflect the architecture of new buildings, but by using signage, graphics and landscaping, they can begin to blend with – and reinforce – the Fairgrounds as a whole. Guidelines on the application of these primary unifying elements are detailed below.

Architecture:

The architecture of new and refurbished structures should be quality-oriented. Buildings should be practical and functional. Diversity in architectural styles is permissible, but should still strive to be part of a cohesive unit. This can be done through

the use of color, exterior finishes, building size and shape, and detailing. Materials used should be durable and easily maintained with a long life expectancy.

Graphics:

The main purpose of a coordinated graphics system is orientation and general signage. The objective of implementing a standardized graphics system is to organize and articulate locations in a comprehensible manner. In addition, unity should be brought to the Fairgrounds through the use of consistent recognizable images and colors. A system of signage and graphics will provide both an improved orientation for the event patron and a visual unifying element to the grounds. Attention should be given to key categories of signage: entries, gates, directional, and building identification. Graphics should also be simple and typical of the region/ heritage. Signs should utilize a single font, be sized appropriately for ease of readability, have a common color pallet, and meet accessibility requirements.

Landscaping:

Another effective tool for unifying a facility is landscaping. If consistent plant varieties are used, the facility will be seen as a cohesive unit despite different architectural styles and eras. There will be some exceptions to this, for instance, a crop display or demonstration garden area. All existing healthy trees should be maintained if feasible and practical to the implementation of the Master Plan. As vegetation is removed to make way for new

Master Plan Recommendations Detailed Planning Guidelines

elements of the plan, special effort should be made to restore any disturbed portions. Planting replacements should occur if the existing trees show signs of deterioration by virtue of age or disease. New trees and replacement trees should be placed in areas where they are to be protected from misuse and damage. All plant material should be non-toxic to both humans and animals. For example, crown vetch, tall fescue, and red maples are extremely toxic to horses and, therefore, should not be used near the equestrian zone. Landscaping should also be used screen all service areas. This is especially important within the grounds, and even more so of such areas in close proximity to the adjoining parks, wetlands, and roads. Consistency of site amenities will also help unify the facility. Street furniture (benches, trash cans, etc.), drinking fountains, flags, and light poles, for instance, should all be of the same character, color pallet, and style. They should also be made of durable, quality, long lasting, and low maintenance materials.

Lighting

The lighting of the facility is very important for maintaining safety and security. Lighting also provides a sense of cohesiveness to the site, and provides guidance to patrons to locate facilities through the use of lighted pathways. Building entrances should be well lighted to increase entrance visibility. All areas of the facility that are bordered by parks or roads should use a low impact light. This will help reduce light pollution. All paved parking areas should be well lighted to

improve security and visibility. Outside entrances into the facility should be well lighted to increase security, and to clearly delineate entrances. Components of site lighting should be utilized for different purposes:

General Area Lighting for safety and security in the parking and service areas.

Street Lighting to clarify directional patterns of movement and to provide for safe visibility along vehicular circulation routes.

Pedestrian Lighting to reinforce the pathways of pedestrian circulation and plazas.

Accent Lighting to highlight building entrances, special architectural elements, landscape and garden areas.

Security Lighting to provide for safety and security in remote locations of the grounds and for buildings during non-public hours.

Edge Development/Definition

The way the property edges are defined determines the context of the Evergreen State Fair facility. Do edges serve as invitations to the grounds or do they serve as shields from the surrounding community? The facility should be viewed by the surrounding community as an open public space. However, the facility should also be safeguarded from possible theft, vandalism, etc. The challenge is to seek a balance between the two. Public edges should be defined. The Master Plan proposes a wrought iron-look decorative fencing surrounding the perimeter gates, and the balance of the perimeter a black chain link fence would be

Master Plan Recommendations Detailed Planning Guidelines

desirable. These types of fencing improve the overall image of a facility and are “see-through” allowing the perception of transparency while maintaining the security of the grounds. Edges of the fairgrounds should become public friendly, and define the vast open space of the grounds. This plan proposes a Bike Trail to line the street edge surrounding the grounds. Along the southern border of the grounds a sound wall is proposed. This sound wall should be treated as a public art project and engage the public using the trail system. A landscaped inner edge on all fencing allows for a greener image of the fairgrounds, and enhances the park-like, inviting feel of the area. Service and maintenance edges should be screened from public view by plant material and/or fencing. The fencing should be sturdy, safe and easily maintained (i.e. chain link is acceptable).

Entrances

The entrances to the Fairgrounds are an important first impression of the facility. The look and feel of these entrances set the tone and the context for the rest of the grounds. In addition, the entrances mark where the visitor first begins their journey. The main entrances should be gated with an architectural style that feels substantial yet works on a pedestrian and vehicular scale. The gates provide an opportunity to show the Fairgrounds as friendly and inviting. They identify the grounds to the public, and promote a formalized park-like image. They should also be identifiable, thus, prominent so that visitors know where to enter the site. The location for these gates, as shown in the final plan, should

be on the west, east, and northern edges of the fairgrounds. They are also situated to terminate strong axes already occurring on and off the site. Typically a pedestrian gate flanks the side of a central vehicular gate. These gates could use the same type of material as the decorative fencing. Flags or banners are often displayed as part of the gate design.

Community

Projects shall be consistent with planning concepts set forth by Snohomish County, the City of Monroe and their respective ordinances. Projects shall also be consistent with community development goals, storm water pollution prevention plan (SWPPP), WSDOT comprehensive plans (including HWY 2 future bypass route and US 2 widening), as well as any future vision for the River Valley and wetlands.

Impact on Neighborhoods

Projects shall consider and minimize any negative impact on the surrounding neighborhoods as they relate to the Fairgrounds. Consultation with adjoining neighborhoods should occur as projects or new uses are developed. Specifically the bike trails, sound walls, and rerouting of any roads.

Traffic and Parking Impacts

Project requests should be accompanied, when appropriate, by a plan to minimize the impact of traffic on the surrounding neighborhoods and be developed with the involvement of WSDOT and the city of Monroe. This plan may consider elements such as controlled intersections, turn lanes, paving

Master Plan Recommendations Detailed Planning Guidelines

projects, parking, alternate modes of transportation and routing of traffic. As an element of each development project or change of use, transportation facilities and systems (additional parking or allocation of parking spaces, entrances, and access routes) should be designed and constructed to reduce the burden to nearby neighborhoods.

Water and Sewers

The inevitable ongoing maintenance of water and sewer systems requires that systems, over time, be upgraded to meet demand, as defined by City and County Codes. It is recommended that the Evergreen State Fairgrounds and Snohomish County work cooperatively to develop a wastewater and sewer plan to achieve the following:

The separation of contaminated wastewater and storm water runoff. The plan should attempt to disperse all storm water within the site. This will prevent over taxing the storm water system preventing discharge into the county's storm sewer system.

To address undersized storm sewers serving the Fairgrounds area, the development of new impervious areas and bio-swales should be considered in all future storm water design solutions.

Open Space

Open park-like settings can be an important asset to the Fairgrounds and to the Snohomish County. Fairgrounds development shall be consistent with the county's open space policies. It is

recommended that the public should be allowed to use the open spaces of the Fairgrounds during nonevent times.

Trees

Existing stands of trees should be maintained to enhance the park-like atmosphere of some areas of the Fairgrounds. It is recommended that due to the lack of treed areas on the existing grounds (the exception being the wetland areas), a significant number of trees be added as part of the landscaping plan (see final plan drawings for proposed locations of trees). When development affects any of the trees on the Fairgrounds, tree removal should be limited to only that which is unavoidable to meet the project's design goals.

Wetlands

Any proposed development shall coordinate with and be consistent with the policies of the Army Corps of Engineers and Snohomish County ordinances to protect locally significant wetlands specifically as it pertains to the Skykomish and Snohomish River Valleys.

Master Plan Narrative

Final Master Plan Approach

The approach arrived at for the creation of the Final Master Plan is not all that unexpected if one follows along the process used to get to the Preliminary Plans presented in this booklet. The process is really a slow build and layering of the ideas and elements that make up plan to date. The Preliminary Master Plan presented in the appendix of this report was for the most part complete with a few comments and new items added. These new items were tested in the realm of the already prepared Financial Analysis and added in basically as requested. Any new or changed items from the Preliminary Master Plan were then added to the Cost Summary for future consideration. This Plan should be viewed as a living breathing document that should be internally reviewed annually and updated on a semi-annual basis or at a minimum every five years. It is also recommended that a planning process similar to this be taken on if there are any major changes to the fairgrounds not anticipated by this plan or at a minimum every ten years.

Phasing of the Plan

All in total there are approximately \$46 million of improvements or updates recommended in this Master Plan for the Evergreen State Fairgrounds. It is not anticipated or expected that all of the recommended improvements would be implemented immediately or ever. Therefore, this master plan should be viewed as a guide for future development as it relates to improvements to the grounds. That said, in order to start down a path to complete the items outlined in this booklet - phasing of the items into realistic, affordable elements over time becomes necessary to make any

headway towards accomplishing the end goals. Baby steps towards the final Master Plan are still steps.

It is recommended as part of this report that groups of projects should be selected to fit within an annual budget allocation from the previous year's profits, also consideration should be given to select projects spread across all areas of the grounds (to meet the needs of as many users as reasonable). Focus should be placed on those projects with the greatest return on investment (ROI) or maintenance need first. As needs evolve the list of priorities should be revisited annually or every time a major capital project is pondered.

To that end starting on page 68 the improvement items indicated within the Master Plan are ranked to show those with the highest level of ROI and/or maintenance need first. The facilities with the greatest needs are ranked as Severe and those with lesser needs are ranked: High, Elevated, Moderate, Less, and Low, respectively. Projects with a budget value of less than \$40,000 are still ranked but shown in their own list as Small Projects. These Small Projects might be completed over time with separate maintenance funds and/or labor provided by Snohomish County or Fairground staff. The items shown with values greater than \$40,000 will need longer range budget consideration.

Master Plan elements that fall within the Low Ranking are still maintained as ideas worth considering as they relate to the overall long term vision of the Fairgrounds. These plan items should not be discounted as they are just not as affordable under the current financial structure and resources available to the Evergreen State Fairgrounds. These elements could be achieved and should be considered as the plan is reviewed annually, if additional revenue is generated, and/or if larger reserves or bonding capacity become available.

Cost Summary

The final cost summary of the Final Master Plan is included with this section. It is not much different than the preliminary cost summaries included in this report for other earlier phases of the plan. Items that have changed or been updated since the preliminary plan versions have been updated or changed on the Cost Summary included with this section.

Element Layout Plans

All proposed major improvements to the grounds that involve structures and buildings have been thought through to the level of a very conceptual programming layout plan diagram to make sure that the elements requested and proposed in the Final Master Plan actually fit on the Evergreen State Fairgrounds site. These conceptual element layout diagrams are included starting on page 47.

Character Planning Images

The vision for the future identified in the Evergreen State Fairgrounds Master Plan, including new/existing buildings, look, feel, walkways, gathering spaces, circulation, landscaping plan and motif/theme have been conceptualized in a series of Character Planning Images. As explained prior, graphic images are an important part of the planning process as they are able to convey the flavor of the proposed site elements quickly and in a way that is not achievable using numbers and words. More specifically these planning images are good for trying to explain the vision of the Evergreen State Fairgrounds without a lot of or any required explanation. Several Character Planning Images are included after the layout plans.

Final MP Probable Costs Summary

Evergreen State Fair Final Master Planning Probable Costs and Needs Summary - August 2014

Key to colored elements within Cost Summary

For Proposed Urgency and Breakdown of Costs see individual item for description of improvement and representative colors as shown below

Representative Fairgrounds Zone by Color (Facilities located within different zones of the Fairgrounds are Color coded for quick reference)	
Equestrian Park Buildings	
Grandstand and Commercial Buildings	
Exhibit and Display Buildings	
Animal Buildings	
Public Service Buildings	
Site Conditions	

Level of Need by Facility as represented by Color (Items in Red or ranked Severe are facility improvements ranked having the Greatest Level of Return on Investment and/or those projects regarded as the Highest Level of Immediate need for Maintenance)	
Severe	
High	
Elevated	
Moderate	
Less	
Low	

Final MP Probable Costs Summary

Evergreen State Fair Final Master Planning Probable Costs and Phasing Summary - August 2014

Companion with Final Long Range Planning Items - Proposed Phasing and Breakdown of Costs by Phase is shown at right

All Costs are in 2014 Dollars - Inflation, and/or other unanticipated cost increases are not included. Colors on far right column indicate proposed phase of work.

Building or Zone # on Plan	Building Number and Name	Area (Square Feet)	Unit Cost	Base Construction Costs	10% General Conditions	15% Fees and Other Costs	10% Contingency	Total Project Costs	Comment	Level of Need ROI and/or Improvement
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Summary of Costs by Zone										
	Equestrian Park Buildings			\$4,959,250	\$495,925	\$818,276	\$627,345	\$6,900,796	See Below for Detail	
	Grandstand and Commercial Buildings			\$11,672,688	\$1,167,269	\$1,925,994	\$1,476,595	\$16,242,545	See Below for Detail	
	Exhibit and Display Buildings			\$663,940	\$66,394	\$109,550	\$83,988	\$923,873	See Below for Detail	
	Animal Buildings			\$6,180,100	\$618,010	\$1,019,717	\$781,783	\$8,599,609	See Below for Detail	
	Public Service Buildings			\$1,127,546	\$112,755	\$186,045	\$142,635	\$1,568,980	See Below for Detail	
	Site Conditions			\$8,687,876	\$868,788	\$1,433,500	\$1,099,016	\$12,089,179	See Below for Detail	
	Total Cost of All Plan Elements in 2014 Dollars			\$33,291,400	\$3,329,140	\$5,493,081	\$4,211,362	\$46,324,983		

Equestrian Park Buildings - Cost Detail										
100	100 Arena	57,000	8	\$456,000	\$45,600	\$75,240	\$57,684	\$634,524	Basic Maintenance/Updates/New Roof \$350k	High
101	101 Covered Arena	20,000	1	\$20,000	\$2,000	\$3,300	\$2,530	\$27,830	Minor Improvements	Severe
102	102 Horse Barn	13,000	3	\$39,000	\$3,900	\$6,435	\$4,934	\$54,269	Remove Barn (60 Stalls)	Low
103	103 Horse Barn	13,000	3	\$39,000	\$3,900	\$6,435	\$4,934	\$54,269	Remove Barn (60 Stalls)	Low
13	New Horse Barn	41,000	50	\$2,050,000	\$205,000	\$338,250	\$259,325	\$2,852,575	New Barn (200 Stalls)	Low
105	105 Horse Barn	16,000	1	\$16,000	\$1,600	\$2,640	\$2,024	\$22,264	Minor Improvements	Elevated
106	106 Horse Barn	16,000	1	\$16,000	\$1,600	\$2,640	\$2,024	\$22,264	Minor Improvements	Elevated

Final MP Probable Costs Summary

109	109 Outdoor Ring	28,000	0.50	\$14,000	\$1,400	\$2,310	\$1,771	\$19,481	Reconfigure Ring w/ 112	Severe
110	110 Outdoor Ring	33,000	0.25	\$8,250	\$825	\$1,361	\$1,044	\$11,480	Minor Improvements	Severe
12	Cover 110	33,000	30	\$990,000	\$99,000	\$163,350	\$125,235	\$1,377,585	New Cover	Less
111	111 Outdoor Ring	15,000	0.30	\$4,500	\$450	\$743	\$569	\$6,262	Improvements (expand 40')	Severe
14	Cover 111	15,000	20	\$300,000	\$30,000	\$49,500	\$37,950	\$417,450	New Cover	Less
11	Café	2,000	150	\$300,000	\$30,000	\$49,500	\$37,950	\$417,450	New Building	Low
16	Equine Storage and Shop Area	3,000	80	\$240,000	\$24,000	\$39,600	\$30,360	\$333,960	New Structures/Fence	Low
15	New Fabric Arena Cover	20,000	20	\$400,000	\$40,000	\$66,000	\$50,600	\$556,600	Fabric Arena Structure	Low
107	107 Residence	960	60	\$57,600	\$5,760	\$9,504	\$7,286	\$80,150	Improvements	Elevated
112	112 Practice Arena	17,800	0.50	\$8,900	\$890	\$1,469	\$1,126	\$12,384	Reconfigure Ring w/ 109	Severe
Total Costs Equestrian Park				\$4,959,250	\$495,925	\$818,276	\$627,345	\$6,900,796		

Grandstand & Commercial Buildings - Cost Detail										
200	200 Grandstand	27,000	3	\$81,000	\$8,100	\$13,365	\$10,247	\$112,712	Minor Improvemnts	Less
10	New Commercial Exhibits Shell	20,000	15	\$300,000	\$30,000	\$49,500	\$37,950	\$417,450	Shell Only - Race Office/Exhibit/Concessions	Less
10-A	New Comm Exhibits Exterior Enhancmenets	20,000	10	\$200,000	\$20,000	\$33,000	\$25,300	\$278,300	Exterior Grandstand Signage and Enhancements	Elevated
10-B	New Comm Exhibits Interior Ph1	10,000	50	\$500,000	\$50,000	\$82,500	\$63,250	\$695,750	Race Office/Exhibit/Concessions Interior Ph1	Less
10-C	New Comm Exhibits Interior Ph2	10,000	50	\$500,000	\$50,000	\$82,500	\$63,250	\$695,750	Race Office/Exhibit/Concessions Interior Ph2	Less
400	400 Commercial Building	24,000	5	\$120,000	\$12,000	\$19,800	\$15,180	\$166,980	Remove Building	Severe
7-1	New Arts and Crafts Bldg Shell Ph1	15,000	15	\$225,000	\$22,500	\$37,125	\$28,463	\$313,088	Shell only	Elevated
7-2	New Arts and Crafts Bldg Shell Ph2	22,000	15	\$330,000	\$33,000	\$54,450	\$41,745	\$459,195	Shell only - Full Building is now 37,000 SF	Moderate
7-1A	New A&C Bldg Interior Ph1A	7,500	50	\$375,000	\$37,500	\$61,875	\$47,438	\$521,813	Partial Interior of 7-1	Moderate
7-1B	New A&C Bldg Interior Ph1B	7,500	50	\$375,000	\$37,500	\$61,875	\$47,438	\$521,813	Balance of Interior of 7-1	Moderate
7-2A	New A&C Bldg Interior Ph2A	11,000	50	\$550,000	\$55,000	\$90,750	\$69,575	\$765,325	Partial Interior of 7-2	Less

Final MP Probable Costs Summary

7-2B	New A&C Bldg Interior Ph2B	11,000	50	\$550,000	\$55,000	\$90,750	\$69,575	\$765,325	Balance of Interior of 7-2	Less
8-1A	New Performance Stage Ph1	2,500	100	\$250,000	\$25,000	\$41,250	\$31,625	\$347,875	New Stage only	High
8-1B	New Performance Stage Ph2	1,500	150	\$225,000	\$22,500	\$37,125	\$28,463	\$313,088	New Stage Support Building	High
8-1	New Performance Venue Seating (3,000)	13,000	25	\$325,000	\$32,500	\$53,625	\$41,113	\$452,238	Bench Style Seating for 3,000	Less
9-1	New Exhibit/Banquet/Office Building	32,200	120	\$3,864,000	\$386,400	\$637,560	\$488,796	\$5,376,756	New Building/Admin Off. 2nd Flr	Low
9-2	New Exhibit Expansion	29,000	100	\$2,900,000	\$290,000	\$478,500	\$366,850	\$4,035,350	New Building Phase 2	Low
514	514 Courtyard Stage	896	3	\$2,688	\$269	\$444	\$340	\$3,740	Remove Stage and Seats	High
Total Costs Grandstand & Commercial				\$11,672,688	\$1,167,269	\$1,925,994	\$1,476,695	\$16,242,545		

Exhibit and Display Buildings - Cost Detail										
402	402 Shannahan Cabin	420	2	\$840	\$84	\$139	\$106	\$1,169	Minor Improvements	High
4	Relocate Shannahan Cabin	1	5,000	\$5,000	\$500	\$825	\$633	\$6,958	Relocate	High
404	404 Indian Longhouse	2,400	2	\$4,800	\$480	\$792	\$607	\$6,679	Minor Improvements	High
500	500 Display Hall	21,600	3	\$64,800	\$6,480	\$10,692	\$8,197	\$90,169	Remove Building	Elevated
501	501 4-H Building	15,000	3	\$45,000	\$4,500	\$7,425	\$5,693	\$62,618	Remove Building	Moderate
1	Connecting Building	4,300	80	\$344,000	\$34,400	\$56,760	\$43,516	\$478,676	Enclosed Link	High
604	Exhibition Building	28,000	N/A	\$0	\$0	\$0	\$0	\$0	No Work	x
604-C	604 Exhibit Bldg Concessions	1,100	150	\$165,000	\$16,500	\$27,225	\$20,873	\$229,598	Add Concessions	High
3	New Museum	TBD	TBD	NA	NA	NA	NA	NA	New Building not by Fair	x
611	611 Western Museum	2,300	15	\$34,500	\$3,450	\$5,693	\$4,364	\$48,007	Repurpose for 4H/Outreach Office, meeting rooms and classroom space	x
Total Costs Exhibit and Display				\$663,940	\$66,394	\$109,550	\$83,988	\$923,873		

Final MP Probable Costs Summary

Animal Buildings - Cost Detail										
512	512 Swine Arena	2,200	5	\$11,000	\$1,100	\$1,815	\$1,392	\$15,307	Remove Barn	Moderate
513	513 Swine Barn	6,200	5	\$31,000	\$3,100	\$5,115	\$3,922	\$43,137	Remove Barn	Less
600	600 Beef Barn	15,800	20	\$316,000	\$31,600	\$52,140	\$39,974	\$439,714	Improvements	Severe
6-1A	New Animal Barn Ph1	7,500	65	\$487,500	\$48,750	\$80,438	\$61,669	\$678,356	New Stall Building Ph1	Moderate
6-1B	New Animal Barn Ph2	7,500	65	\$487,500	\$48,750	\$80,438	\$61,669	\$678,356	New Stall Building Ph2	Moderate
6-2	New Animal Barn	15,000	65	\$975,000	\$97,500	\$160,875	\$123,338	\$1,356,713	New Stall Building	Less
6-3	New Animal Barn Ph1	14,000	65	\$910,000	\$91,000	\$150,150	\$115,115	\$1,266,265	New Stall Building	Low
606	606 Judging Arena	13,000	2	\$26,000	\$2,600	\$4,290	\$3,289	\$36,179	Improvements	Elevated
6-3M	Milking Parlor Part of Barn 6-3	1,000	180	\$180,000	\$18,000	\$29,700	\$22,770	\$250,470	Relocation of Milking Parlor to North end of New Barn 6-3	Elevated
6-4	New Restroom/Storage	2,400	180	\$432,000	\$43,200	\$71,280	\$54,648	\$601,128	Restrooms and Storage - Includes Wash racks, Shavings/Waste Bins	Low
607	607 Sheep Barn	13,050	5	\$65,250	\$6,525	\$10,766	\$8,254	\$90,795	Remove Barn	Low
608	608 Goat Barn	8,120	5	\$40,600	\$4,060	\$6,699	\$5,136	\$56,495	Remove Barn	Low
609	609 Goat Barn	6,450	5	\$32,250	\$3,225	\$5,321	\$4,080	\$44,876	Remove Barn	Low
610	610 Dairy Barn	15,000	5	\$75,000	\$7,500	\$12,375	\$9,488	\$104,363	Remove Barn	Low
5	New Auction Building	10,000	80	\$800,000	\$80,000	\$132,000	\$101,200	\$1,113,200	New Building	Low
614	614 Beef Judging Arena	5,000	3	\$15,000	\$1,500	\$2,475	\$1,898	\$20,873	Remove Barn	Low
4-1	Small Animal Building Shell Ph1	12,600	15	\$189,000	\$18,900	\$31,185	\$23,909	\$262,994	Exhibit Portion of Building	Severe
4-2	Small Animal Building Shell Ph2	16,200	15	\$243,000	\$24,300	\$40,095	\$30,740	\$338,135	Meeting Room Side of Building	Severe
4-1A	Small Animal Building Interior Ph1	12,600	30	\$378,000	\$37,800	\$62,370	\$47,817	\$525,987	Exhibit Portion of Building	High
4-2A	Small Animal Building Interior Ph2	16,200	30	\$486,000	\$48,600	\$80,190	\$61,479	\$676,269	Meeting Room Side of Building	High
Total Costs Animal				\$6,180,100	\$618,010	\$1,019,717	\$781,783	\$8,599,609		

Final MP Probable Costs Summary

Public Service Buildings - Cost Detail										
104	104 Restrooms	924	3	\$2,772	\$277	\$457	\$351	\$3,857	Remove Building	Low
108	108 Remove Restrooms	952	3	\$2,856	\$286	\$471	\$361	\$3,974	Remove Building	Low
108-R	108 New Restrooms	1,100	150	\$165,000	\$16,500	\$27,225	\$20,873	\$229,598	New Building	Low
201	201 Entrance Tunnels	3,360	0	\$0	\$0	\$0	\$0	\$0	No Work	x
201	201 West Entry Gate	576	0	\$0	\$0	\$0	\$0	\$0	No Work	x
300	300 Speedway Office	1,924	3	\$5,772	\$577	\$952	\$730	\$8,032	Remove Building	Low
301	301 Restrooms	1,260	0	\$0	\$0	\$0	\$0	\$0	No Work	x
401	401 Restrooms	1,952	3	\$5,856	\$586	\$966	\$741	\$8,149	Remove Building	Low
403	403 VIP Cabin	768	0	\$0	\$0	\$0	\$0	\$0	No Work	x
405	405 Admin Building	4,000	3	\$12,000	\$1,200	\$1,980	\$1,518	\$16,698	Remove Building	Low
510	510 Restrooms	2,014	5	\$10,070	\$1,007	\$1,662	\$1,274	\$14,012	Remove Building	Moderate
515	515 Ribbon Trailer	1,300	5	\$6,500	\$650	\$1,073	\$822	\$9,045	Remove Building	Moderate
601	601 Restrooms	952	10	\$9,520	\$952	\$1,571	\$1,204	\$13,247	Improvements	Severe
B1	New Covered Walkway 12-13	1,500	30	\$45,000	\$4,500	\$7,425	\$5,693	\$62,618	New Covered Walk	Elevated
B2	New Covered Walkway 11-101	1,500	30	\$45,000	\$4,500	\$7,425	\$5,693	\$62,618	New Covered Walk	Elevated
B3	New Covered Walkway 13-100	1,500	30	\$45,000	\$4,500	\$7,425	\$5,693	\$62,618	New Covered Walk	Elevated
B4	New Covered Walkway 100-101	600	30	\$18,000	\$1,800	\$2,970	\$2,277	\$25,047	New Covered Walk	Low
B5	New Covered Walkway 10-100	2,250	30	\$67,500	\$6,750	\$11,138	\$8,539	\$93,926	New Covered Walk	Low
B6	New Covered Walkway 9-10	3,500	30	\$105,000	\$10,500	\$17,325	\$13,283	\$146,108	New Covered Walk	Low
B7	New Covered Walkway 7-9	5,700	30	\$171,000	\$17,100	\$28,215	\$21,632	\$237,947	New Covered Walk	Low
B8	New Covered Walkway 6-7	600	30	\$18,000	\$1,800	\$2,970	\$2,277	\$25,047	New Covered Walk	High
B9	New Covered Walkway 600-606	1,150	30	\$34,500	\$3,450	\$5,693	\$4,364	\$48,007	New Covered Walk	Elevated
B10	New Covered Walkway 6-1 to 6-2	600	30	\$18,000	\$1,800	\$2,970	\$2,277	\$25,047	New Covered Walk	Low

Final MP Probable Costs Summary

B11	New Covered Walkway South of 606	4,860	30	\$145,800	\$14,580	\$24,057	\$18,444	\$202,881	New Covered Walk	Low
3--1	East Entry Structure	400	150	\$60,000	\$6,000	\$9,900	\$7,590	\$83,490	At East Crossroads & Green Lot	Severe
602	602 East Entry Gate	3,360	5	\$16,800	\$1,680	\$2,772	\$2,125	\$23,377	Remove to Reuse Building	Severe
602-R	New Green Gate on East	3,360	35	\$117,600	\$11,760	\$19,404	\$14,876	\$163,640	Reused Building	Severe
Total Costs Public Service				\$1,127,546	\$112,755	\$186,045	\$142,635	\$1,568,980		

Site Conditions - Cost Detail										
P1	Red Lot	1,219,680	0.3	\$365,904	\$36,590	\$60,374	\$46,287	\$509,155	5% Improvement	Low
P2	Green Lot	348,480	1	\$348,480	\$34,848	\$57,499	\$44,083	\$484,910	25% Paving/Grading	Severe
P3	Blue Lot	174,240	1	\$174,240	\$17,424	\$28,750	\$22,041	\$242,455	Grading and Minor Paving	Low
P4	White Lot	87,120	1	\$87,120	\$8,712	\$14,375	\$11,021	\$121,227	Grading and Minor Paving	Low
P5	Grass Lot - Trailhead	105,000	1	\$105,000	\$10,500	\$17,325	\$13,283	\$146,108	Grasspave	Less
J1-J8	Cabins (North edge of Blue Lot)	8,000	130	\$1,040,000	\$104,000	\$171,600	\$131,560	\$1,447,160	8 new cabins for rental	Low
M1	Speedway	NA	NA	NA	NA	NA	NA	NA	No Work	Low
S1	Speedway Soundwall	12,000	40	\$480,000	\$48,000	\$79,200	\$60,720	\$667,920	12 foot high Sound Wall	Less
A	Loop Road (around Speedway)	40,000	15	\$600,000	\$60,000	\$99,000	\$75,900	\$834,900	25 foot wide loop Road and Fence	Low
T1	New Ticket/Gate Building	100	60	\$6,000	\$600	\$990	\$759	\$8,349	At East Livestock Entry	Severe
T2	New Ticket/Gate Building	100	60	\$6,000	\$600	\$990	\$759	\$8,349	North of 805	Severe
T3	New Ticket/Gate Building	100	60	\$6,000	\$600	\$990	\$759	\$8,349	North of New Building 9	Low
T4	Existing Ticket/Gate Building	20	60	\$1,200	\$120	\$198	\$152	\$1,670	West Equestrian Entry	Severe
T5	New Ticket/Gate Building	100	60	\$6,000	\$600	\$990	\$759	\$8,349	East Equestrian Entry	Severe
T6	New Ticket/Gate Building	100	60	\$6,000	\$600	\$990	\$759	\$8,349	North of 4-1	Severe
D1	Livestock Pavement	740,520	1	\$740,520	\$74,052	\$122,186	\$93,676	\$1,030,434	20% Pavment Replacement	Low
D1A	Livestock Plaza from 3-1 to 6-3	10,000	15	\$150,000	\$15,000	\$24,750	\$18,975	\$208,725	Vehicle/Pedestrian Walkway w/ pavers, lights, site features	Severe

Final MP Probable Costs Summary

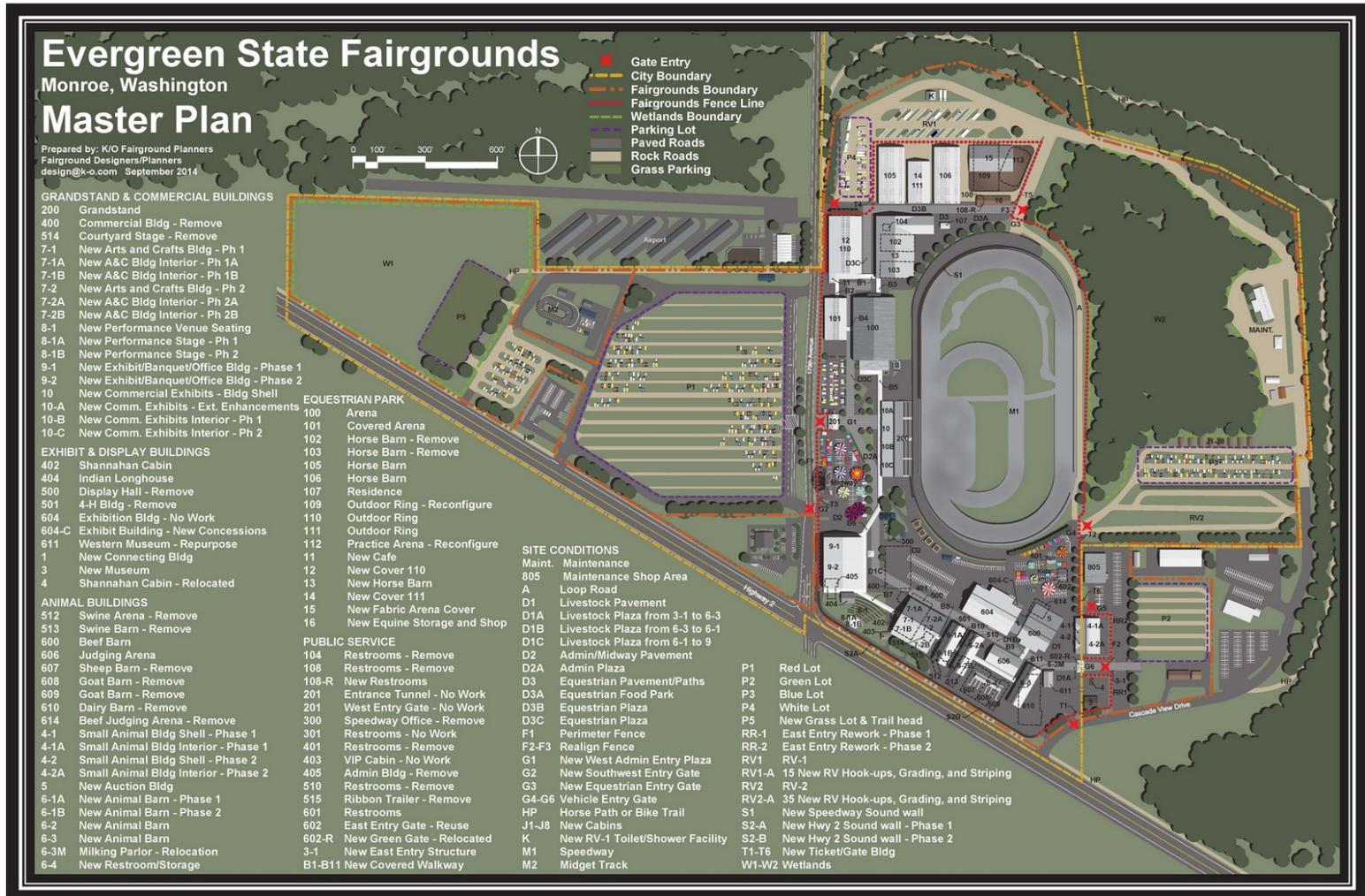
D1B	Livestock Plaza from 6-3 to 6-1	11,000	15	\$165,000	\$16,500	\$27,225	\$20,873	\$229,598	Vehicle/Pedestrian Walkway w/ pavers, lights, site features	Less
D1C	Livestock Plaza from 6-1 to 9	11,000	15	\$165,000	\$16,500	\$27,225	\$20,873	\$229,598	Vehicle/Pedestrian Walkway w/ pavers, lights, site features	Low
D2	Administration/Midway Pavement	304,920	0.6	\$182,952	\$18,295	\$30,187	\$23,143	\$254,578	10% Pavement Replacement	Low
D2A	Admin Plaza E/W from 201 to 8-2	21,000	15	\$315,000	\$31,500	\$51,975	\$39,848	\$438,323	Vehicle/Pedestrian Walkway w/ pavers, lights, site features	Low
D3	Equestrian Pavement/Paths	696,960	1	\$696,960	\$69,696	\$114,998	\$88,165	\$969,820	20% Replacement and New Paths	Low
D3A	Equestrian Food Park	40,000	1	\$40,000	\$4,000	\$6,600	\$5,060	\$55,660	Minor Grading and Landscaping	Low
D3B	Equestrian Plaza - E/W from T4-T5	17,000	15	\$255,000	\$25,500	\$42,075	\$32,258	\$354,833	Vehicle/Pedestrian Walkway w/ pavers, lights, site features	Low
D3C	Equestrian Plaza - N/S from T4 to 201	28,000	15	\$420,000	\$42,000	\$69,300	\$53,130	\$584,430	Vehicle/Pedestrian Walkway w/ pavers, lights, site features	Low
K	RV-1 - Toilet/Shower Facility	2,000	150	\$300,000	\$30,000	\$49,500	\$37,950	\$417,450	New Building	Less
RV1	RV-1	130,000	0.1	\$13,000	\$1,300	\$2,145	\$1,645	\$18,090	Misc. Grading and Striping	Less
RV1-A	15 additional RV hook-ups	15	5000	\$75,000	\$7,500	\$12,375	\$9,488	\$104,363	New Hook-ups (RV1)	Less
RV2	RV-2	145,000	0.1	\$14,500	\$1,450	\$2,393	\$1,834	\$20,177	Misc. Grading and Striping	Less
RV2-A	35 additional RV hook-ups	35	5000	\$175,000	\$17,500	\$28,875	\$22,138	\$243,513	New Hook-ups (RV2)	Less
RV3	RV-3	N/A	N/A	NA	NA	NA	NA	NA	No Work, Location Removed	x
F1	Perimeter Fence	4200	25	\$105,000	\$10,500	\$17,325	\$13,283	\$146,108	Fence Replacement on Frontage	Less
G1	New West Admin Entry Plaza	6000	15	\$90,000	\$9,000	\$14,850	\$11,385	\$125,235	New Plaza - install prior to D2A and D3C	Less
G2	New SouthWest Entry Gate	10000	10	\$100,000	\$10,000	\$16,500	\$12,650	\$139,150	Line up Gate w/ Red Lot Entry includes Paving	Low
G3	New East Equestrian Entry Gate	5000	1	\$5,000	\$500	\$825	\$633	\$6,958	Two Swinging Chainlink Panels	Severe
G4	Vehicle Entry Gate by T2	5000	1	\$5,000	\$500	\$825	\$633	\$6,958	Two Swinging Chainlink Panels	Severe
G5	Vehicle Entry Gate by T6	5000	1	\$5,000	\$500	\$825	\$633	\$6,958	Two Swinging Chainlink Panels	Severe
G6	Vehicle Entry Gate by 602-R	5000	1	\$5,000	\$500	\$825	\$633	\$6,958	Two Swinging Chainlink Panels	Severe
F2	Realign Fence	4000	15	\$60,000	\$6,000	\$9,900	\$7,590	\$83,490	Rework for East (Green Gate)	Severe
F3	Realign Fence	3000	15	\$45,000	\$4,500	\$7,425	\$5,693	\$62,618	Rework NE for East Equestrian	Severe
RR-1	Rework Road at East Entry Ph1	14000	6	\$84,000	\$8,400	\$13,860	\$10,626	\$116,886	Rework and Pave Rd at East Entry	Severe

Final MP Probable Costs Summary

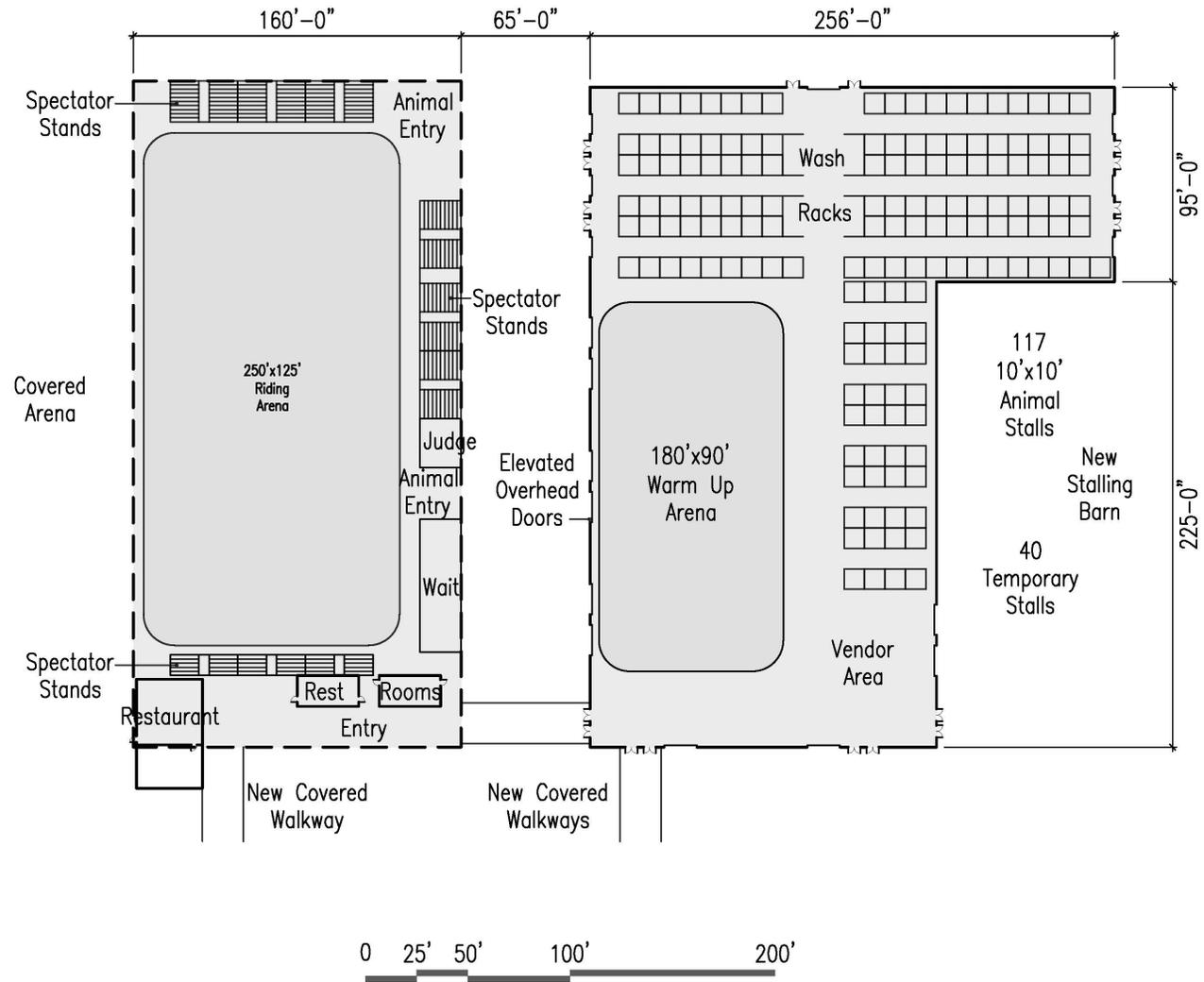
RR-2	Rework Road at East Entry Ph2	14000	6	\$84,000	\$8,400	\$13,860	\$10,626	\$116,886	Rework and Pave Rd at East Entry	Severe
S2-A	Hwy 2 Soundwall Ph1	9,000	40	\$360,000	\$36,000	\$59,400	\$45,540	\$500,940	12 foot high Sound Wall	Less
S2-B	Hwy 2 Soundwall Ph2	9,000	40	\$360,000	\$36,000	\$59,400	\$45,540	\$500,940	12 foot high Sound Wall	Less
HP	Horse Path or Bike Trail	80,000	3	\$240,000	\$24,000	\$39,600	\$30,360	\$333,960	Coordinate crushed gravel Path through WSDOT land	Low
Land	General Landscaping	200,000	1	\$200,000	\$20,000	\$33,000	\$25,300	\$278,300	Miscellaneous Landscaping	Low
W1-W2	Wetlands	NA	NA	NA	NA	NA	NA	NA	No Work	x
M2	Midget Track	NA	NA	NA	NA	NA	NA	NA	No Work	x
Maint	Maintenance	NA	NA	NA	NA	NA	NA	NA	No Work	x
805	Maintenance Shop Area	NA	NA	NA	NA	NA	NA	NA	No Work	x
Total Costs Site Conditions				\$8,687,876	\$868,788	\$1,433,500	\$1,099,016	\$12,089,179		

			Base Construction Costs	10% General Conditions	15% Fees and Other Costs	10% Contingency	Total Project Probable Costs	
Total Cost of All Plan Elements in 2014 Dollars			\$33,291,400	\$3,329,140	\$5,493,081	\$4,211,362	\$46,324,983	

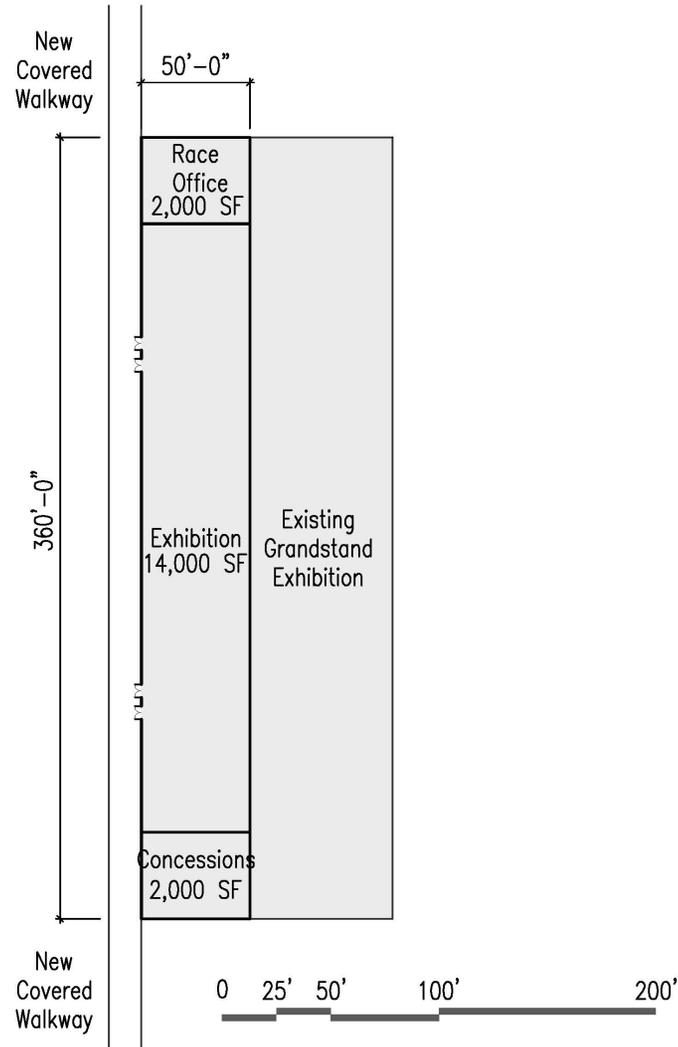
Summary of Costs by Zone									
	Equestrian Park Buildings			\$4,959,250	\$495,925	\$818,276	\$627,345	\$6,900,796	See Previous Pages for Detail
	Grandstand and Commercial Buildings			\$11,672,688	\$1,167,269	\$1,925,994	\$1,476,595	\$16,242,545	See Previous Pages for Detail
	Exhibit and Display Buildings			\$663,940	\$66,394	\$109,550	\$83,988	\$923,873	See Previous Pages for Detail
	Animal Buildings			\$6,180,100	\$618,010	\$1,019,717	\$781,783	\$8,599,609	See Previous Pages for Detail
	Public Service Buildings			\$1,127,546	\$112,755	\$186,045	\$142,635	\$1,568,980	See Previous Pages for Detail
	Site Conditions			\$8,687,876	\$868,788	\$1,433,500	\$1,099,016	\$12,089,179	See Previous Pages for Detail
Total Cost of All Plan Elements in 2014 Dollars				\$33,291,400	\$3,329,140	\$5,493,081	\$4,211,362	\$46,324,983	



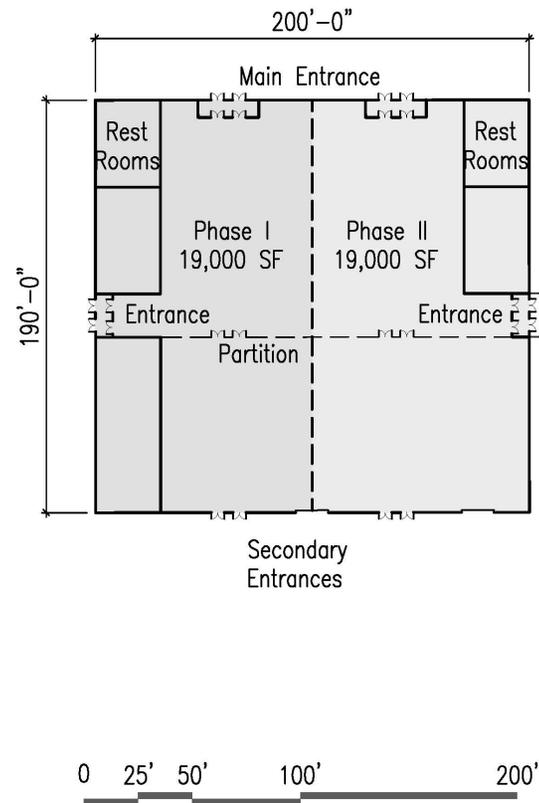
Equestrian Barn and Arena Layouts



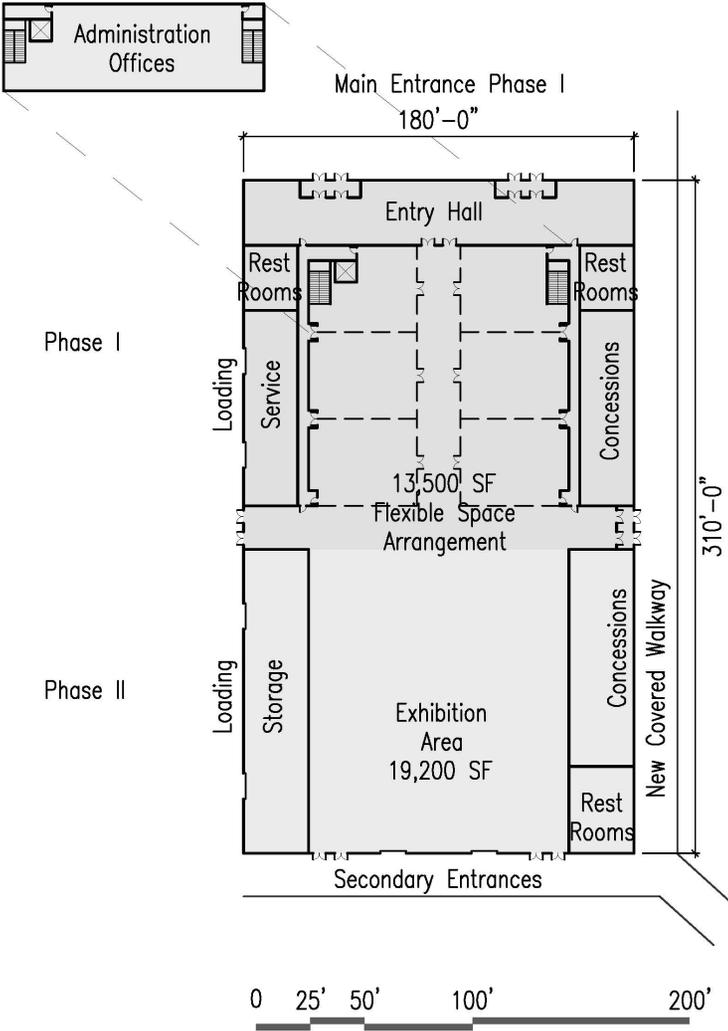
Grandstand Expansion Layout



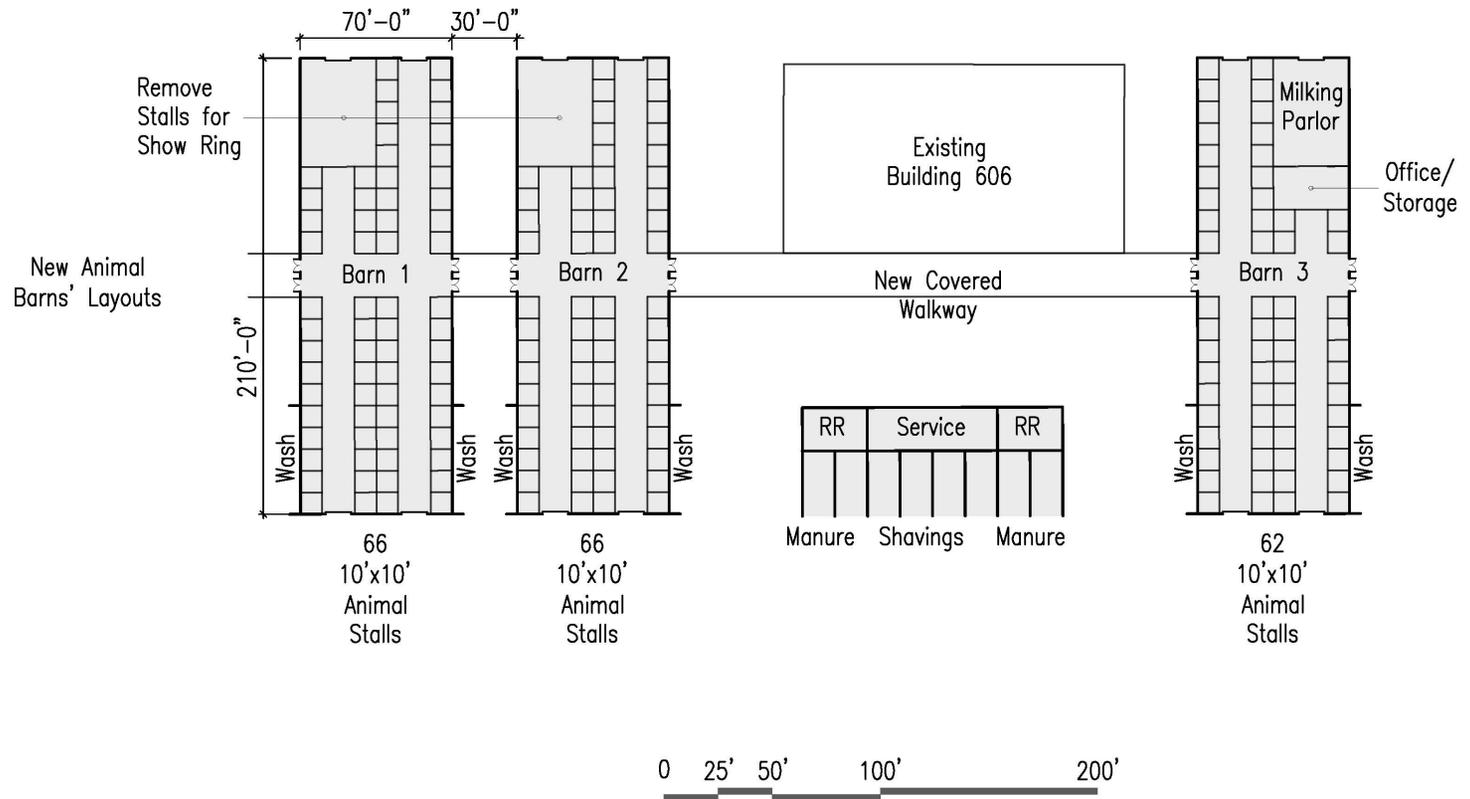
Exposition Building Layout



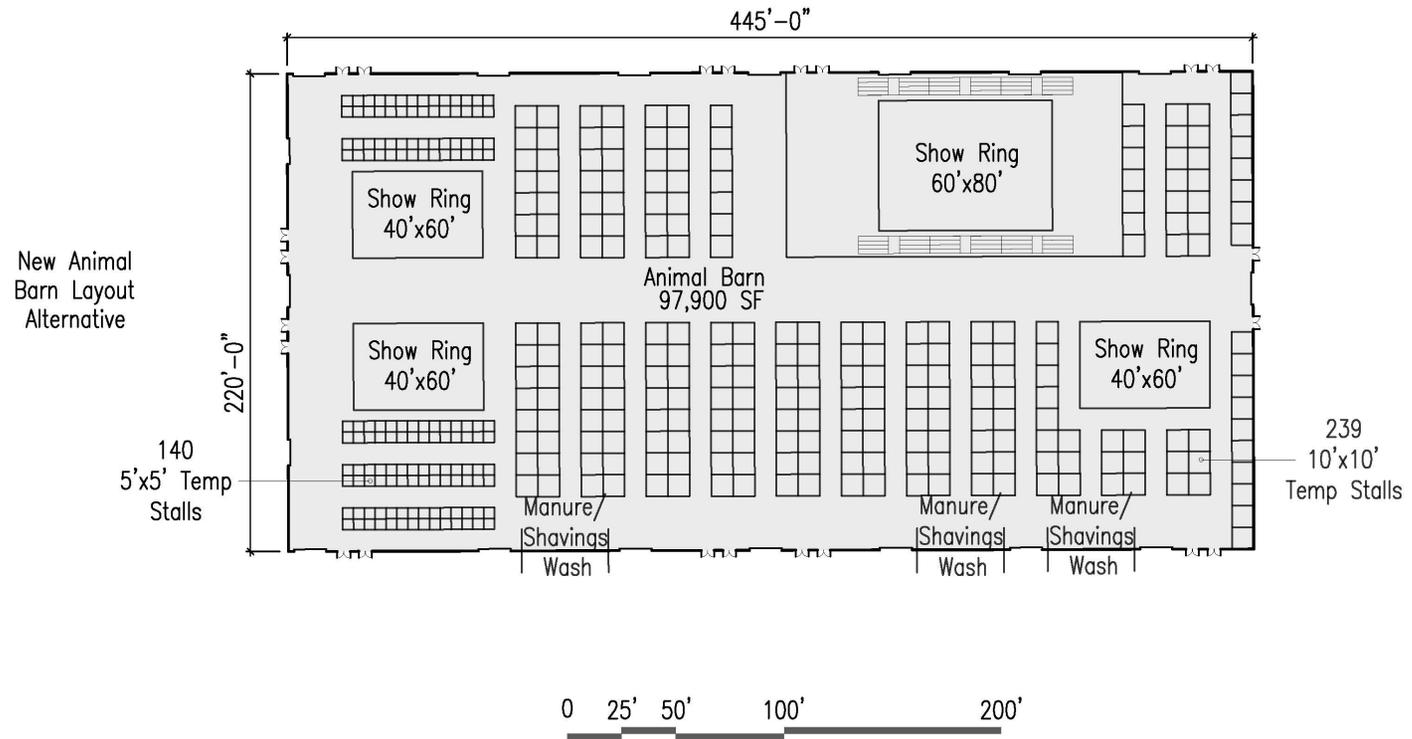
Banquet and Exhibition Hall Layout



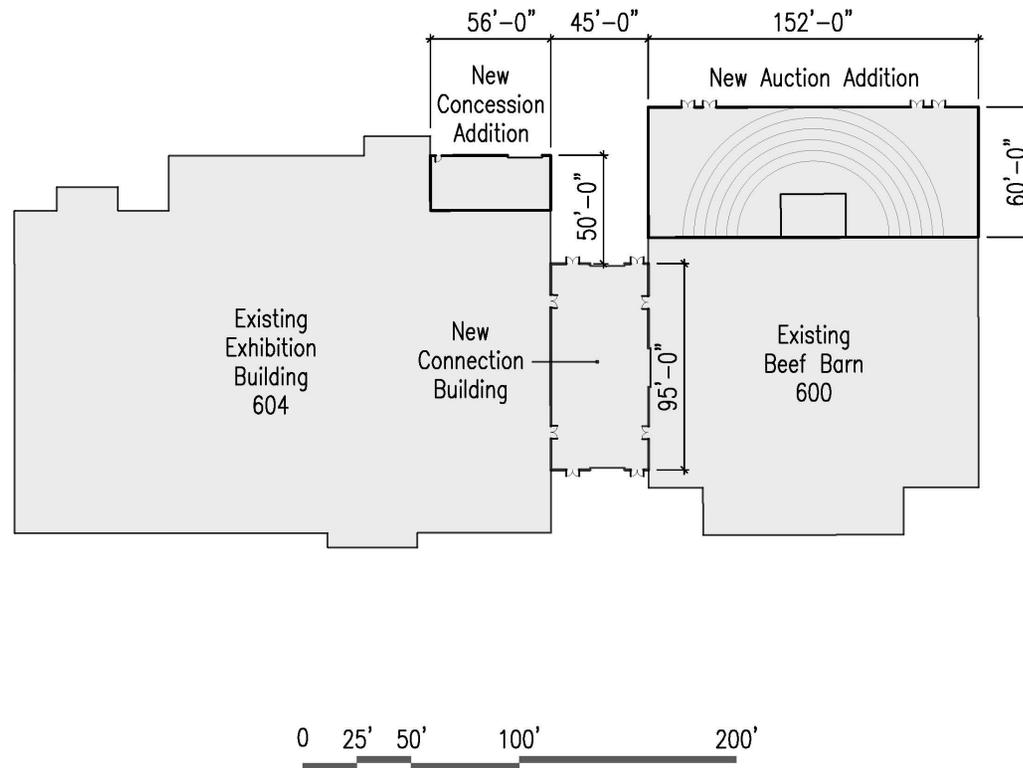
Livestock Building Layouts



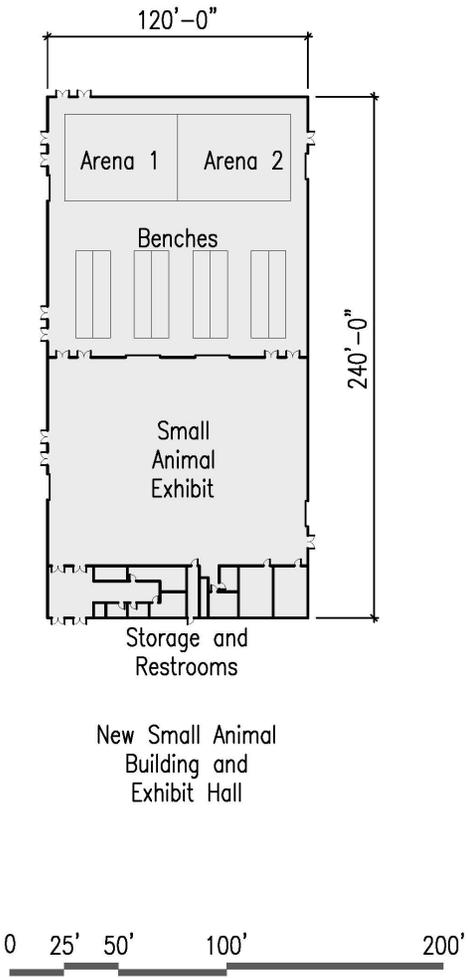
Alternative Livestock Building Layout



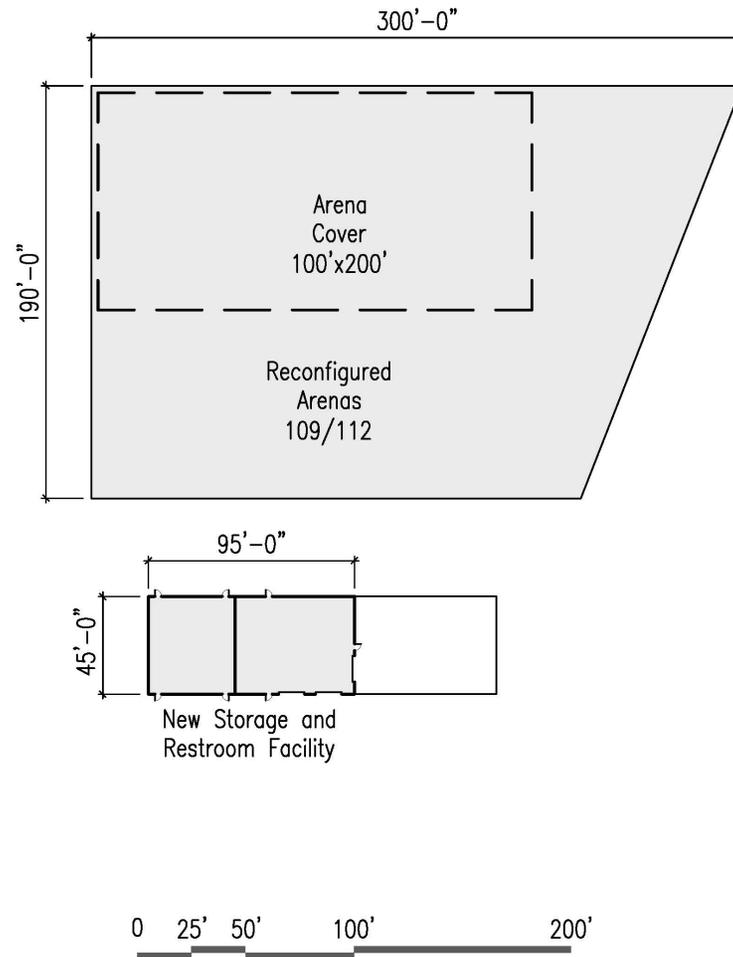
Link and Auction Ring Layout



Small Animal Building Layout



Reconfigured Arena Layouts



Character Planning Images



Banquet and Exhibit Hall

Character Planning Images



Livestock Stalling Barns

Character Planning Images



Performance Amphitheatre

Character Planning Images



Expanded Grandstand Exhibit

Character Planning Images



Pedestrian Trail and Sound Wall

Character Planning Images



Equine Area with New Covered Arenas

Character Planning Images



Auction Ring

Character Planning Images



Auction Ring and Small Animal Barn

Character Planning Images



View of Equine Area looking North East

Character Planning Images



View of Banquet and Exhibit Hall looking South East

Character Planning Images



View toward new Animal Barns and Banquet Hall looking West

Character Planning Images



View of Grandstand Expansion and Midway looking North East

Master Plan Cost Summary By ROI and Need

Ranked Elements

The items shown within this section are prioritized to show those with the highest level of return on investment (ROI) and/or maintenance need first. The facilities with the greatest needs are ranked as Severe and those with lesser needs are ranked: High, Elevated, Moderate, Less, and Low, respectively. Projects with a budget value of less than \$40,000 are still ranked but shown in their own list as Small Projects. These Small Projects might be completed over time with separate maintenance funds and/or labor provided by Snohomish County or fairground staff. The items shown with values greater than \$40,000 will need longer range budget consideration. It is recommended as part of this report that groups of projects should be selected to fit within an annual budget allocation, also these selected projects should be spread across all areas of the grounds (to meet the needs of as many users as reasonable). Focus should be placed on those projects with the greatest ROI or maintenance need first. As needs evolve the list of priorities should be revisited annually or every time a major capital project is pondered.

More information can be found in the Final MP Probable Cost Summary starting on page 37. The ROI and Maintenance Needs are ranked with costs as follows:

Severe Level (Most ROI and Maintenance Needs)

4-1	Small Animal Building Phase 1 (construct only half of shell)	\$263,000
F2	Realign Fence at Green Gate	\$84,000
RR-1	Rework Entry Road - Phase 1	\$117,000
4-2	Small Animal Building Phase 1 (construct only half of shell)	\$338,000
400	Remove Commercial Building	\$167,000
1	Enclosed link Connection Building (between 604 and 600)	\$479,000
RR-2	Rework Entry Road - Phase 2	\$117,000
601	Restroom Improvements	\$13,000
100	Arena Maintenance and Updates	\$635,000
3-1	East Entry Structure	\$84,000
602-R	New Relocated Ticket Gate for Green	
600	Beef Barn Improvements Lot	\$440,000 \$164,000
D1A	Livestock Entry Plaza from 2 to 6-3	\$209,000
F3	Realign Fence for NE Equestrian Entry	\$63,000
P2	Green Lot Improvements	\$485,000
Severe Level Total of all Improvements		\$3,658,000

Master Plan Cost Summary By ROI and Need

Severe Level Small Projects		
101	Covered Arena Improvements Footing enhancements	\$28,000
109	Outdoor Ring Footing enhancements and combine with 112 add fencing	\$19,000
110	Outdoor Ring Footing enhancements	\$11,000
111	Outdoor Ring Footing enhancement and expand 40 feet	\$6,000
112	Practice Arena Footing enhancements and combine with 109 add fencing	\$12,000
T2	New Ticket Gate Building North of Building 805	\$8,500
T6	New Ticket Gate Building North of Building 4-1	\$8,500
G4	Vehicle Gate by T2	\$7,000
G5	Vehicle Gate by T6	\$7,000
G6	Vehicle Gate by 602-R	\$7,000
602	Remove Ticket Structure to Reuse	\$23,000
T1	New Ticket Gate Building East Livestock Entry	\$8,500
T4	Ticket Gate Building Improvements West Equestrian Entry	\$2,000
T5	New Ticket Gate Building East Equestrian Entry	\$8,500
G3	New East Equestrian Entry Gate	\$7,000
Severe Level Small Project Total		\$163,000

High Level (ROI and Improvement Need)		
4-1A	Small Animal Building Interior Phase 1 (exhibit portion of Building)	\$526,000
8-1A	New Performance Stage Phase 1	\$348,000
B7	New Covered Walkway from 7-9	\$238,000
8-1B	New Performance Stage Phase 2 Support Building	\$313,000
604-C	Exhibit Building Concessions	\$230,000
4-2A	Small Animal Building Interior Phase 2 (meeting portion of Building)	\$676,000
High Level Total of all Improvements		\$2,331,000
High Level Small Projects		
514	Remove Courtyard Stage	\$4,000
402	Shannahan Cabin Improvements	\$1,500
4	Relocate Shannahan Cabin	\$7,000
404	Indian Longhouse Improvements	\$7,000
High Level Small Project Total		\$19,500

Master Plan Cost Summary By ROI and Need

<u>Elevated Level (ROI and Improvement Need)</u>		
107	Make Improvements to Residence	\$80,000
500	Remove Building	\$90,000
7-1	New Arts & Crafts Building Phase 1 Shell Structure	\$313,000
B1	New Covered Walkway 12-13	\$63,000
B2	New Covered Walkway 11-101	\$63,000
B3	New Covered Walkway 13-100	\$63,000
6-3M	Milking Parlor-Part of Barn 6-3	\$250,000
B9	New Covered Walkway 600-606	\$48,000
10-A	Commercial Exhibits Exterior Enhancements (Grandstand)	\$278,000
<hr/>		
Elevated Level Total of all Improvements \$1,248,000		

<u>Elevated Level Small Projects</u>		
606	Judging Arena Improvements	\$36,000
105	Horse Barn Improvements	\$22,000
106	Horse Barn Improvements	\$22,000
<hr/>		
Elevated Level Small Project Total		\$80,000

<u>Moderate Level (ROI and Improvement Need)</u>		
7-1A	New Arts & Crafts Building Interiors Phase 1A	\$522,000
7-1B	New Arts & Crafts Building Interiors Phase 1B	\$522,000
7-2	New Arts & Crafts Building Phase 2 Shell Structure	\$460,000
6-1A	New Animal Barn Phase 1	\$678,000
6-1B	New Animal Barn Phase 2	\$678,000
501	Remove 4-H Building	\$63,000
<hr/>		
Moderate Level Total of all Improvements		\$2,923,000

<u>Moderate Level Small Projects</u>		
510	Remove Restrooms	\$14,000
512	Remove Swine Arena	\$15,000
515	Remove Ribbon Trailer	\$9,000
<hr/>		
Moderate Level Small Project Total		\$38,000

Master Plan Cost Summary By ROI and Need

<u>Less Level (ROI and Improvement Need)</u>		
200	Minor Improvements to Grandstand	\$113,000
10	New Commercial Exhibit Building Shell Only	\$418,000
10-B	New Commercial Exhibits Interiors Phase 1	\$63,000
10-C	New Commercial Exhibits Interiors Phase 2	\$63,000
7-2A	New Arts & Crafts Building Interiors Phase 2A	\$765,000
7-2B	New Arts & Crafts Building Interiors Phase 2B	\$765,000
8-1	New Performance Venue Seating	\$452,000
6-2	New Animal Stalling Barn	\$1,461,000
P5	New Trailhead Low Impact Parking	\$146,000
S1	Speedway Sound Wall	\$668,000
S2-A	Highway 2 Sound Wall Phase 1	\$551,000
S2-B	Highway 2 Sound Wall Phase 2	\$551,000
D1B	Livestock Plaza from 6-3 to 6-1	\$230,000
F1	Perimeter Fence Replacement	\$146,000
G1	New West Admin Entry Plaza	\$125,000
12	Cover Arena 110	\$1,377,000
14	Cover Arena 111	\$418,000
RV1-A	15 New Full Service Hook-ups	\$105,000
RV2-A	35 New Full Service Hook-ups	\$244,000
K	New Toilet Shower Facility in RV1	\$417,000
Less Level Total of all Improvements		\$9,078,000

<u>Less Level Small Projects</u>		
513	Remove Swine Barn	\$26,000
RV1	Miscellaneous Grading and Striping	\$18,000
RV2	Miscellaneous Grading and Striping	\$20,000
Less Level Small Project Total		\$64,000

Low Level (ROI and Improvement Need)
 All Other Improvements not listed but itemized in this report are recommended as Low Level items on the Priority List.

All items listed are calculated in 2014 dollars and should be adjusted for inflation for year implemented.